



BRINGING *THE MANAGER* BACK IN *MANAGEMENT*

81st Annual Meeting of the Academy of Management
29 July – 4 August 2021 | A Virtual Experience

Program / Schedule / Agenda

NOTE: This document was created on 23 July 2021 and reflects scheduling and program changes up until that point. Any changes after that date will not be reflected within this PDF and you should refer to the online version of the searchable program: <https://2021.aom.org>

What's New for AOM 2021 - An Improved Virtual Experience

In 2020, the Academy of Management pushed the boundaries of what the Annual Meeting could achieve by gathering virtually to network and share research in new and exciting ways. The unique circumstances of AOM 2020 inspired attendees to engage with research – and with one another – in a novel setting, prompting an unparalleled level of interaction and accessibility.

As we look ahead to AOM 2021, we are excited to share some innovations based on your feedback and suggestions that will make this year's virtual Annual Meeting an even better experience for connecting, engaging, and learning:

- A **Preview Day** on Thursday, 29 July will offer an opportunity for attendees to get oriented to the virtual platform and receive training to help you get the most out of your experience.
- A new **Consortium Day** is being developed to allow for broader audience participation – you will no longer need to choose between your favorite PDW and DIG consortium!
- **75% of sessions will be live (synchronous)**, giving you the opportunity engage in real-time, while still giving you the option to watch session recordings at your convenience after the session has taken place.
- With **sessions of all types being scheduled during each of the meeting's five days**, arranging your own conference schedule will be easier and more flexible than ever.
- **Tiered registration rates**, including an additional early registration option.
- Opportunities to **engage socially** with other attendees.

We look forward to having you join us for the 81st Annual Meeting of the Academy of Management!

□
Session Type: **Meeting**
Program Session: **1** | Submission: **16743** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Thursday, Jul 29 2021 11:00AM- 1:00PMET (UTC-4)**

MEET THE AOM EDITORS *Meet The Editors*

Organizer: **John Pescatore**, *Academy of Management*

Meet the Editors of Annals, AMD, AMJ, AMLE, AMP, AMR, and Collections, and the team of Associate Editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **2** | Submission: **17353** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Thursday, Jul 29 2021 12:30PM - 2:00PMET (UTC-4)**

New AOM Member Virtual Orientation
New AOM Member Virtual Orientation

Organizer: **Julia Vesei**, *Academy of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: 3 | Submission: **10132** | Sponsor(s): **(OMT, OB, RM, MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 4:00AM- 7:30AMET (UTC-4)**

Studying Lived Experiences: Phenomenological Methodologies for Institutional Inquiry

Phenomenological methodologies



Organizer: **Emamdeen Fohim**, *U. of Bern*
Organizer: **Michael John Gill**, *U. of Oxford*
Presenter: **Melodie Cartel**, *UNSW Business School, Australia*
Presenter: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Presenter: **Mia Raynard**, *WU Vienna U. of Economics and Business*
Presenter: **Juliane Reinecke**, *King's College London*
Presenter: **Christopher W. J. Steele**, *U. of Alberta*
Presenter: **Madeline Toubiana**, *U. of Alberta*

Institutional theory is shaped by the philosophy of phenomenology. Nevertheless, these phenomenological roots are often forgotten by organizational scholars. Not surprisingly, phenomenology as a research methodology is seldom applied in institutional studies. Phenomenological methodologies seek to study individuals' lived experiences. The aim of this PDW is to return to the phenomenological roots of institutional theory and to discuss the different types and opportunities for phenomenological methodologies. After introducing phenomenology and phenomenological methodologies, prominent scholars will discuss a range of concepts of particular relevance for institutional theory including institutional complexity, place and space, time and temporality, emotions, and taken-for-grantedness. Drawing on these concepts, breakout room sessions will allow participants to develop potential research projects that aim to advance research on of the discussed concepts by applying a phenomenological methodology. The overall goal of the PDW is to open up new approaches for the development of institutional theory. We thus believe that this PDW is of particular interest for scholars of the OMT community as well as the OB community. But we expect that also RM scholars will be curious to learn about a still quite unknown research methodology. And we believe that scholars of the MH community will be curious to return to the historical analysis of one of organization studies most dominant theory – namely, institutional theory.

This workshop introduces participants to phenomenology and relevant institutionalist concepts (institutional complexity, place and space, time and temporality, emotions, taken-for-grantedness). During breakout sessions, participants share research ideas related to these concepts, using a phenomenological methodology. No pre-registration. First come, first served. Referred discussion topics for breakout rooms can be entered here: <https://emamdeen85.wufoo.com/forms/z1te73cm0zlpj0p/> For enquiries: please contact emamdeen.fohim@kpm.unibe.ch and michael.gill@sbs.ox.ac.uk

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Standards

Digital Session Chair: **Romain Gandia**, *U. Savoie Mont Blanc*

TIM: How do Airbnb support business model replication through a multi-sided platform?

Author: **Romain Gandia**, *U. Savoie Mont Blanc*
Author: **Corine Genet**, *Grenoble Ecole de Management*
Author: **Sylvain Colombero**, *Grenoble Ecole de Management*

This study analyzes how Airbnb implement their business model replication process to create competitive advantage in the tourism and hospitality industry. Specifically, we address an issue ignored by the literature: the role of multi-sided platforms in the business model replication process. Using an exploratory qualitative approach, we show how the multi-sided platform supports the exploration and exploitation phases in the Airbnb business model replication process. We also underline the instrumental role of the platform in technically standardizing the orchestration between the franchisees and the franchisor and between the local and the global level. This notion of standardization is instructive for managers in charge of a replication process in the tourism and hospitality industry. Our study contributes to a better understanding of business model replication in a digital environment and clarifies the distinction between the concept of multi-sided platform and digital business model while underlining their complementarity

Paper is Available to Meeting Registrants Only.

TIM: Digital platforms and infrastructure: How platform providers form interconnections across standards (WITHDRAWN)

Author: **Sven Niederhöfer**, *U. of Hamburg*
Author: **Sebastian Spaeth**, *U. of Hamburg*

Platform literature often considers platforms in isolation conceptualized as two-sided markets, developer communities, modular products connected to sets of complementary products, or socio-technical organizations, while omitting their connection to the overall infrastructure. Yet, the underlying infrastructure provides technological generativity for platform innovation and is relevant for platform competition in that open standards may decrease platform differentiation as they make complementary products compatible across a range of competing platforms. Against this backdrop we address three questions: RQ1: How do platform providers manage generativity across the layered modular architecture? RQ2: How do platform providers populate their ecosystem to balance generativity and control? RQ3: Which other platforms do platform providers form connections with? To address these questions we construct a unique data set covering 80 platforms in the smart home market and make three contributions to literature. First, we take a broader lens, considering platforms as layered modular architectures forming links to the surrounding infrastructure at different layers. We thereby derive four generative architectures with different degrees in openness. Second, we report four different approaches taken by platform providers to populate their ecosystems. Thereby, we consider the combinations with the architectural configuration that platform providers take and especially highlight the integration of large established platforms on the service layer (cloud-to-cloud). Third, we account for standards and promoted compatibility between platform ecosystems, while we estimate the relative importance of different factors.

Paper is NOT Available. Please contact the author(s).

TIM: Towards born sharing: the sharing economy evolution enabled by the digital ecosystems

Author: **Ke Rong**, *Tsinghua U.*
Author: **Yining Luo**, *U. of Cambridge*

Recent years have seen the prosperity of the sharing economy. With innovative sharing business models keeping emerging, there is some controversy around the definition of the sharing economy. This paper argues that the sharing economy is evolving with digitalisation, the locus of sharing economy is access economy rather than Customer-to-Customer (C2C) platform economy. Our study aims to examine how the sharing economy emerges and evolves with digitalisation and the how digital ecosystem enables the evolution. This paper identifies the two digital-enabled evolutionary trends of sharing economy business models, from adapted sharing to born sharing, and from downstream to upstream sharing. In terms of the Born Sharing model, companies sell access services instead of selling products. The mechanism of this evolving economic model is to match the supply and demand by drastically reducing the transaction cost, information asymmetry and market uncertainty with the help of enabling digital technologies and infrastructure. Our research suggests that the emergence and evolution of sharing economy is enabled by the digital ecosystem around, which is composed of two pools: digitally infrastructural pool and digitally enabled pool. This study contributes to sharing economy studies and ecosystem research by conceptualising "born sharing" and providing a dynamic digital ecosystem framework to understand the evolution of the sharing economy.

Paper is Available to Meeting Registrants Only.

TIM: What's New (for Scholars) about Transaction Platforms? A Systematic Literature Review

Author: **Anne Sophie Barbe**, *Aalto U., Department of Management Studies*

This paper systematically reviews the literature on transaction platforms by examining what makes transaction platforms novel for organization and management (O&M) scholars. To do so, it tracks the theoretical constructs that these scholars use to conceptualize transaction platforms, as well as the transaction platform's attributes that they portray as new, by contrast with these theoretical constructs. The systematic analysis of 113 scholarly articles, published in top-tier management journals between 1997 and 2019, reveals that O&M scholars tend to conceptualize transaction platforms as cases of markets, institutions or as cases of organizations. Then, it shows that O&M scholars introduce transaction platforms as novel by stressing three main characteristics: (1) the characteristics of information available to transactions participants (2) the spatio-temporal location of transactions participants and (3) the tasks managed by the owners and/or managers of the transaction infrastructures. Building on these findings, we propose to discuss the definition of transaction platforms and outline directions for future research by suggesting original theoretical constructs for problematizing transaction platforms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **5** | Submission: **11050** | Sponsor(s): **(AAM, OB, OMT, STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 5:00AM - 7:00AMET (UTC-4)**

**In search of Excellence in Japanese companies: Preliminary analysis
of large scale survey projects**
In search of Excellence in Japanese companies



Organizer: **Yasuhiro Hattori**, *Kobe U.*
Organizer: **Junichi Yamanoi**, *Waseda U.*
Organizer: **Daisuke Uchida**, *Kyushu U.*
Organizer: **Kazuhiro Asakawa**, *Keio U.*
Chair: **Koichi Nakagawa**, *Yasashii Business Inc*
Presenter: **Yasuhiro Hattori**, *Kobe U.*
Presenter: **Manabu Miyao**, *Kobe U.*
Presenter: **Masato Sasaki**, *Hitotsubashi U.*
Presenter: **Yasushi Hara**, *National Graduate Institute for Policy Studies*
Presenter: **Yuko Okajima**, -
Presenter: **Go Shionoya**, -
Participant: **Tomomi IMAGAWA**, -
Presenter: **Eriko Teramura**, *Meikai U.*
Participant: **Rika Takebe**, -

This professional development workshop (PDW) is designed to introduce research opportunities by connecting management scholars with unique access to Japanese firms and those with some interest in Japanese firms and its management. The Japanese economy and firms still have played an important role in the global business; for example, its GDP is the third largest in the world in 2020. Nevertheless, the presence of Japanese companies in the management research is not so high. The main reason for this low presence of Japanese firms could be attributed to Japanese scholars' small number of publications. Only a few Japanese scholars can regularly publish papers in decent journal in the management field. Although abundant detailed data on business and economic activities are available in Japan and many Japanese management scholars have access to such data, its potential has not been exploited yet. In this PDW, we will invite non-Japanese scholars who have interest in Japanese firms and its management but does not have data, or non-Japanese scholars who want to utilize Japanese firms to test their research ideas. By providing some preliminary analysis from two large scale survey projects in Japan (Covid-19 Research Project and Organizational Survey 2020 Project) conducted by the members of The Academic Association of Organizational Science (AAOS), we want to revive the interest of management scholars in Japanese firms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **6** | Submission: **17427** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 5:00AM- 6:30AMET (UTC-4)**

Non-Traditional Work Arrangements

Digital Session Chair: **Kapil Verma**, *Indian Institute of Management, Kozhikode*

OB: Adapting to Work-From-Home: Examining the Benefits and Costs of Psychological Detachment from Home

Author: **Kapil Verma**, *Indian Institute of Management, Kozhikode*
Author: **Marilyn Ang Uy**, *Nanyang Technological U.*

The COVID-19 pandemic forced organizations to shift to remote working to mitigate the spread of the disease. From the employees' perspective, working from home comes with its own set of challenges. Because the boundary between work and home gets even more blurred as employees work from home, staying focused on their job while being at home takes a great amount of effort and results in higher levels of anxiety and fatigue. Can psychological detachment from home help employees in adapting to work-from-home arrangements? Focusing on this question, we integrate boundary theory and self-regulation theory to examine how and when psychological detachment from home influences daily work engagement and enacted incivility. We conducted an experience sampling study across two work weeks with employees working from home in India during the reopening phase after the nationwide lockdown. Our findings indicate that detachment from home is negatively related with next-morning work-related anxiety, which further impacts state work engagement and enacted incivility. Results also show that detachment from home is positively related with next-morning exhaustion, which in turn predicts state engagement and enacted incivility. Further, the indirect effects of detachment from home on daily engagement and enacted incivility via exhaustion were significant only for employees with low trait self-control. Overall, our study yields theoretical and practical implications for work-from-home practices even after the COVID-19 crisis ends.

Paper is NOT Available. Please contact the author(s).

OB: Essential but Undervalued: Essentials Are Less Engaged, Prosocial, Supportive, and More Exhausted

Author: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*
Author: **Hakan Ozcelik**, *California State U. Sacramento*

This study aims to explore whether and how the organizational mandates imposed on employees during a large-scale disruptive event, i.e., COVID-19 regarding their work modality: on-site (essentials), from home (virtually), or combination of both (hybrids), impact employees' attitudes, motivation, and wellbeing. We drew on organizational-based self-esteem research and the research on crisis management to develop a model predicting that essential employees perceive these organizational mandates as a cue to how much they are valued by their organization, as reflected by their organization-based self-esteem, which in turn should be related to their work engagement, prosocial behavior, willingness to support the organization, and emotional exhaustion. We also considered an employee's supervisor's expression of companionate love and level of enjoying working on-site as factors moderating these relationships. We have conducted a field study in a metropolitan municipality to test our model. The sample consisted of 792 employees from a wide range of occupations. Results provided strong support for our model to show that essential employees who were mandated to work onsite experienced lower levels of OBSE as compared to other employees, which in turn was related to negative work outcomes. Limitations, implications and future research direction were discussed.

Paper is Available to Meeting Registrants Only.

OB: Worker Affectivity and Work Attitudes: A Meta-Analysis of Mechanical Turk Samples

Author: **Jestine Philip**, *U. of New Haven*
Author: **Vasiliki Kosmidou**, *U. of New Haven*

The purpose of this paper is to meta-analyze the relationship between (positive and negative) affect and work attitudes (job satisfaction, organizational commitment, and turnover intentions) for Mechanical Turk data samples. MTurk has become a popular convenience sample choice for OB/HR scholars. MTurk workers are also part of the evolving digital gig economy, for whom the attitudinal and behavioral outcomes may differ from traditional employees due to the former's varying employment relationships. We analyzed a total of 50 papers and 55 unique samples consisting of 23,427 MTurkers for PA studies and 14,798 MTurkers for NA studies. Consistent with conventionally sourced samples, PA was positively related to job satisfaction and organizational commitment and NA was negatively related to turnover intentions. The effect size magnitude for MTurker job satisfaction was statistically different and higher than conventional samples. Implications and the need to conduct such meta-analytic reviews for other attitudinal and behavioral outcome variables for MTurkers are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Balancing Act between Privacy & Communication in Activity-based Workspaces: a Longitudinal Study

Author: **Marc Rucker**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Tobias Eismann**, *Eureka Innovation*
Author: **Martin Meinel**, *Eureka Innovation*
Author: **Kai-Ingo Voigt**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

For many decades, companies have been trying to increase the performance of their employees using suitable office concepts. However, all conventional offices, such as private or open-plan offices, offer employees either a high degree of privacy or communication. But both of these dimensions are important when employees have to perform different tasks and are the prerequisite for employee performance. The literature defines this as the privacy-communication trade-off. So-called activity-based workspaces (ABWs), with their mixture of open and closed spaces, offer promising conditions for eliminating this trade-off. However, there is still no scientific evidence whether ABWs can actually solve the privacy-communication trade-off. Therefore, we accompanied a company for one year during their move from a conventional office to an ABW and surveyed the employees once before and twice after the move (n=86). In this longitudinal study, we were able to measure both a significant increase in perceived privacy and communication in the new work environment. Previously, these two dimensions were considered incompatible in only one work environment. Our study is therefore the first to show that ABWs are the ideal office concept to provide an appropriate level of privacy and communication and thus offer the best conditions for increasing employee performance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: 7 | Submission: **16633** | Sponsor(s): (**SAP**)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 5:00AM - 7:00AMET (UTC-4)**

Strategizing Activities and Practices Executive Committee Meeting *SAP Executive Committee Meeting*

Chair: **Virpi Sorsa**, *Hanken School of Economics*
Division Chair-Elect: **Katharina Dittrich**, *Warwick Business School*
Participant: **Rajiv Nag**, *Drexel U.*
Program Chair: **Leonhard Dobusch**, *U. of Innsbruck*
Professional Development Workshop Chair: **Eric Knight**, *Macquarie Business School, Macquarie U.*
Participant: **Tania Ulrike Weinfurter**, *U. of Zurich*
Participant: **Carola Wolf**, *U. of Liverpool*
Coordinator: **David Oliver**, *U. Of Sydney*
Representative-at-Large: **Renate Kratochvil**, *BI Norwegian Business School*
Representative-at-Large: **Christina Angelika Wawarta**, *Warwick Business School*
Representative-at-Large: **Fleur Deken**, *Vrije U. Amsterdam*

Strategizing Activities and Practices Interest Group Executive Committee meeting is for the outgoing and incoming members of the Executive Committee.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Empowering Leadership and Positive Employee Behavior

Digital Session Chair: **Trevor Foulk**, *U. of Maryland*

OB: Giving Power to the People: Empowering Leadership's Impact on Leaders' Prosocial Use of Power    

Author: **Trevor Foulk**, *U. of Maryland*
Author: **Nicolais Chighizola**, *U. of Maryland*
Author: **Oguz Gencay**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Gilad Chen**, *U. of Maryland*

Leaders are given power with the hope that they will use that power to benefit their followers and the organization. However, research has documented that the psychological tendencies associated with power often motivate self-interest and the pursuit of one's own goals. It is therefore critical to understand how to make leaders feel powerful in ways that will cause them to engage in prosocial behaviors towards others. The social distance theory of power suggests that feeling powerful increases social distance with others in a way that causes these selfish and antisocial behaviors. Integrating this perspective with the literature on empowering leadership, we posit that when leaders come to feel powerful via empowering leadership, their sense of power will make them feel more social closeness, rather than social distance, with followers which will subsequently promote prosocial behaviors directed towards them. We test our theoretical model in two experiments and a multi-source field study. Across three studies we find converging support for our theoretical expectations, and demonstrate that when leaders come to feel powerful via empowering leadership some of the negative and antisocial patterns associated with power do not emerge, but rather a more prosocial type of power is exhibited.

Paper is NOT Available. Please contact the author(s).

OB: Empowering leadership and employee creativity: The role of motivation and resource crafting   

Author: **Yuan Cheng**, *School of Business, Renmin U. of China*
Author: **Guangjian Liu**, *School of Business, Renmin U. of China*
Author: **Zhipeng Zhang**, *China U. of Labor Relations*

Drawing from the componential model of the creativity process, this study investigated the mediating effect of employees' intrinsic motivation, felt obligation and resource crafting behavior in the relationship between empowering leadership and employee creativity as well as the moderating role played by employees' power distance orientation. Multisource data were collected from 235 members and their direct leaders in China, using a two-wave and time-lagged research design. Our results show that empowering leadership is positively related to employee creativity, employees' motivation (including intrinsic motivation and felt obligation) and resource crafting behavior sequentially mediated this relationship. Besides, power distance orientation strengthens the relationship between empowering leadership and employees' felt obligation. The contribution of this study lies in explaining how employee creativity is triggered by empowering leadership as well as its boundary conditions.

Paper is NOT Available. Please contact the author(s).

OB: The Relationship between Empowering Leadership and Task Performance: A Conditional Indirect Model 

Author: **Dongseop Lee**, *Korea U. Business School*
Author: **Eunjeong Kwon**, *Arizona State U.*
Author: **Yongduk Choi**, *Chonnam National U.*

Despite the mounting interest in empowering leadership, empirical evidence for its relationship with employee task performance has been limited and inconclusive. Using an interactionist perspective, we investigated the relationship between empowering leadership and task performance by integrating the roles of employees' taking charge as a behavioral mediator and their trust in leader as an interpersonal moderator. The results, based on two-wave data from 196 Korean white-collar employees and their direct supervisors, showed that empowering leadership was positively related to taking charge, only when the employees' trust in leader was high. Moreover, the indirect relationship of empowering leadership with task performance through taking charge was also conditional on the level of trust in leader. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Role of Employees' Regulatory Focus in Shaping the Effect of Empowering Leadership 

Author: **Liyuan Li**, *School of Economics and Management Tsinghua U.*
Author: **Zhang Ying**, *Tsinghua U.*

Building on regulatory focus theory (Higgins, 1997) and self-determination theory (SDT; Deci & Ryan, 1985; Ryan & Deci, 2000, 2002), the current research hypothesize that empowering leadership may trigger different motivational processes (i.e., intrinsic motivation and extrinsic motivation) for employees with different regulatory focus, and thus result in different perceived stressors for them. Expanding the literature of empowering leadership, the current research incorporates the largely neglected regulatory focus perspective. Using a two-wave survey, the hypotheses were tested in a sample of 294 employees. Results show both significant mediation effect of intrinsic motivation and extrinsic motivation between empowering leadership and employee perceived stressors. And employee promotion focus would strengthen the relationship between empowering leadership and intrinsic motivation, while prevention focus would strengthen the relationship between empowering leadership and extrinsic motivation. The results make contributions to empowering leadership literature by identifying how employees with different regulatory focus react to empowering leadership, and exploring the both positive and negative motivational process of empowering leadership on employee perceived stressors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: 9 | Submission: 15211 | Sponsor(s): (AAT, CAR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 6:00AM- 8:00AMET (UTC-4)**

Unpacking Internal Mobility: Drivers and Consequences of Employee Redeployment inside Organizations *Unpacking Internal Mobility*



Organizer: **Federica De Stefano**, *HEC Paris*
Organizer: **Matthew James Bidwell**, *U. of Pennsylvania*
Organizer: **Rocio Bonet**, *IE Business School*
Discussant: **Russell Coff**, *Wisconsin School of Business*
Participant: **Jasmina Chauvin**, *McDonough School of Business Georgetown U.*
Presenter: **Christopher Poliquin**, *UCLA Anderson School of Management*
Presenter: **Ulya Tsolmon**, *Washington U. in St. Louis*
Participant: **Andrea Pataconi**, *Norwich Business School*
Presenter: **JR Keller**, *Cornell U.*
Participant: **John E. McCarthy**, *Cornell U.*
Presenter: **Bo Cowgill**, *Columbia Business School*
Participant: **Jonathan Davis**, *U. of Oregon*
Participant: **Pablo Montagnes**, *Emory U.*
Presenter: **Patryk Perkowski**, *Columbia Business School*

This Symposium includes five studies on the drivers and consequences of employee mobility within organizations. The studies in this symposium adopt a multi-level perspective, by examining how the interaction of individual and organizational factors determine internal moves as well as the individual- and firm-level outcomes of those moves. After the presentations, Professor Russell (Russ) Coff will lead the paper discussion. The goal of the Symposium is to foster a research conversation among researchers interested in internal mobility across disciplinary fields, including careers, human resource management, and strategy, to identify overlaps, potential for collaboration, and avenues for future research.

Worker Redeployment in Multi-Business Firms

Author: **Jasmina Chauvin**, *McDonough School of Business Georgetown U.*
Author: **Christopher Poliquin**, *UCLA Anderson School of Management*

How Organizational Structure and Human Capital Shape Internal Managerial Redeployments

Author: **Ulya Tsolmon**, *Washington U. in St. Louis*
Author: **Andrea Pataconi**, *Norwich Business School*

Opportunity Cost as a Driver of Human Capital Redeployment

Author: **Matthew James Bidwell**, *U. of Pennsylvania*
Author: **Federica De Stefano**, *HEC Paris*
Author: **Rocio Bonet**, *IE Business School*

Inside Attraction: Examining How and When Managerial Openness to Voice Shapes Employee Attraction

Author: **JR Keller**, *Cornell U.*
Author: **John E. McCarthy**, *Cornell U.*

Matching for Strategic Organizations: Theory and Empirics from Internal Labor Markets

Author: **Bo Cowgill**, *Columbia Business School*
Author: **Jonathan Davis**, *U. of Oregon*
Author: **Pablo Montagnes**, *Emory U.*
Author: **Patryk Perkowski**, *Columbia Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **10** | Submission: **16198** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 6:00AM- 8:00AMET (UTC-4)**

OB Research Incubator 
OB Research Incubator

Organizer: **Hilary Schloemer**, *Arkansas State U.*
Organizer: **Donald H. Klumper**, *U. of Illinois at Chicago*
Organizer: **Brittany Solomon**, *U. of Notre Dame*
Facilitator: **Chao Chen**, *Rutgers U.*
Facilitator: **Ronit Kark**, *Bar Ilan U.*
Facilitator: **Shannon G. Taylor**, *U. of Central Florida*
Facilitator: **Michele Williams**, *U. of Iowa*
Facilitator: **Liuba Belkin**, *Lehigh U.*
Facilitator: **Christopher C. Rosen**, *U. of Arkansas*
Facilitator: **Morela Hernandez**, *U. of Michigan, Ann Arbor*
Facilitator: **Robert C Liden**, *U. of Illinois at Chicago*
Facilitator: **Laurie Barclay**, *U. of Guelph*
Facilitator: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Facilitator: **Jia Hu**, *Ohio State U.*
Facilitator: **Tal Katz-Navon**, *Arison School of Business, The Interdisciplinary Center (IDC), Israel*
Facilitator: **Thomas Joseph Zagenczyk**, *Clemson U.*
Facilitator: **Stephen Humphrey**, *Pennsylvania State U.*
Facilitator: **Sandy J. Wayne**, *U. of Illinois at Chicago*
Facilitator: **Blake E. Ashforth**, *Arizona State U.*
Facilitator: **Brian R. Dineen**, *Purdue U.*
Facilitator: **Kaifeng Jiang**, *Ohio State U.*

While it is easy to come up with a rough or vague idea about a research topic, it is not easy to refine, implement, and publish the idea. Every one of us needs help from others, particularly those who have successful publishing experience. However, many of us lack access to colleagues with relevant expertise or hesitate to ask for feedback from experts in relevant domains. Sometimes we are not even sure what kinds of expertise we would need to move the idea forward. In the OB Research Incubator, participants are paired with renowned scholars who have successful publishing experience and can help participants move their ideas forward. Participants also have an opportunity to connect with other OB scholars who share similar research interests. This PDW is open for any member of the OB Division who would like to seek and exchange advice or feedback on research projects in any stage prior to publishing. Prior to participation in this PDW, participants must submit a brief summary of their research idea by June 15, 2021 (5-6 pages, double spaced). These briefs will be reviewed by the session organizers. Those whose briefs receive favorable evaluation will receive a registration code for the session. Complete details regarding the research brief were made available via an announcement on the OB Division and other division listservs starting April 1, 2021.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **11** | Submission: **16904** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 6:00AM - 7:30AMET (UTC-4)**

Creativity & Teams

Digital Session Chair: **Xiangming Tao**, *U. of Shanghai for Science and Technology*

TIM: Learning from Failure, Collective Efficacy and New Product Performance   

Author: **Xiangming Tao**, *U. of Shanghai for Science and Technology*
Author: **Catherine L. Wang**, *Brunel U. London*
Author: **Paul John Alexander Robson**, *Royal Holloway, U. of London*
Author: **Mathew Hughes**, *Loughborough U.*

Although the virtues of the learning from failure in breeding innovation have been widely promoted, teams are still an under-researched objective when it comes to learning from failure. Moreover, much less is known about how team learning from failure affects innovation performance especially under the influence of collective cognition. Incorporating social learning theory and social cognitive theory, our study examines how experiential learning from failure (ELFF) and vicarious learning from failure (VLFF) affect new product performance (NPP) in new product development (NPD) teams. We further explore the moderating role of collective efficacy. Survey data from 152 paired NPD project teams in high-tech firms illustrates that both ELFF and VLFF facilitate NPP in terms of NPD speed to market and new product creativity. Further, a high level of collective efficacy intensifies the positive relationship between ELFF and NPD speed to market, but attenuates the positive relationship between VLFF and new product creativity. Our results illustrate that both ELFF and VLFF should be encouraged to promote innovation performance in the NPD team. However, the NPD team should hold a fine-grained view regarding the double-edged sword effect of collective efficacy on the relationship between learning from failure and NPP at the team level.

Paper is NOT Available. Please contact the author(s).

TIM: The antecedents of green technologies: ethnic inventors and recombinant capabilities

Author: **Alba Marino**, *U. of Messina*
Author: **Francesco Quatraro**, *U. of Turin*

We draw upon the micro-foundation of recombinant knowledge in GTs, the international business literature on the firms' strategies for external knowledge sourcing and the most recent strain of migration studies in the innovation field to explore the role of ethnic migrants in leveraging recombinant creation dynamics and increasing the probability of successful green innovations. Our main argument is that the involvement of ethnic inventors increases the likelihood to successfully generate green inventions, due to their inherent experiences and distinct knowledge bases and experiences might enhance creativity (Parrotta et al., 2014) and complex problem solving (Cooke and Kemény, 2017). We rely on data drawn from the ethnic patenting database, which covers harmonized USPTO patent records granted to US-based MNEs over the period 1975-2009 as designed by Kerr (2008), merged with information on the career of each inventor in the sample derived from the Harvard Patent Dataverse database (Lai et al., 2011). We find that teams composed of inventors with wider recombinant capabilities also tend to have a higher propensity of developing new green technologies. Also, a higher level of ethnic diversity among the US-based inventors correlates with a higher probability of patenting GTs, but the relationship follows a non-linear pattern along ethnic diversity. Finally, we find that patents developed by R&D teams involving a higher degree of ethnic diversity among their domestic inventors are more likely to combine technological knowledge in a novel way to develop GTs. Our results bring implications for the strategic management of inventors' teams by multinationals willing to run the green patent race and for policy-makers facing the climate change challenges.

Paper is Available to Meeting Registrants Only.

TIM: The Role of Female versus Male Stars in Team Knowledge Recombination  

Author: **Mona Reber**, *U. of Mannheim*
Author: **Leo Schmallenbach**, *U. of Mannheim*
Author: **Himani Singh**, *U. of Mannheim*

This paper focuses on female stars, an underrepresented and largely unexplored group of star knowledge workers, and their role in team knowledge recombination. We argue that gender differences between male and female stars can produce differential implications for the availability and integration of knowledge in teams and hypothesize that the presence of a female star fosters the breadth of knowledge recombination in teams. Empirically, we rely on a sample of star inventors, representing knowledge workers, and their patents filed at the US patent office in the period of 1990-2010. We match teams with a female star to similar teams with a male star and compare how broadly the teams recombine knowledge across technological boundaries in their patented inventions. We find that teams with a female star combine knowledge more broadly. Our findings emphasize the special role of female stars in teams and may thus help leverage the untapped potential of women in many knowledge-based and creative industries.

Paper is Available to Meeting Registrants Only.

TIM: The Colour of Hierarchy: A field experiment on hierarchical endorsements and idea selection

Author: **Mathias J. M. Boënne**, *Erasmus U. Rotterdam*
Author: **Bart Leten**, *KU Leuven*
Author: **Ammon Salter**, *U. of Bath*

In the early stages of the idea creation process, individuals often turn to other members within the organization to help them select which ideas merit further development. Critical to this decision is receiving endorsement on the value of ideas from relevant others. We suggest the hierarchical position of these endorsements shapes idea selection, as these endorsements are interpreted by the idea creators as a signal of competence and of future support. We test this conjecture using a field experiment at a major European University organization, where information about the hierarchical endorsement on ideas is exposed and withheld to a randomly assigned treatment and control group involved in an ideation process. We find that hierarchical endorsement has a positive effect on idea selection for those high in the hierarchy of the organization, but little or no effect on those individuals in more low-level positions. Furthermore, we find that hierarchical endorsements mainly reinforce initial quality perceptions of idea creators, rather than that they shift selection towards other ideas. We explore these findings for our understanding of the role of hierarchy in the idea creation processes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



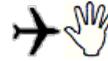
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **12** | Submission: **12841** | Sponsor(s): **(HR, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 7:00AM- 8:30AMET (UTC-4)**

Engaging and Supporting International PhD Students and Early Career Faculty in the HR Division
Engaging International Members of the HR Division



Chair: **Vanessa Shum**, *Simon Fraser U.*
Chair: **Karina Van De Voorde**, *Tilburg U.*
Panelist: **Jaime Andrés Bayona**, *Pontificia U. Javeriana*
Panelist: **Ilona Buciuniene**, *ISM U. of Management and Economics*
Panelist: **Sewon Kim**, *State U. of New York Empire State College*
Panelist: **Scott L. Martin**, *Zayed U.*
Panelist: **Margarita Nyfoudi**, *U. of Birmingham*
Panelist: **Hilla Peretz**, *ORT Braude College*
Panelist: **Madina Rival**, *LIRSA-Cnam Paris*
Panelist: **Shay Tzafir**, *U. of Haifa*

International members (outside of North America) represent a large portion of the HR Division at the Academy of Management— in terms of their membership share at the HR Division membership and participation in AOM/HR Division conferences. It is essential to engage international members, in particular international PhD students and early career faculty, for improving the global inclusivity of the division. This PDW aims to create a plan to provide support and address the needs and challenges faced specifically by international PhD students and early career faculty. Attendees can expect to raise and discuss experiences and challenges related to being international members in a scholarly association that is gradually becoming international (also compared to others, including local associations), learn about opportunities for international members to become more involved in the HR Division and the AOM, and discuss "what's in it for early career scholars" to be members of the HR Division and the AOM (in terms of available activities and resources). This PDW is structured in 4-parts: (1) sharing the vision and goals of the HR Division International Committee, (2) discussing the challenges specific to international PhD students and early career faculty and possible avenues to address these challenges, (3) learning from a panel of international guest speakers who will share their advice and experiences, (4) introducing the Junior Ambassadors group – the new delegates within the Ambassadors program. In sum, the objective of the PDW is to support international PhD students and early career faculty to develop meaningful experiences and lasting relationships with the HR Division.

How do I register? There is no charge to attend, but pre-registration and conference registration are required. To pre-register, please email your name, school, and a brief CV to Vanessa Shum (vanessa_shum@sfu.ca) by July 10.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **13** | Submission: **13053** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 7:00AM- 7:30AMET (UTC-4)**

MSR Morning Meditation *MSR Morning Meditation*

Chair: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Chair: **Gerald Biberman**, *U. of Scranton*

The practice of meditation (either individual or collective) has the common objective to still/silence the mind and allow the unconscious reality to emerge, open and unfold. Many variations of meditation exist. In this conference five different forms will be introduced—a different form will be introduced each day during the conference. The idea is for those new to meditation to sample, and for those who find a familiar meditation to expand their experience. These five meditations can be accomplished in a few minutes or longer as you wish.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **14** | Submission: **11291** | Sponsor(s): **(MSR, OB, MED, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 7:00AM- 9:00AMET (UTC-4)**

**The Manager and Love: Evoking a Loving Inquiry in a
Group Setting**
The Manager and Love



Facilitator: **Angela Pei Ju Chen**, *U. of Melbourne*
Coordinator: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Facilitator: **Giorgia Diletta Nigri**, *Libera U. Maria Santissima Assunta (LUMSA)*
Facilitator: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Facilitator: **Barbara C. Nussbaum**, -

Neuroscientists, psychologists, educators, and management scholars propose that the current emphasis on the intellect and reason in education and business over values such as love, connectedness, and compassion are at the root of many business ethical failures and societal problems. They argue not that reason should be abandoned in education and business management, but rather that it needs to be balanced with values such as love because these attributes are innately human, and this will enable wise decision making. This is a difficult task in the context of the current ethos of intellect and reason that dominates education and management. To correct the imbalance, we need to explore ways of preparing managers of the future to accept the relevance and importance of learning how to develop and embody love. This PDW aims to provide an experience of community love by inviting the participants to listen and speak in a respectful and reverential way to create a caring, receptive container. Participants will engage in the practice of Collaborative Autoethnography, which will integrate the Nguni South African concept of Ubuntu, to explore, research, and demonstrate the experience of love in a community setting. To support this practice we will discuss: contexts from which love is considered such as Christianity and indigenous cultures, why and how love might be implemented in education and management, and how Collaborative Autoethnography can be applied in a process of connecting with others to research and learn from the experience of love and connectedness.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Feedback and Knowledge Sharing

Digital Session Chair: **Xiaode Ji**, *Guanghua School of Management, Peking U.*

OB: **How Information Advantage Influences Employee Voice Behavior**

Author: **Xiaode Ji**, *Guanghua School of Management, Peking U.*
Author: **Jiang XU**, *Ph.D Candidate in Organizational Behavior*

Although information is the premise of voice, the role of information plays in voice literature is less understood. In this study, we introduce the concept of voicer information advantage over peers to explore how information functions in the context of voice. Specifically, by incorporating the perspectives of self-interest behavior and voice as a planned behavior theory, we propose that employees possessing voice-related information advantage over their peers are motivated to voice by expected benefits brought to themselves. Moreover, this effect is particularly likely to exist in a cooperative rather than competitive team. An experiment employing a scenario task was designed to test our hypotheses. Data from 135 participants supported our hypotheses. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

OB: **The relationship between psychological ownership and knowledge sharing**

Author: **Daeho Kim**, *Sungkyunkwan U.*
Author: **Jiseon Shin**, *Sungkyunkwan U.*

Despite great attention to the effectiveness of psychological ownership in organizations, its relationship with knowledge sharing has been barely understood with theoretical and empirical evidence. There are inconsistent theoretical predictions and empirical results on the relationship between psychological ownership and knowledge sharing. To clarify the relationship, we apply social identity theory to theorize that psychological ownership experiences a significant psychological mechanism. We posit that organization based psychological ownership (OBPO) and job based psychological ownership (JBPO) can influence knowledge sharing differently through identification with coworkers. Additionally, we propose that diversity climate can amplify or suppress the effects of psychological ownership on knowledge sharing. Using a two-wave study design, we examined the distinctive roles of diversity climate in the relationship between psychological ownership and knowledge sharing. With this study, we highlight that the relationship between psychological ownership and knowledge sharing is dependent on employees' social identity surrounding ownership targets and diversity climate.

Paper is Available to Meeting Registrants Only.

OB: **The Expert Paradox: How Team Member Expertise Impacts Leaders' Information Integration**

Author: **Stephen Sauer**, *Cornell SC Johnson College of Business*
Author: **Matthew Rodgers**, *Hope College*
Author: **Melissa C. Thomas-Hunt**, *Vanderbilt U.*

Today's organizations have come to view and to use workplace teams as information processors, making the ability to manage knowledge and expertise an essential pre-requisite for effective group decisions. Consequently, an important mandate for leaders of information processing groups is to determine an approach that most benefits the group. This paper addresses this critical area by focusing on the structural and social factors affecting leaders' behavior when guiding group decisions. Specifically, the research considers the effects of power distribution (i.e., location of expertise) on leaders' choice to contribute their own unique knowledge or to integrate others' information. The paper proposes that leaders do not always serve as information integrators, but may instead compete with their team members by focusing on their own position rather than promoting consideration of others' knowledge. In addition, leaders' perceptions of threat may mediate this result. Data from two experimental studies support these hypotheses.

Paper is Available to Meeting Registrants Only.

OB: **How Team-Level Performance Feedback Influences Peer-Evaluations: A Social Comparison Perspective**

Author: **Gerhard Speckbacher**, *WU Vienna U. of Economics and Business*
Author: **Martin Wiernsperger**, *WU Vienna U. of Economics and Business*

Teamwork promises important benefits, especially when it comes to complex problem solving. However, the lack of reliable performance measures at the individual team member level makes the management of team performance challenging. While information from peer monitoring during task completion is a valuable source of knowledge on individual contributions, such information tends to be biased. This paper analyzes how positive or negative feedback on overall team outcomes influences team members' perceptions of their own and other team members' relative contribution to overall team performance. Building on social comparison theory, we propose that individuals tend to use same gender peers as social reference points and positive versus negative team-level feedback has an impact on individuals' (unconscious) strategies for enhancing self-esteem. Overall, we hypothesize that positive (negative) team-level performance feedback leads to a shift of relative contribution ratings towards lower (higher) evaluations of peers that share the evaluator's gender. We test our hypotheses in an experiment with 247 student participants and find evidence to support our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **16** | Submission: **15688** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 7:00AM - 2:00PMET (UTC-4)**

Social Issues in Management Division: Doctoral Student Consortium
SIM Doctoral Student Consortium



Organizer: **Jared Peifer**, *City U. of New York, Baruch College*
Organizer: **Elise Perrault**, *College of Charleston*
Panelist: **Bradley R. Agle**, *Brigham Young U.*
Panelist: **Miguel Angel Alzola**, *Fordham U.*
Panelist: **Shawn Berman**, *U. of New Mexico*
Panelist: **Bruce Barry**, *Vanderbilt U.*
Panelist: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*
Panelist: **Jonathan Nicholas Bundy**, *Arizona State U.*
Panelist: **Frank G.A. De Bakker**, *IESEG School of Management*
Panelist: **Robert Edward Freeman**, *U. of Virginia*
Panelist: **Naomi A. Gardberg**, *City U. of New York, Baruch College*
Panelist: **Michelle Greenwood**, *Monash U.*
Panelist: **Irene Henriques**, *York U.*
Panelist: **Michael E. Johnson-Cramer**, *Bucknell U.*
Panelist: **Jegoo Lee**, *U. of Rhode Island*
Panelist: **Ronei Da Silva Leonel**, *U. of Memphis*
Panelist: **Greg S. Molecke**, *U. of Exeter*
Panelist: **Mette Morsing**, *professor*
Panelist: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*
Panelist: **Pushpika Vishwanathan**, *U. of Amsterdam*
Panelist: **Johanne Grosvold**, *U. of Bath*
Panelist: **David Wasieleski**, *Duquesne U.*
Panelist: **James F Weber**, *Duquesne U.*
Panelist: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*
Panelist: **Andrew C Wicks**, *U. of Virginia Darden School of Business*
Presenter: **Cristina Neesham**, *Newcastle U.*
Presenter: **Colin Patrick Higgins**, *Deakin U.*
Participant: **Rachel McCullagh Balven**, *Arizona State U.*
Participant: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Participant: **Benson Honig**, *McMaster U.*

This PDW seeks to inspire and to inform doctoral students about how they can succeed in their scholarship, teaching, service, and lives as academics, especially in the SIM division.

This session is Invite Only. Invitations are based on applications received by June 15 in response to an open call for applications announced in SIM related listservs beginning in April. If you received an email that you were selected to participate in this PDW and you indicated your intent to participate in response to that email, then you are automatically registered for this event. To verify your successful registration, you will see this event in "My Programs" at AOM by mid-July. If you have questions, please email Jared Peifer (jpeifer@baruch.cuny.edu) or Elise Perrault (perrault@cofc.edu).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **17** | Submission: **16668** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 7:30AM- 8:30AMET (UTC-4)**

Strategizing Activities and Practices Early-Career Program: Welcome & Introduction
SAP Early-Career Program: Welcome & Introduction

Organizer: **Seray Ergene**, *U. of Rhode Island*
Organizer: **Renate Kratochvil**, *BI Norwegian Business School*
Organizer: **Madalina Stoicovici Pop**, *Aarhus BSS, Aarhus U.*
Organizer: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Participant: **Ann Langley**, *HEC Montreal*

Invite ONLY

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Geographic Ecosystems

Digital Session Chair: **Daxin Sun**, *Shanghai Jiao Tong U.*

TIM: Transport connectivity and innovation diffusion: Evidence from high-speed railways expansion

Author: **Daxin Sun**, *Shanghai Jiao Tong U.*
Author: **Saixing Zeng**, *Shanghai Jiao Tong U.*

How does infrastructure within national innovation systems spur innovation diffusion? Using the expansion of high-speed railways (HSR) in China as a quasi-experimental design, we theorize that connection to the HSR networks will facilitate the engagement in technology licensing, one typical example of innovation diffusion, by decreasing information asymmetry and accessing to a large market with complementary technologies. We further clarify potential mechanisms beyond of focal relationship by introducing three boundary conditions. We use 251 city samples in China between 2005 and 2015 to test our theory. We find evidence that cities' technical licenses have been increased after the connection to the HSR. We also find that such a positive relationship is stronger when a local city has more human capital and greater foreign competition. Our finding contributes to economic geography literature and research on transport infrastructure by shedding new insights on the interplay between HSR and regional knowledge diffusion.

Paper is NOT Available. Please contact the author(s).

 **TIM: The organization of corporate science and technology: out of sight, out of mind?**

Author: **Marcelina Grabowska**, *KU Leuven*

In spite of the great importance of science in generating valuable innovations the exploitation of scientific discoveries, even within a firm, is a complex process and only a small fraction of a firm's scientific discoveries is further taken-up in technology development. This study provides evidence that even though firms are active producers of valuable scientific discoveries, the exploitation of internal science in a firm's technology development is not straightforward. I investigate the role of the geographical distribution of a firm's science and technology activities. The results show that firms are better able to exploit internal scientific research in technology domains where science and technology activities are geographically co-located.

Paper is Available to Meeting Registrants Only.

TIM: Network Structure And Regional Innovation: A Multi-Level Framework 

Author: **Elisa Operti**, *ESSEC Business School*
Author: **Amit Kumar**, *Warwick Business School*

We develop a typology of regional innovation networks based on the extent to which the inventors in a given location span structural holes within the internal collaboration network or connect local inventors with inventors outside their region. We identify four types of network configurations characterized by different levels of internal brokerage and external boundary-spanning (fortresses, multi-level brokers, playing fields and absorbers). Using data on co-inventing networks within and between United States Metropolitan Statistical Areas between 2000 and 2014, we show that configurations balancing internal brokerage (closure) and low (high) external boundary-spanning lead to higher innovation performance than isomorphic configurations. In a nutshell, our findings convey a more nuanced, multi-level understanding of the trade-offs between different brokerage roles in regional innovation dynamics.

Paper is Available to Meeting Registrants Only.

TIM: complementarities in the sourcing, use and exploitation of managerial and technological innovations

Author: **Giuliana Battisti**, *Warwick Business School*
Author: **Paul Stoneman**, *Warwick Business School*

This paper explores patterns of both managerial and technological innovations, how they interact, and their relationship with firm performance. Parallels between managerial innovations and investments in intangibles are highlighted. Using a data set relating to 1497 UK enterprises in 2009 with a special emphasis upon non-manufacturing, it is shown that firms both source and use technological and managerial innovations and different types thereof simultaneously, suggesting widespread complementarities across innovations. Factor analysis is used to generate combined indicators of firms' overall efforts in both sourcing and using different innovations and enables their allocation to clusters. The most active sourcing and using clusters are the smallest, whilst the least active sourcing and using clusters are the largest. Firm characteristics differ across both sourcing and using clusters in expected ways. Further, (i) there is a positive relationship between corporate performance and the intensity of both sourcing and using innovations, and (ii) firms undertaking technological (managerial) innovation experience greater improvement in sales growth if they also undertake managerial (technological) innovation. The findings indicate that reliance upon either technological or managerial indicators of innovation alone could be misleading in terms of both the extent of innovation and the impacts of different types of innovation upon firm performance. policy implications are drawn.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **19** | Submission: **12885** | Sponsor(s): (AFAM, GDO, OB, STR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM - 12:00PMET (UTC-4)**

**4th Annual Successful Publishing for Early Career Scholars
of Management in Africa**
Management Scholars in Africa



Organizer: **dt ogilvie**, *Rochester Institute of Technology*
Organizer: **Stella M. Nkomo**, *U. of Pretoria*
Participant: **Samuel Aryee**, *U. of Surrey*
Facilitator: **Ralph Hamann**, *U. of Cape Town*
Participant: **Benson Honig**, *McMaster U.*
Facilitator: **Jenny M. Hoobler**, *U. of Pretoria*
Facilitator: **Stella M. Nkomo**, *U. of Pretoria*
Facilitator: **dt ogilvie**, *Rochester Institute of Technology*
Facilitator: **Shaun Denvor Ruggunan**, *U. of KwaZulu-Natal*
Participant: **Amanuel G. Tekleab**, *Wayne State U.*
Participant: **Hermann Ndofor**, *Indiana U., Indianapolis*
Participant: **Michael Frese**, *Asia School of Business*

We propose the fourth PDW on Successful Publishing for Early Career Scholars of Management in Africa. Scholars from underdeveloped countries have often not had the opportunity to receive the training that leads to publishing in high-quality management journals. Thus, they need mentorship to help them to understand the requirements of high-quality research journals and developmental feedback to help them improve their scholarship. This workshop will provide one-to-one developmental feedback to assist early career African and African diaspora scholars to publish early research that has high impact. We received very positive feedback from the participants who attended the previous three years' workshops.

Invite Only Session

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **20** | Submission: **12917** | Sponsor(s): **(CAR, OB, HR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 8:00AM- 10:00AMET (UTC-4)**

Enhance Your Toolkit for Teaching Careers  
Enhance Your Toolkit for Teaching Careers

Coordinator: **Peter Heslin**, *UNSW Sydney*
Facilitator: **Michael B. Arthur**, *Suffolk U.*
Facilitator: **Jon P. Briscoe**, *Northern Illinois U.*
Facilitator: **Suzanne Chan-Serafin**, *UNSW Sydney*
Facilitator: **Shoshana Dobrow**, *London School of Economics*
Facilitator: **Stefanie Gustafsson**, *U. of Bath*
Facilitator: **Scott Seibert**, *Rutgers U., School of Management and Labor Relations*

This PDW will enable you to learn from a range of high caliber academics from around the world about how to teach careers, either as a whole subject or as a topic in a course such as Leadership, Human Resource Management, or Organizational Behavior. If you want to be exposed to some well-established career concepts and tools, as well as learn to facilitate some proven experiential career activities, this workshop is for you! The six topics covered will be teaching (a) the “intelligent career” framework, (b) career narratives and development planning, (c) diversity and inclusion, (d) callings, (e) career tensions, and (f) network analysis and building. After a brief overview of the session by the session Coordinator, participants will hear a brief introduction by each facilitator of the topic and process they will lead at their roundtable. Participants will then have the opportunity to spend 20min at each of their preferred three roundtables. The plenary discussion will focus on clarifying any issues raised during the roundtable discussions, unearthing participants’ most valuable insights, as well as hearing other career teaching tips and tools that participants would like to share with the whole group. This workshop will be highly interactive, useful, and fun!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **21** | Submission: **10008** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 9:30AMET (UTC-4)**

**The Strategy and Change Interface: The Risk-Benefit
Dichotomy and Organizations in Transition**
Strategy and Change: The Risk-Benefit Dichotomy



Organizer: **Angelina Zubac**, *U. of Queensland*
Chair: **Ofer Zwikael**, *Australian National U.*
Discussant: **Kate Hughes**, *Technology U. Dublin*
Distinguished Speaker: **Elizabeth More**, *Study Group Australia*
Distinguished Speaker: **David Rosenbaum**, *King's Own Institute*
Distinguished Speaker: **Maris G. Martinsons**, *City U. of Hong Kong*
Distinguished Speaker: **Czeslaw Mesjasz**, *Cracow U. of Economics*
Distinguished Speaker: **Neal M. Ashkanasy**, *U. of Queensland*
Distinguished Speaker: **Wojciech Dyduch**, *U. of Economics in Katowice*
Participant: **Linda Duxbury**, *Sprott School of Business, Carleton U.*
Participant: **Philip Bromiley**, *U. of California, Irvine*
Participant: **Shelley A. Kirkpatrick**, *The MITRE Corporation*
Participant: **Danielle Tucker**, *U. of Essex*
Participant: **Zhou Jiang**, *Flinders U.*
Participant: **Huong Le**, *Deakin U.*
Participant: **Connie Shao-mei Zheng**, *U. of South Australia*
Participant: **Oguz N. Baburoglu**, *Sabanci U.*
Participant: **Steven R. Cofrancesco**, *U. of Advancing Technology*
Participant: **Stephen Abrahams**, *Swinburne U.*
Participant: **Lenore K. Pennington**, *U. of Wollongong*
Participant: **Sandra Nelson**, *Sprott School of Business, Carleton U.*
Participant: **Harry Sminia**, *U. of Strathclyde Business School*

Building on the insights from four previous AOM-caucuses and a 2020-symposium, which explored the strategy-change interface, this caucus examines if and when strategy-implementation should involve consideration of the risk-benefit trade-offs. When transitioning organizations, it may be more useful to think of risk and benefit as converging notions, not as dichotomy. In short, because the risk-benefit dichotomy could be limiting scholarship, management decision-making and serious transition risks abound, such as climate change and pandemics, the purpose of this caucus is to explore the usefulness and relevance of the risk-benefit dichotomy. It also explores whether risk and benefit could be considered to be potentially converging notions, including as antecedents to the identification of new manageable upside and/or downside value-creating risks or constructive cognitions. This work has the potential to inform the work of strategic management, strategy-as-practice, organizational behavior, organizational change, human resource and project scholars. Previous caucuses have already led to special issue and a book initiative involving 18 scholars from around the world. Over 25 scholars attended an online symposium on the subject hosted by the Australian National University in August 2020. We believe this caucus would be of great interest to practitioners. Importantly, critical insights could be gained into how organizations manage transition risks while transitioning their organizations for a better world.

All welcome.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **22** | Submission: **13952** | Sponsor(s): **(GDO, MOC, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 10:30AMET (UTC-4)**

Using a POS Lens to Advance Managerial Diversity, Equity, and Inclusion Practices



Using a POISED lens to Advance Managerial Practice

Organizer: **Courtney Lynn McCluney**, *ILR at Cornell*
Organizer: **Sandra Cha**, *Brandeis U.*
Organizer: **Lumumba Seegars**, *Harvard Business School*
Organizer: **Meghana Warren**, *Western Washington U.*
Speaker: **Laura Morgan Roberts**, *U. of Virginia Darden School of Business*
Speaker: **Derek R. Avery**, *U. of Houston*
Speaker: **Danna Greenberg**, *Babson College*
Panelist: **Erin Frey**, *U. of Southern California -Marshall School of Business*
Panelist: **Danielle D. King**, *Rice U.*
Panelist: **Alicia A. Grandey**, *Pennsylvania State U.*
Panelist: **Lawrence Houston**, *Oregon State U.*
Panelist: **Curtis Kwinyen Chan**, *Boston College*
Panelist: **Jenna E. Myers**, *U. Of Toronto-Ind Rel Lbr*
Panelist: **Patricia Satterstrom**, *New York U.*

Many organizations have made public pledges in support of diversity, equity, and inclusion (DEI) in light of the disproportionate effects of COVID-19 and ongoing violence affecting communities of color in the United States. Yet, these pledges may not reflect existing internal practices of the organizations. As such, management scholars and practitioners are paying greater attention to strategies that organizations can use to bridge the gap between their espoused commitment to DEI and actual practices. This proposed PDW explores how a strengths-based and positive organizational scholarship (POS) approach—a focus on leveraging dynamics that contribute to human strength, resilience, and flourishing—can help to advance managerial practices in support of DEI in organizations. This PDW builds on the success of our 2020 PDW, an initial foray into the value for organizational research of a positive organizational inclusion scholarship for equity and diversity or POISED approach. Our workshop will include facilitated conversations across three panels among scholars whose research on management operations, tasks, and practices exemplifies a POISED approach. We will encourage widespread participation from attendees, who will engage in reflection and small group discussions following each panel on how a POISED approach could enhance their own research and potential impact on management practices. We will also engage attendees in real time, inviting them to share their insights and learning during the panel sessions through virtual tools. Finally, we will moderate a small plenary with expert scholars, who will discuss current and future work on DEI and POS. We hope that by fostering rich conversations at the nexus of these two streams of research, this PDW will seed new ideas and expand our contributions to management practice and scholarship.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: 23 | Submission: 14442 | Sponsor(s): (GDO, OB)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 9:30AMET (UTC-4)**

**One Step Forward, Two Steps Back: The Unintended
Consequences of Subordinate Group Members' Success**
Unintended Consequences of Minority's Successes



Organizer: **Vivian Xiao**, *Stanford U.*
Participant: **Brian Lowery**, *Stanford U.*
Presenter: **Amelia Stillwell**, *U. of Utah*
Participant: **Leeat Ramati-Ziber**, *Tel-Aviv U.*
Presenter: **Nurit Shnabel**, *Tel Aviv U.*
Participant: **Peter Glick**, *Lawrence U.*
Participant: **Julia D. Hur**, *New York U.*
Presenter: **Jun Lin**, *New York U.*

In this symposium, we highlight the double-edged nature of successes of those from underrepresented backgrounds. We suggest that it is crucial to examine the macro-level ramifications of more micro-level strategies. Without this understanding, it is possible that the promotion of strategies for individual successes can have broader negative consequences for race and gender inequality. In our first two presentations, we highlight how this relates to gender inequality, and in the second two, shift to examine how it relates to race, demonstrating the generalizability of this phenomenon to various forms of inequality. We thus emphasize that the path to a more equitable society will take more than attention to individual-level phenomena; managers and scholars alike must also be attuned to institutional-level consequences.

Invoking Protective Paternalism Tempers Men's Backlash Towards Female Accusers

Author: **Amelia Stillwell**, *U. of Utah*

The beauty myth: Prescriptive beauty norms for women reflect hierarchy-enhancing motivations

Author: **Leeat Ramati-Ziber**, *Tel-Aviv U.*
Author: **Nurit Shnabel**, *Tel Aviv U.*
Author: **Peter Glick**, *Lawrence U.*

Motivated Evaluations of White and Black Male Leaders' Effectiveness

Author: **Vivian Xiao**, *Stanford U.*
Author: **Brian Lowery**, *Stanford U.*

The Impact of a High-status Minority Member on Pursuing Diversity Goals

Author: **Julia D. Hur**, *New York U.*
Author: **Jun Lin**, *New York U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **24** | Submission: **12449** | Sponsor(s): **(HCM, OB, CAR, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 9:30AMET (UTC-4)**

Managing Pandemic-Induced Research Disruptions: A How-To Guide

Managing Pandemic Research Disruptions



Organizer: **Timothy Hoff**, *Northeastern U.*
Panelist: **Timothy Hoff**, *Northeastern U.*
Panelist: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*
Panelist: **Gary J Young**, *Northeastern U.*
Panelist: **Larry R. Hearld**, *U. of Alabama, Birmingham*

The Covid-19 Pandemic has produced important research-related disruptions for management scholars. Those of us who study health care face several unique problems in relation to finding appropriate funding for our research, gaining access to both primary and secondary data sources that we need to conduct our research, and publishing our research in a timely manner. This PDW presents best practices and strategies for dealing with all these things.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Contextual Issues in International Management



Digital Session Chair: **Pankaj Kumar**, *Virginia Tech*

This session addresses topics associated with contextual issues in international management. It includes two papers addressing time issues: one examining three temporal lenses on international business research and one examining time as a potential liability for international permanence. The session also includes papers on the use of tax havens by MNEs in business clusters and unpacking institutional embeddedness in emerging markets.

IM: Time: Three Temporal Lenses on International Business Research

Author: **Michael J. Mol**, *Copenhagen Business School*
Author: **Madeleine Stefanie Rauch**, *Copenhagen Business School*

In this paper, we address the importance of giving a more explicit focus to time in studying international business (IB) phenomena. We develop three distinct time lenses: Time-as-measure, time-as-evolution and time-as-emergence, which differ not only ontologically, but also in terms of the features of IB and multinationals that they shed light on. We apply these lenses to two substantive IB phenomena, subsidiary initiative taking and global value chains. We finally discuss how the three lenses best can advance the incorporation of time into future IB research, and provide implications for IB theories, methods, and research questions.

Paper is Available to Meeting Registrants Only.

IM: Is Time a Liability for International Permanence? An analysis of Uncertain Times

Author: **Dinorá Eliete Floriani**, *U. do Vale do Itajaí (UNIVALI)*
Author: **Beatrice Mayer**, *U. do Vale do Itajaí (UNIVALI)*
Author: **Gabrielle Damo Rossato**, *U. do Vale do Itajaí (UNIVALI)*
Author: **Giovanna Magnani**, *U. of Pavia*

Considering the worldwide COVID-19 pandemic it is timely to emphasize time pressure debates in times of high uncertainty. Through an empirical research developed based on four Brazilian high-tech firms we collected the data in real time simultaneously with the evolution of pandemic. Our paper leads to the start of debates about the role of time pressure in the internationalization of firms in uncertainty times. Presents also the relationship between liability of timing and the need to seek a manageable internationalization processes over time through international permanence.

Paper is Available to Meeting Registrants Only.

IM: The use of tax havens by MNEs in business clusters: A cross-country and firm-level analysis

Author: **HA PHUONG LUONG**, *Aston U.*
Author: **Chris Michael Jones**, *Aston U.*
Author: **Yama Temouri**, *Khalifa U., Abu Dhabi, UAE*

This paper examines the use of tax havens by MNEs located in business clusters versus their non-cluster counterparts. We extend knowledge-based theory to construct a number of empirical hypotheses that are tested using dichotomous choice models. The firm-level dataset covers 21,389 MNEs from 5 OECD countries during the years 2009-2017. We find evidence that MNEs who are part of a business cluster have 14.9 percent to 23.7 percent higher likelihood of engaging in tax haven activity compared to MNEs who are not part of a business cluster. This association continues to hold whilst controlling for other important factors that drive tax haven FDI. Additional insights suggest that technological sophistication and firm size can impact the magnitude of the correlation between MNEs in business clusters and their tax haven activity. The findings of this paper shed more light on the use of tax havens among MNEs, and hold theoretical and managerial relevance.

Paper is Available to Meeting Registrants Only.

IM: Unpacking institutional embeddedness in emerging markets

Author: **Christiaan Roell**, *U. of Roehampton Business School*
Author: **Felix Arndt**, *U. of Guelph*

This article examines institutional embeddedness strategies of multinational enterprises (MNE) operating in an emerging market, drawing attention to how foreign subsidiaries proactively negotiate their involvement with nonmarket actors. Using an inductive, interpretive study of four long-established Dutch MNE subsidiaries in Indonesia, we identify three dimensions of institutional embeddedness that MNE's subsidiaries actively manage. Political, cultural, and cognitive embeddedness were three pillars that guided the successful operation in these countries. Each of these pillars is supported by mechanisms that guide the successful longevity of the subsidiaries. We offer novel insights into how embeddedness strategies are executed at multiple organisational levels, including headquarters, subsidiary, and the individual.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **26** | Submission: **11899** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 8:00AM- 9:30AMET (UTC-4)**

**Is Government Interventionism More Beneficial to Multinationals
than the Free-market System?**
Markets versus Governments



Organizer: **Cheng Li**, *Ivey Business School*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Jing Li**, *Simon Fraser U.*
Panelist: **Nan Zhou**, *Tongji U.*
Panelist: **Anna Grosman**, *Loughborough U.*
Panelist: **Aldo Musacchio**, *Brandeis U.*
Panelist: **Saul Estrin**, *LSE*

For most of the 20th century, the free market system prevailed, unleashing entrepreneurial spirits globally and creating prosperity. However, the rise of emerging economies and their governments' role in the global system has revived the old debate over the merits of government interventions versus free markets, which led to a new wave of academic discussions of governments' role in the global system. The number of journal articles regarding the relationship between state ownership and globalization has more than doubled since 2014. But views on this issue are divided. On the one hand, supporters of government intervention claim that businesses can benefit from institutional support, enabling them to compete as national champions on a global scale, especially in countries with the institutional void. On the other hand, supporters of the free market, however, hold a different view. They argue that the free market is the optimal system for business success since it promotes competition and guides business decisions. So, in this panel, we ask: Is the pendulum swinging for government intervention? Or does the free market remain the engine driving economic prosperity and business success?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: 27 | Submission: 11520 | Sponsor(s): (MC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 9:30AMET (UTC-4)**

Curating a Sustainable Consulting Practice: Reflections of Experts

Management Consulting: Reflections of Experts



Panelist: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Panelist: **Daniel Denison**, *IMD*
Panelist: **David Jamieson**, *Jamieson Consulting Group*
Panelist: **Sandra Janoff**, *The Future Search Network*
Panelist: **Judith H Katz**, -
Panelist: **Fred Miller**, *Kaleel Jamison Consulting Group*
Panelist: **Jean E. Neumann**, *Tavistock Institute*
Panelist: **Dianna R. Old**, *The Rae Group*
Panelist: **William A. Pasmore**, *Columbia U.*
Panelist: **Joanne Preston**, *Joanne C. Preston & Associates*
Moderator: **David B. Szabla**, *Western Michigan U.*
Moderator: **Margaret D. Gorman**, *Denison Consulting*

The consulting industry continues to evolve in the age of digital transformation, and the expanding role of the management consultant remains critical as managers seek to navigate uncertainty. When and how professionals choose to engage in a consulting practice is a career consideration for many career pivoters, doctoral students, and academics seeking to be more connected to the practice of management. This symposium reports on the amazing career stories of ten experienced consultants who each have cultivated sustainable consulting practices. Often the choice to launch a consulting practice occurs after many have established themselves as scholars in a particular management knowledge area and become interested in putting their scholarly knowledge to work. Universities are not in the business of developing their professors and students as consultants. Thus, there is a need to address this desire among many members of the Academy of Management. The purpose of this symposium is to provide participants with a venue for sharing and exploring how to develop a management consulting practice. Members of the Academy of Management (both scholars and practitioners) who have thriving consulting practices and/or firms will share their stories and interact with participants interested in either developing or enhancing their consulting practices. The session brings together established practitioners, scholars, and students, creating a forum through which ideas can be shared about how to make the shift from scholar to consultant.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **28** | Submission: **13726** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM - 12:00PMET (UTC-4)**

**The Productivity Process: Research Tips and Strategies from Prolific
Junior Faculty**
The Productivity Process



Facilitator: **David Welsh**, *Arizona State U.*
Facilitator: **Nitya Chawla**, *Texas A&M U.*
Facilitator: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Facilitator: **Michael Baer**, *Arizona State U.*
Participant: **Hengchen Dai**, *UCLA Anderson School of Management*
Participant: **Andrew Hafenbrack**, *U. of Washington*
Participant: **Chak Fu Lam**, *City U. of Hong Kong*
Participant: **Juliana Schroeder**, *U. of California, Berkeley*
Participant: **Shefali Patil**, *U. of Texas at Austin*
Participant: **Edward McClain Wellman**, *Arizona State U.*
Distinguished Speaker: **Jessica Beth Rodell**, *U. of Georgia*

A major challenge facing junior faculty is learning how to be productive (i.e., gaining traction on their research while also being excellent instructors and well-reputed academic citizens—all while maintain their wellbeing). This implies that productivity is a process that can be improved through learning. Similar to the sessions of this Professional Development Workshop (PDW) from prior years, our main goal is to help develop an awareness of the processes used by prolific junior faculty. Although most PDWs use esteemed senior scholars as panelists, we propose a model that uses peer junior faculty members who have established track records of productivity as scholars (i.e., excellent in research, service, and teaching). A unique feature of this PDW is the focus on productivity as a process of continuous development—rooted in this assumption is that, as scholars, we can build thought-patterns, practices, and habits that foster both our work and wellbeing. Our goal is to dissuade you from comparing your productivity to others' but rather, focus on the merits of continuous self-development. Our presenters will discuss the best practices and evolution of their work habits, including how they have considered, revised, and gone about their work (e.g., time allocation, co-authorships, writing blocks, and strategies) and how they protect and invest in their wellbeing to maintain their productivity (e.g., exercise, work/family balance). This session uses a number of formats including individual presentations, small group roundtables where participants are able to have conversations with each of the panelists, and a keynote address. This PDW is one of the flagship events put together by Making Connections Committee members at the request of the OB Division Executive Committee.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Bringing the Just Manager back in Management



Digital Session Chair: **Marjo-Riitta Diehl**, *Aalto U. School of Business*

OB: **The Role of Procedural Justice in Managers' Experiences in Layoffs**

Author: **Marjo-Riitta Diehl**, *Aalto U. School of Business*
Author: **David Leonard Patient**, *Vlerick Business School*
Author: **Abiola Sarnecki**, *EBS Business School*

Drawing on the organizational justice literature and the construct of necessary evil, this paper examines the experience of layoffs from an under-researched perspective - managers. The managers often play conflicting roles in an organizational necessary evil; they are both witnesses to and survivors of the harm caused to employees by layoffs. Applying insights from cognitive appraisal theory, we propose a serial mediation model whereby the effect of procedural justice in a layoff context on managerial exit intentions is serially mediated by managerial feelings of control and well-being. We test and confirm our hypotheses using survey data from 144 managers in a large European telecommunications company that had conducted layoffs. In line with cognitive appraisal theory, our work extends current research on the importance of organizational justice as a resource for managers in the context of necessary evils. We also extend understanding of necessary evils and how their burden can be made less severe to managers – both for those tasked with them and observing them - and confirm the positive effects of procedural justice for managers' health and exit intentions.

Paper is Available to Meeting Registrants Only.

OB: **"Who" Matters, but How? Agent Bias in Justice Reasoning**

Author: **Irina Cojuharenco**, *Surrey Business School*
Author: **Tatiana Marques**, *Instituto U. de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL)*
Author: **Joao Barreiros**, *Instituto U. de Lisboa (ISCTE-IUL) Business Research Unit (BRU-IUL)*

We empirically investigate when and how the justice agent can impact employee perceptions of event justice. By regarding the "agent bias" as "the direct effect of agent characteristics on overall justice judgments regarding an event, over and above other possible effects on evaluations of distributive, procedural, informational, or interpersonal justice" (Cojuharenco, Marques, & Patient, 2017: 631), we formulate hypotheses regarding the role of agent characteristics for ambiguous justice events, as well as events that are unambiguously fair versus unfair. The empirical test of the hypotheses by means of experimental vignettes with actual supervisors from past work experiences of respondents has provided no evidence in support of the "agent bias". Justice judgments concerning events, as well as downstream attitudes and behavioural intentions, resulted from the nature of the agent's actions and outcomes irrespective of who acted. This work contributes to the literature on organizational justice by testing a specific bias, relating to agent characteristics, and by further informing frameworks that highlight the role of context in justice reasoning. For practitioners, it suggests that no matter who is appointed to a position of authority, upholding established (non-agent) criteria of organizational justice (distributive, procedural, informational, and interpersonal) can be all that matters for the perceived fairness of organizational events.

Paper is NOT Available. Please contact the author(s).

OB: **Corporate Samaritans: The Role of Situation Strength & Moral Maturation in Deontic Justice Enactment**

Author: **Julia Zwank**, *EBS U. of Business and Law*
Author: **Mario Gollwitzer**, *Department of Psychology, Ludwig Maximilians U. Munich*

The burgeoning yet fragmented literature on organizational justice enactment has so far paid limited attention to the deontic justice motive, even though research assumes the existence of innate morality in humans and moral virtues provide a critical account of why people care about fairness. Nevertheless, behavior is influenced by strong organizational norms and managers – albeit motivated – not always able to act upon their motive. While a plethora of research investigates those who lack or are able to appease their moral concerns, often called Corporate Psychopaths, only few studies have examined individuals who are able to break through the blinders imposed on them and enact justice for deontic reasons – even in the face of adversity. To shed light on the etiology of those who we name Corporate Samaritans, we draw on two important yet to date overlooked concepts in the justice enactment literature: situation strength and moral maturation – and their interaction. We argue that moral maturation predicts deontic justice enactment even in strong situations. We also further extend the term deontic justice enactment as mere compliance, "requirement-based moral rule-following" by two distinct behavioral categories that go beyond the call of duty: humanistic and supererogatory behaviors.

Paper is NOT Available. Please contact the author(s).

OB: **"When Good Intentions Meet Tough Decisions..." – How Managers Grapple with Justice Conundrums**

Author: **Julia Zwank**, *EBS U. of Business and Law*
Author: **Marjo-Riitta Diehl**, *Aalto U. School of Business*
Author: **Marion Fortin**, *U. of Toulouse I, Capitole*

Managers tasked with change must typically make and implement tough decisions whereby each choice implies undeserved negative outcomes for at least one of those affected and is likely to be perceived as unfair – a conundrum for justice enactment. Drawing on longitudinal interviews, we noted that although managers uniformly stressed the importance of justice in change management, their patterns of grappling with justice conundrums differed. A first group of managers struggled with the moral implications and their inability to act upon their intentions and left the organization. A second group of managers wrestled with their attempts to execute changes perceived as unfair and sought to meet various stakeholder expectations, leading them to change their roles. A third group focused on the business strategy and appeased their moral concerns by conceptualizing fairness from the company perspective and by morally disengaging. These managers remained in their roles. Our findings culminate in an integrative model that extends the current literature by illustrating 1) the dynamics of how managers grapple with the conundrums involved in justice enactment; 2) the role played by cognitive mechanisms in such dynamics; and 3) the intertwined influence of moral emotions and the circle of moral regard on justice enactment

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **30** | Submission: **12829** | Sponsor(s): **(OMT, MOC, GDO, OB, SIM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM - 10:00AMET (UTC-4)**

Demonstrating Stigma in Research: Practical and Theoretical Considerations

Stigma and Research



Organizer: **Kam Phung**, *York U., Canada*
Organizer: **Rongrong Zhang**, *U. of Alberta*
Organizer: **Karen Diane Walker Patterson**, *U. of New Mexico*
Discussant: **Yuri Mishina**, *Imperial College London*
Panelist: **Christian E. Hampel**, *Imperial College Business School*
Panelist: **Wesley Helms**, *Brock U.*
Panelist: **Kisha Lashley**, *U. of Virginia*
Panelist: **Alessandro Piazza**, *Rice U.*
Panelist: **Madeline Toubiana**, *U. of Alberta*
Facilitator: **Cynthia E. Devers**, *Texas A&M U., College Station*
Facilitator: **Bryant A. Hudson**, *IÉSEG School of Management*
Facilitator: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*
Facilitator: **Jo-Ellen Pozner**, *Santa Clara U.*
Facilitator: **Thomas J. Roulet**, *U. of Cambridge*
Facilitator: **Trish Ruebottom**, *Degroote School of Business, McMaster U.*

This is Professional Development Workshop (PDW) is a continuation of the successful PDWs on organizational stigma organized and facilitated by the growing stigma research community for five consecutive years (2016-2020) at the Academy of Management annual meeting. Over the last few years, there has been an upswing in research on stigma, stigmatization, and stigmatized contexts. Building on previous PDWs, we aim to encourage theoretically and methodologically consistent and rigorous research on stigma as well as identify opportunities for future research. At the same time, we hope to contribute to enhancing our understanding of stigma's role in influencing identities, organizations, professions, categories, industries, and fields. Overall, this PDW will consist of three components: (1) an overview of the topic and recent work; (2) a panel discussion on the practical and theoretical considerations of demonstrating stigma in research, involving four prominent stigma scholars – Christian Hampel, Wesley Helms, Kisha Lashley, Alessandro Piazza, and Madeline Toubiana – as panelists and distinguished discussant – Yuri Mishina – whose work presented the predominant definition of stigma in organizational studies; and (3) thematic roundtables (virtual breakout sessions) involving by well-known stigma scholars that will facilitate discussions on participants' projects and on challenges that researchers are experiencing in positioning, conceptualizing, and publishing their work. Roundtables will have a maximum of 3 participants per table to encourage focused and productive discussions and feedback sessions. Participants will need to pre-register and submit a 1-2-page document with an abstract of a project and an outline of challenge statement to aomstigma@gmail.com

The panel portion is open to all attendees, but roundtables will have a maximum of 3 participants per table. Roundtable participants will need to pre-register and submit a 1-2-page document with an abstract of a project and an outline of a challenge statement to aomstigma@gmail.com by July 1st, 2021.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **31** | Submission: **15232** | Sponsor(s): **(OMT, MOC, TIM)**

Virtual session type: **Synchronous Live Open**

Scheduled: **Friday, Jul 30 2021 8:00AM- 9:30AMET (UTC-4)**

New Frontiers in Categories Research: The Role of Social Practice, Context, and Materiality *Categories: Research Frontier*



Organizer: **Enlan Wang**, *U. of Southern California*
Presenter: **Stine Grodal**, *Northeastern U.*
Discussant: **Nina Granqvist**, *Aalto U.*
Discussant: **Rodolphe Durand**, *HEC Paris*
Presenter: **Semi Min**, *New York U.*
Presenter: **Eunice Yunjin Rhee**, *Seattle U.*
Participant: **Jade Lo**, *Drexel U.*
Presenter: **Peer Fiss**, *U. of Southern California*
Presenter: **Miyoung Chang**, *Boston U. Questrom School of Business*
Participant: **Natalia Levina**, *New York U.*
Participant: **Hila Lifshitz-Assaf**, *New York U.*

Research interests in categories and categorization has grown significantly in recent years, but only in recent years have researchers begun to pay closer attention to social context and social process, and particularly to the social practices through which categories, in particular categories of innovative products, or new phenomena are enacted and made concrete. The current symposium takes on this challenge by addressing several questions at the frontier of categories research: (1) how do categories interact with core organizational processes and how does the meaning of categories interact with other organization constructs such as routines, identity, and structure through organizational practices, (2) how are categories anchored in market, professional practices or embodied in cultural and material practices, (3) how are categories instantiated in communicative practices and discourse, (4) how are organizational actors and their actions constraint by categories and how may these actors escape or decouple from the reach of categories and categorization.

Category Dimensions and Category Coherence

Author: **Stine Grodal**, *Northeastern U.*
Author: **Miyoung Chang**, *Boston U. Questrom School of Business*

What does contact tracing really mean? How governments and citizens contest the meaning of contact t

Author: **Semi Min**, *New York U.*

The Interplay of Language, Materiality, and Practices in the Creation of the Plant-based Meat Catego

Author: **Eunice Yunjin Rhee**, *Seattle U.*

An Inhabited View of Categorization

Author: **Enlan Wang**, *U. of Southern California*
Author: **Peer Fiss**, *U. of Southern California*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **32** | Submission: **10311** | Sponsor(s): **(OMT, RM, OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 11:30AMET (UTC-4)**

Getting Emotional: So What? Using Emotions to Explain Institutional Processes

Getting Emotional



Organizer: **Maxim Voronov**, *Schulich School of Business*
Organizer: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Facilitator: **Michael John Gill**, *U. of Oxford*
Facilitator: **Janina Klein**, *Vrije U. Amsterdam, School of Business and Economics*
Facilitator: **Thomas J. Roulet**, *U. of Cambridge*
Facilitator: **Madeline Toubiana**, *U. of Alberta*

This PDW is a continuation of PDWs we organized at AoM 2017 in Atlanta, 2018 in Chicago and 2019 in Boston that attracted much interest and large audiences from across the academy. It aims to encourage empirical research at the intersection of emotions and institutions by creating an opportunity to discuss the possibilities and trouble-shoot the challenges of conducting such research. Studying emotions from an institutional perspective requires a more socially embedded conceptualization and a more contextualized approach than survey scales of affect can reveal. Researchers working in this domain face empirical challenges in collecting, analyzing, conceptualizing and displaying emotions as data. While emotions have been studied extensively by researchers from psychology, sociology, anthropology, philosophy and neurobiology, the appropriate lenses and methods by which to tackle emotions and their role in institutional dynamics is less understood. By bringing together renowned scholars, versed in distinct approaches and qualitative methodologies, we seek to develop expertise across the community of interested scholars to enable the continued growth of this important research stream within organizational theory. Senior and junior scholars who have successfully studied and published emotions and institutions will walk attendees through their specific approaches for theorizing from their data on emotions. By creating a forum to share best practices and common pitfalls, the proposed PDW will help build and enhance the skills of researchers interested in conducting empirical research on emotions and institutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **33** | Submission: **11132** | Sponsor(s): **(OMT, STR, OB, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 11:00AMET (UTC-4)**

Using Sport Data to Advance Management Theory

Sport Data

Organizer: **Paolo Aversa**, *City U. London*
Organizer: **Dmitry Sharapov**, *Imperial College Business School*
Presenter: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Presenter: **Fernando Suarez**, *Northeastern U.*
Presenter: **Emily Grijalva**, *U. at Buffalo*
Presenter: **Tim D. Maynes**, *U. at Buffalo, The State U. of New York*
Presenter: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*

Publishing rigorous and relevant research in top management journals often requires rich and suitable data that allow challenging and compelling research questions to be investigated. The surge of accessible sport data in recent years has increased the number of studies that make use of such data to advance management theory. Beyond the fact that professional sport comprises multi-billion dollar industries worthy of attention per se, sport also provides settings in which fundamental themes of competition and cooperation are at play, making it attractive for scholars seeking to advance management theories. However, sport settings combine research opportunities with non-trivial challenges and dichotomies that require further reflection: First, sports greatly differ in their nature, and it is not always easy to choose the most suitable sport contexts to respond to particular research questions. Second, in sport settings, generalizability of results is less evident than in traditional industries, and readers and reviewers often display skepticism about external validity and generalizability of findings to business contexts. Building on successful editions of this workshop at AOM in the previous five years, this two-part PDW will (1) bring together a panel of scholars to share experience in publishing management research with sport data and (2) provide developmental support in the second part of the workshop for scholars that are in the process of using sport data in their projects or who plan to use sport as a setting to study their research questions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **34** | Submission: **16713** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 9:00AMET (UTC-4)**

ONE Welcome Reception *ONE Welcome Reception*

Organizer: **Martina K. Linnenluecke**, *Macquarie U.*

Bring your coffee or cocktail and join ONE for this year's virtual Welcome Reception for our existing and new members. We will showcase highlights from the conference program and answer any of your questions, from program to logistical help. Reconnect with old friends and meet new colleagues who share your interest in ONE-related research. We look forward to seeing you! Open to all members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **35** | Submission: **13603** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 11:30AMET (UTC-4)**

OSCM Joint Doctoral Student & Junior Faculty Consortium (part 1)
OSCM Doct. Student & Junior Faculty Consortium (1)



Coordinator: **Desiree Van Dun**, *U. of Twente*
Coordinator: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

The Operations and Supply Chain Management Division is pleased to announce a joint Junior Faculty and Doctoral Consortium at the virtual annual meeting of the Academy of Management (AoM). This event will consist of two parts: the first one held on Friday morning, July 30, 2021 and the second part on Saturday morning, July 31, 2021. The primary focus of the joint consortium involves an intensive research incubator session for doctoral students and junior faculty. Doctoral students are asked to give a short (15 minute) presentation about their research proposal to a panel of senior and junior faculty who then provide feedback and guidance on each proposal. Subsequently, the junior faculty will have an opportunity to present their research programs describing how they are extending their dissertation research and/or starting new research streams. The doctoral students are able to ask questions and learn about building a research identity. In addition to the research incubator session and online social networking, several panel sessions will further elaborate on publishing, the job market, dealing with ethical dilemmas, and the development of research streams. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

The consortium is a pre-registration event. If you are interested in attending the Junior Faculty and Doctoral Consortium, please send your application by e-mail to the relevant coordinator by May 17th, 2021. For junior faculty: Desiree van Dun (d.h.vandun@utwente.nl); For doctoral students: John Aloysius (aloysius@uark.edu). Applications will be acknowledged via email by the end of May. Applications should include: (i) a cover letter including full contact information, your advisor's contact information (doctoral students only), and a one-sentence statement on your stage in the doctoral program (doctoral students only), (ii) a current vita, and (iii) a one-page summary of your dissertation research (doctoral students only) / research prospectus highlighting one main research proposal (junior faculty only). More information can be found on our OSCM division website: <https://oscm.aom.org/events/consortium>. We look forward to hearing from you!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **36** | Submission: **10463** | Sponsor(s): (SIM, CMS, OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 9:30AMET (UTC-4)**

Contesting Social Responsibilities: The Manager versus ‘the Rest of the World’?



Contesting Social Responsibilities

Organizer: **Laura J. Spence**, *Royal Holloway, U. of London*
Organizer: **Itziar Castelló**, *Surrey Business School*
Organizer: **Arno Eerikki Kourula**, *U. of Amsterdam*
Speaker: **Mark Anner**, *Pennsylvania State U.*
Speaker: **Jana Costas**, *European Uni Viadrina, Frankfurt (Oder)*
Speaker: **Cedric Dawkins**, *Loyola U. Chicago*
Speaker: **Premilla D'Cruz**, *Indian Institute of Management, Ahmedabad*
Speaker: **Nolywé Delannon**, *U. Laval*
Speaker: **Chikako Oka**, *London School of Economics*
Speaker: **Robert A. Phillips**, *Schulich School of Business*

In this research PDW we consider the manager in the context of organising social responsibilities. By counterpointing diverse debates on identity and control, deliberation and dissensus, and representation and collective action, we draw in the perspectives of the marginalized and often excluded voices from within and outside the firm. Through a structured conversation invited speakers on our cross-cutting themes - who are purposefully chosen to ensure a very diverse range of geographies and voices - will position organizing social responsibilities in relation to the role of the manager. An established management and CSR scholar will offer a counterpoint to these discussions. The last word will go to the audience who will be actively brought into the conversation in order to fully review the manager in relation to the many others involved in organising social responsibilities.

This event is open to everyone. Contact the organizers for more information.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **37** | Submission: **10036** | Sponsor(s): **(STR, SIM, ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 9:30AMET (UTC-4)**

The Role of Corporations in Governing the Commons

The Role of Corporations in Governing the Commons



Organizer: **Anita McGahan**, *U. of Toronto*
Organizer: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Organizer: **Leandro Simões Pongeluppe**, *U. of Toronto, Rotman School of Management*
Panelist: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Panelist: **Ilze Kivleniece**, *INSEAD*
Panelist: **Kate Odziemkowska**, *Rice U.*
Panelist: **Cheng Gao**, *U. of Michigan, Ross School of Business*
Panelist: **Aseem Kaul**, *U. of Minnesota*
Panelist: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Panelist: **Michael Toffel**, *Harvard Business School*
Panelist: **Ioannis Ioannou**, *London Business School*
Panelist: **Akbar Zaheer**, *U. of Minnesota*

This Professional Development Workshop (PDW) will engage a conversation between more junior and established scholars who study organizational governance in both the private and the public interest (Luo & Kaul, 2018; Mahoney, McGahan, & Pitelis, 2009; Olson, 2002). We aim to construct a dialogue around a collective research agenda examining the role the private sector can play (and its limitations) in solving problems related to the tragedy of the commons (Hardin, 1968; Marciano, Frischmann, & Ramello, 2019; Ostrom, 2000). In particular, this class of problems is usually related to social and environmental dimensions, in which the internalization of externalities is complex (Coase, 1960), and the governance of common-pool resources is intricate (Ostrom, 1990, 2000). Therefore, it is critical that we gain a better understanding of the range of strategic options available to firm managers, how they make these choices and their implications for both social and private value creation. The workshop thus aims to coalesce a diverse group of scholars studying related phenomena, around a common agenda of addressing some of the most pressing problems for firms and society around the world. This agenda corresponds closely to the all-Academy theme of bringing the manager back in as we consider their role in managing uncertainty and contributing to solving Grand Challenges around the world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **38** | Submission: **14275** | Sponsor(s): **(STR, TIM, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:00AM- 10:00AMET (UTC-4)**

Walk-in Strategy Teaching Clinic 
Walk-in Strategy Teaching Clinic

Organizer: **Johann Peter Murmann**, *U. of St. Gallen*
Organizer: **Vijaya Narapareddy**, *U. of Denver*
Discussant: **Joan Teresa Allatta**, *Fox School of Business, Temple U.*
Discussant: **Paolo Aversa**, *City U. London*
Discussant: **Saikat Chaudhuri**, *U. of California, Berkeley*
Discussant: **Susan L. Cohen**, *U. of Georgia*
Discussant: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Discussant: **Koen Heimeriks**, *Warwick Business School*
Discussant: **Tomi MMLaamanen**, *U. of St. Gallen*
Discussant: **Derek Lehmborg**, *North Dakota State U.*
Discussant: **Michael J. Leiblein**, *Ohio State U.*
Discussant: **Chengwei Liu**, *ESMT Berlin*
Discussant: **Tammy L. Madsen**, *Santa Clara U.*
Discussant: **Xavier Martin**, *Tilburg U.*
Discussant: **Nydia MacGregor**, *Santa Clara U.*
Discussant: **George A. Shinkle**, *UNSW Sydney*
Discussant: **Christopher W. J. Steele**, *U. of Alberta*
Discussant: **Anu Wadhwa**, *Imperial College Business School*
Discussant: **Pai-Ling Yin**, *U. of Southern California*

Do you have a burning question about teaching strategy but no answer yet? This hands-on, walk-in Teaching Clinic PDW will feature fifteen expert mentors who are ready to answer your individual questions pertaining to some of the most pressing teaching-related issues you may be facing. Topics include: (1) Online teaching, (2) MBA teaching, syllabus development, grading, and other teaching issues, (3) using interactive exercises, social media, and videos, (4) discussion leadership and teaching with cases, including live cases, (5) transitioning to executive education, (6) and teaching with simulations. Pre-registration is highly encouraged so that we may have enough mentors ready for you.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **39** | Submission: **17259** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 8:15AM- 9:30AMET (UTC-4)**

Doing Critical Management Education and Research
Doing Critical Management Education and Research



Digital Session Chair: **David Knights**, *Oxford Brookes U.*

CMS: **A Pedagogy for Critical Management Studies**  

Author: **David Knights**, *Oxford Brookes U.*

Author: **Guy Huber**, *Oxford Brookes U.*

Author: **Richard Longman**, *U. of the West of England*

In this essay, we explore the underlying processes of identity work in teaching from a critical management studies (CMS) and critical management education (CME) perspective. Identity is a concern for both teachers and students and especially where it is routinely challenged as in a CME and CMS learning environment. In bucking the trend of offering a staple diet of managerial solutions to organizational problems, our pedagogy is inherently troubling. We reveal this through auto-ethnographic accounts of our experience of teaching critically and seeking to engage ourselves and our students in self reflexively problematising identity and the world which it reflects and reproduces. A distinctive part of our contribution is to consider the way that identity is so often taken for granted as a laudatory accomplishment and, as a consequence, CMS and CME often fail to recognise how our attachment to it can be an obstacle for management learning. To conclude, we speculate on the implications of our pedagogy for inculcating more critical forms of identity work, through which we might free ourselves to think differently.

Paper is Available to Meeting Registrants Only.

CMS: **Moments of Discomfort: Poststructuralist Reflexivity and Researcher Subjectivity**

Author: **Melissa Louise Carr**, *Bournemouth U.*

William H. Newman Award Nominee

This article presents poststructural reflexivity as a way to both deconstruct the performativity of one's own research practice and consider how researcher subjectivity is constituted within the research process. I present two vignettes as moments of discomfort conducting research 'in the field' which we argue create a sense of unease when shifting subjectivities and regimes of power become more visible. I draw upon Foucauldian Discourse Analysis as a tool of poststructural reflexivity to illustrate discursive regimes through which we become gendered subjects. The article illustrates the usefulness of poststructural reflexivity as a way to consider the performative effect of research and regimes of power which impact our ways of seeing and being in the world.

Paper is NOT Available. Please contact the author(s).

CMS: **Entrepreneurship curricula through teachers' practice in Madagascar**     

Author: **Joseph Tixier**, *EMLYON Business School*

Best Critical Management Learning and Education Paper is sponsored by the journal Management Learning

In this paper, I propose to peek inside a classroom by studying how teachers in a third world country practice entrepreneurship education, when they are given a curriculum designed by an international organization based in Europe. As part of a one year long ethnographic study, I specifically examine how this curriculum is used by teachers in three vocational higher secondary schools in Madagascar. My findings suggest that teachers will anchor their decisions to adapt the curriculum according to three constraints: their own experience and, learners' characteristics such as their level and the social contexts they are embedded into, and the schools situation, organization and logistical constraints. I use the didactic transposition as a theoretical lens to understand how teachers strategically select and adapt the teaching material they are provided with. I expand it to include elements on which teachers can perform this transposition independently, grouped into content, method, and timing.

Paper is Available to Meeting Registrants Only.

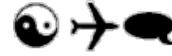
KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **40** | Submission: **10675** | Sponsor(s): **(INDAM, MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:15AM- 10:15AMET (UTC-4)**

Gandhi's Experiments with Truth – as guidance for managers
Gandhi's Experiments with Truth



Chair: **Anil K. Maheshwari**, *Maharishi U. of Management*
Chair: **R Ray Gehani**, *U. of Akron*
Panelist: **Tanuja Sharma**, *MSR*
Panelist: **Sharda Nandram**, *Nyenrode Business U.*
Panelist: **Nisha Pandey**, *Vivekanand Education Society's Institute of Management, Mumbai, India*
Panelist: **Vikram Gulati**, *Maharishi International U.*

Mahatma Gandhi highlighted and underscored the many experiments he conducted and integrated over multiple decades in his Autobiography. Through dialog and exercises, this workshop expects to create a rich, coherent, and practical perspective on the Gandhian process of values-based experimentation for guiding managers in a rapidly changing world. Gandhi grew and developed his leadership as an experimenter of key beliefs and principles he valued in different stages of his life. These experiments included his well-known experiments with truth, non-violent non-cooperation, vegetarianism, celibacy, empowerment of untouchables and women, and more. His experiments in the political field related to successful peaceful protests became well-known throughout the civilized world, and as a result acclaimed Gandhi as the Mahatma. He was more interested in sharing his experiments in the spiritual (and moral) field that were known only to him, and from which he derived the power to work in the political field. Gandhi's moral values such as non-violence and truth, inspired other leaders such as Dr. Martin Luther King and Nelson Mandela to great success. Can Gandhi's process of values-based experimentation inspire the managers of tomorrow? What was the essence of his process of experimentation and how can it guide business managers today? This workshop brings together a panel of management researchers with rich perspectives on Gandhian experiments.

Everyone is welcome

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **41** | Submission: **16606** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:30AM - 12:00PMET (UTC-4)**

ENT Division Doctoral Consortium  
ENT Division Doctoral Consortium

Host: **Jon C. Carr**, *North Carolina State U.*

This consortium is specifically designed to meet the needs of those scholars who are in their doctoral program. This consortia activity adopts a highly interactive online format (small group discussions, personalized Q&A, etc.). Leading entrepreneurship scholars will provide practical advice and mentorship to help ENT doctoral students understand the research process, build their network, and manage the steps for their new career.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **42** | Submission: **11194** | Sponsor(s): **(HR, OB, CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:30AM- 10:00AMET (UTC-4)**

Containing the Negative Contagion of Incivility in the Workplace *Containing Workplace Incivility*

Panelist: **Allison S. Gabriel**, *U. of Arizona*
Panelist: **Michele N. Medina-Craven**, *Mississippi State U.*
Panelist: **Lynne Andersson**, *Temple U.*
Panelist: **Christopher C. Rosen**, *U. of Arkansas*
Panelist: **M. Gloria Gonzalez-Morales**, *Claremont Graduate U.*
Organizer: **Victor Chen**, *U. of North Texas*
Organizer: **Julie Irene Hancock**, *U. of North Texas*
Organizer: **Danielle Cooper**, *U. of North Texas*

Workplace incivility permeates across individuals and spills over into domains of home and marriage. Simply witnessing rude behaviors at work perpetuates its spread through emulation. Breaking the retaliatory nature of incivility, embedded in a spiral of negative emotions, remains as uncharted terrain that needs to be further explored. By discussing how targets and victims make sense of and respond to incivility differently, we hope to broaden options for those who feel trapped in incivility spirals. All too often victims and targets remain silent. Based on the social interactionist perspective (the web of social relationships and organizational structures affected by uncivil encounters), a panel of content experts will discuss HR Practices, self-directed approaches, lessons learned from workplace bullying, and behavioral incivility itself as a righteous response.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **43** | Submission: **13090** | Sponsor(s): (SAP, OMT, OCIS, ODC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:45AM - 10:45AMET (UTC-4)**

**Bringing the Strategist Back to Practice: Communication
Perspectives on Actorhood in Strategizing**
Communication Perspectives on Strategic Actorhood



Organizer: **Birte Asmuß**, Aarhus U.
Organizer: **Milena Leybold**, U. of Innsbruck
Organizer: **Elen Nathues**, U. of Twente
Organizer: **Virpi Sorsa**, Hanken School of Economics
Panelist: **Nicolas Bencherki**, U. du Québec, TÉLUQ
Panelist: **Viviane Sergi**, UQAM U. of Quebec in Montreal, Canada
Panelist: **Violetta Splitter**, U. of Zurich
Panelist: **Matthias Wenzel**, Leuphana U. Lüneburg
Facilitator: **Matthew Koschmann**, U. of Colorado, Boulder
Facilitator: **Julia Hautz**, U. of Innsbruck
Facilitator: **Madalina Stoicovici Pop**, Aarhus BSS, Aarhus U.
Facilitator: **Dennis Schoeneborn**, Copenhagen Business School

This Professional Development Workshop (PDW) aims to illuminate how communication perspectives can help better understanding actorhood in strategizing. In line with the AoM 2021 theme of Bringing the Manager Back in Management, we seek to channel attention to strategic actorhood, the strategist's role and body, and non-human instantiations of strategic agency: What makes up a strategist? When does actorhood become strategic? Can an individual embody a strategy and if so, how? To broaden, challenge, and unite existing discourses, the PDW brings together two communities in the field of organization and management studies; Strategizing Activities and Practice (SAP) and Communicative Constitution of Organizations (CCO). Scholars who successfully advanced SAP or/and CCO research will provide PDW participants with new insights, inspiration, and advice to further develop their work-in-progress on the nexus of strategizing, actorhood, and communication. Further, we seek to continue the vivid exchange between the two communities SAP and CCO, also preventing possible blind spots in each. Our PDW is two-part: First, four scholars who have recently published SAP or/and CCO research in top-tier journals, Violetta Splitter and Matthias Wenzel (SAP) and Nicolas Bencherki and Viviane Sergi (CCO), will present and discuss their theoretically and empirically driven perspectives on strategizing, actorhood, and the role of communication. The presentations will be followed by a Q&A session. Second, up to four PDW attendees will each meet with one of eight roundtable facilitators to discuss their work-in-progress research. The PDW requires a pre-registration to productively use the time of this second part.

The PDW is two-part. Part 1 (60 min) includes panel presentations, a discussion among panelists, and a brief Q&A session. Part 2 (45 min) consists of roundtable sessions for individual advice and more interactive discussions. The PDW closes with a 15-minute wrap-up. Registration requirements differ with regards to participants' preferences to attend Part 1 and 2 or Part 1 only. Joining Part 1 of the PDW (the panel) is open for everyone attending AOM 2021 and with an interest in the outlined topic. Thus, there is no limit of attendees during Part 1 and no registration required. Scholars interested in attending Part 2 (roundtable discussions) were asked to pre-register. The registration period for Part 2 already ended in June 2021. Participants only taking part in Part 1 are asked to leave the session after the first hour.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **44** | Submission: **10400** | Sponsor(s): (AAT, HCM)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 9:00AM - 10:30AMET (UTC-4)**

The Role of For-Profit Businesses in Investing in Community Health and Economic Development *For-Profit Businesses & Community Well-Being*

Moderator: **Shuma Panse**, *Robert Wood Johnson Foundation*
Panelist: **Catherine Cohen**, *RAND Corporation*
Panelist: **Howard Wial**, *Initiative for a Competitive Inner City*
Panelist: **Peter Eberhardt**, *ICIC*
Panelist: **Cory Cronin**, *Ohio U.*
Panelist: **Berkeley Franz**, *Ohio U. Heritage College of Osteopathic Medicine*
Coordinator: **Megan Collado**, *AcademyHealth*

The Anchor Institution Task Force defines “anchor institutions” as, “enduring organizations that are rooted in their localities” (MARGA, 2021) often by mission, invested capital, and relationships to employees, customers, and vendors. Anchor institutions, including colleges, universities, hospitals, community foundations, libraries, and arts institutions, are invested in their local communities’ success and economic development. Traditionally, anchor institutions are nonprofit organizations, but little research to date has examined whether or how for-profit businesses support the health and economic development of their communities. This panel symposium will feature three grantees of the Robert Wood Johnson Foundation, the nation’s largest philanthropy focused solely on health, who are seeking to better understand whether for-profit business serve as “anchors” in their communities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **45** | Submission: **12339** | Sponsor(s): **(GDO, CAR, HR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00AM - 11:25AMET (UTC-4)**

When is the Right Time to Grow My Family? The Hidden Challenges of Family Planning in Academia
When is the Right Time to Grow My Family?



Organizer: **Serena Sohrab**, *Ontario Tech U.*
Organizer: **Golshan Javadian**, *Morgan State U.*
Organizer: **Shora Moteabbed**, *George Mason U.*
Panelist: **Nada Basir**, *U. of Waterloo*
Panelist: **Rachel McCullagh Balven**, *Arizona State U.*
Panelist: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*

In this workshop, we will explore the timing of family planning in academia with a focus on less-discussed challenges such as infertility, miscarriage, and other pregnancy complications. We will explore family planning at different stages of the academic career to better understand the costs and rewards associated with each stage. The panelists are chosen to represent various family planning trajectories. These scholars will share their family planning journey with the audience and provide guidance on strategies to effectively navigate family planning in academia.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

IM Division GWU-CIBER Best Paper on Emerging Markets Award

Digital Session Chair: **Anupama Phene**, *George Washington U.*

The session features the finalist papers for the GWU-CIBER Best Paper on Emerging Markets Award, which is presented to the best scholarly paper of the IM Division focusing on Emerging Markets at the Academy of Management annual meeting. This award is sponsored by the George Washington University Center for International Business Education and Research (GW-CIBER). All papers with a research focus on Emerging Markets accepted by the IM Division for presentation at the Academy of Management annual meeting are eligible for the award.

IM: The Asymmetric Interactions among DMNEs, EMNEs and Local Firms in the Global Mobile Money Industry

Author: **Nan Zhou**, *Tongji U.*

Incorporating the concept of status into the study of legitimacy spillover and competition, this study examines the asymmetric interactions among developed country multinationals (DMNEs), emerging market multinationals (EMNEs), and local firms in the global mobile money sector. These interactions have led different types of firms to demonstrate different patterns, with regard to how established firms impact new entries. Our empirical investigation of market entry strategies, from 2001 to 2015, among DMNEs, EMNEs, and local firms in the global mobile money industry shows that: (1) there is legitimacy spillover from DMNEs to EMNEs, but not vice versa; (2) there is legitimacy spillover and competition between EMNEs and local firms; and (3) DMNEs and local firms represent competition to EMNEs, but not vice versa.

Paper is Available to Meeting Registrants Only.

IM: Forged by Fire: Home Country IPR Reforms And Emerging Economy Firm Innovativeness Abroad

Author: **Pankaj Kumar**, *Virginia Tech*

Author: **Xiaojin Liu**, *Virginia Commonwealth U.*

Author: **Akbar Zaheer**, *U. of Minnesota*

We investigate whether and under what conditions IPR reforms matter for domestic firms' outcomes. Given that prior research has mostly adopted an inward focus on firm behavior in reforming countries, typically studying the activities of foreign firms, we explore how IPR reforms modify the outward behavior of domestic firms from these countries. Theorizing that institutional reform can have generative effects on firm capability rather than only exert protection effects, we start by proposing that major IPR reforms boost home country firms' innovative capabilities, as manifested in their patenting abroad, specifically the U.S. Taking a contingent approach, we postulate that if the IPR reforms are a significant source of capability enhancement, their effect should be attenuated to the degree that firms have access to alternate sources of capability enhancement. We propose that initial R&D capability and prior IPR reform experience in other countries weaken the relationship between IPR reforms and innovation abroad. Using a longitudinal dataset of 1,382,649 firm years from 64 reforming countries over the period 1977-2013 and employing multi-level estimators, we find support for our hypotheses. Our research highlights a less-studied outcome of reforms and suggests that firms from emerging market countries may become more internationally competitive post-reform.

Paper is Available to Meeting Registrants Only.

IM: Sustainable agricultural global value chains: Sustainability strategies of Latin American SMEs

Author: **Tommaso Ferretti**, *McGill U. - Desautels Faculty of Management*

Author: **Paola Perez-Aleman**, *McGill U. - Desautels Faculty of Management*

Sustainability initiatives centered on standards adoption and lead firms' programs produced social and environmental progress in agricultural global value chains (GVCs). However, small and medium enterprises (SMEs) operating as suppliers still face many challenges in the transition to sustainable production and markets, which remains poorly understood. We study the commercial strategies of 63 SMEs from five Latin American countries operating as suppliers in coffee GVCs. We find that the SME's diversification and value-adding strategies are intertwined with efforts to improve social and environmental sustainability. Moreover, financial resources from impact investments are essential to facilitate firm-level strategies to enable the creation of organizational capabilities to move to more socially and environmentally sustainable production.

Paper is Available to Meeting Registrants Only.

IM: Closing the institutional gap: Protecting Technology in Foreign Direct Investment

Author: **Siyao Li**, *U. of Pennsylvania*

What is the relationship of foreign direct investment with a state's investment protection regime? It has commonly been viewed that foreign investors can seek outside institutional guarantees when investing in countries with relatively weak institutions for property protection, but for technological components of foreign direct investment, this option is in fact quite limited. How then do multinational corporations protect their property in host countries, especially in terms of technological assets? I argue that foreign direct investment can affect how domestic institutions for property protection develop in its countries of destination, thereby contributing to better rule of law in such countries. Instead of avoiding host country institutions, MNCs employ strategies to engage with both the host and home governments, and achieve better property protection through domestic institutions. Using a combination of cross-country data on technological investment activity, interviews of business executives, and host country case studies, I show that FDI leads to improvements in intellectual property institutions in host countries, and demonstrate the mechanisms through which MNCs influence the legal environment in host countries.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **47** | Submission: **16880** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 9:00AM- 10:30AMET (UTC-4)**

Blended Learning: Implementation and Outcomes

Digital Session Chair: **Arpita Agnihotri**, *Penn State Harrisburg*

MED: Differences in Learning Effectiveness across Learning Environments: A Cognitive Load Perspective   

Author: **Fabian Alexander Müller**, *Philipps-U. Marburg*

Author: **Torsten Wulf**, *Philipps-U. Marburg*

MED Best Paper in Graduate Management Education. Sponsored by the Graduate Management Admission Council (GMAC) for the most significant contribution to graduate management education.

Empirical evidence in the extant literature indicates that blended learning environments lead to better learning outcomes in management education than traditional lectures. However, the working memory of the cognitive system, which processes all incoming information, is highly limited and can be assumed to be working at capacity in traditional lectures. As blended learning environments cannot expand this capacity, they can only improve learning effectiveness if they are able to influence the underlying mechanics of the working memory. To examine such potential influences, we draw on cognitive load theory from educational psychology research. We posit that effective blended learning environments reduce a learner's extraneous cognitive load, which refers to the working memory capacity related to understanding the instructional design, and increase their germane cognitive load, which is related to learning outcomes. An experiment involving 115 graduate management students provides empirical evidence for our hypotheses. We contribute to management education research on blended learning environments by explicitly considering the mechanics of the human cognitive system. Our results suggest that blended environments can improve learning effectiveness if their designs enable more efficient use of the working memory. This can be facilitated through the application of learning technologies in research and practice.

Paper is Available to Meeting Registrants Only.

MED: Resistance to Blended Learning in Business and Public Administration Higher Education

Author: **Ettore Oriol**, *EAESP - FGV / SP*

Author: **Marcus Brauer**, *Estácio de Sá/UERJ/UNIRIO*

Author: **Amanda Arias Matheus**, *UNIRIO*

Author: **Julio Cesar Silva Macedo**, *UNIRIO*

Although resistance to technology is frequent in teaching, when it comes to resistance to Blended Learning (BL) in higher education, research is scarce and rare in literature, especially in the national. Currently, resistance to BL is a significant problem, although such technology has high rates of growth in several countries. The general objective of this research was to identify and analyze the main dimensions of resistance to BL in higher education in Business and Public Administration in Rio de Janeiro/Brazil, in São Paulo/Brazil, in Malaga/Spain and in the city of Porto/Portugal. After the bibliographic review of themes such as BL, Resistance to Technologies and Unified Theory of Acceptance and Use of Technologies (UTAUT), a theoretical structure tested explains the resistance to the BL method. Seven dimensions were used: Self-efficiency, IT Skills, Performance Expectancy, Effort Expectancy, Social Influence, Interactivity and Internal Communication, all directly influencing the Resistance construct. The results indicate that the proposed model had a good fit and that the Self-efficiency and IT Skills constructs had a negative influence on Resistance. The Expectancy dimension had a positive and extremely significant impact on the mitigation of resistance to BL adoption. The other dimensions do not form statistically significant, not conforming their influence on the mitigation of resistance to BL. In the comparison between the four universities researched, EAESP-FGV was the one that showed less resistance to BL adoption and Malaga/Spain was the one that showed more resistance to BL adoption.

Paper is Available to Meeting Registrants Only.

MED: Delivery Modes: Learning Effectiveness and Student Satisfaction   

Author: **Mourad Dakhli**, *Georgia State U.*

Author: **Marta Szabo White**, *Georgia State U.*

We use objective and subjective measures of learning outcomes to compare learning effectiveness and student perceptions across three different delivery modes, traditional (face-to-face), hybrid, and online. For the objective measures, we use scores on rote, critical thinking and engagement assessment tools in the introductory international business course. For the subjective measures, we compare student perceptions by analyzing scores from the Student Evaluation of Instructors (SEIs) surveys that are administered at the completion of each course section. We find differences in the critical-thinking and engagement components whereby students in the hybrid delivery group performed better than their counterparts in the traditional and online groups. Online students had in general lower scores across the board, especially on the engagement dimension. In their totality, the objective data results support the value of the in-person factor for learning effectiveness. On the student perceptions side, results show similar assessment of learning experiences in the traditional and hybrid modes across most dimensions. Students were more critical in assessing instructors and learning experiences in online course sections.

Paper is Available to Meeting Registrants Only.

MED: Effects of flipped classes on student learning: The role of perceived instructor attitude

Author: **Sabrina Wittmann**, *Philipps-U. Marburg*

Author: **Torsten Wulf**, *Philipps-U. Marburg*

Despite the increased importance of constructivist learning environments, in particular flipped learning, in management education, there is mixed evidence on the results. Even though many studies find positive effects of flipped learning formats on student learning outcomes, others report no or even negative effects. As the mechanics accounting for these effects remain mostly unknown, we draw on flipped learning and educational psychology research and look beyond the direct effects of the learning format to explain the inconsistent results. We integrate research on the instructor's perceived attitude, consisting of enthusiasm, presentation style, friendliness, genuine interest, and welcoming conduct, and flipped learning research, proposing that the instructor's perceived attitude mediates the positive effects of flipped learning formats on student learning outcomes. The results of an experiment with 147 undergraduate management students support our hypotheses. We contribute to management education research on flipped learning formats by hinting at the importance of active learning and the perceived attitude of the instructor. Thus, management education scholars should take indirect effects from other disciplines into account when investigating constructivist learning environments. In addition, instructors should ensure that their attitude is positively perceived by students to facilitate improved student learning outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **48** | Submission: **11930** | Sponsor(s): **(MED, ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00AM- 10:30AMET (UTC-4)**

Preparing the Manager for Climate Change: From Awareness to Action



Preparing the Manager for Climate Change

Organizer: **Jennifer Leigh**, *Nazareth College*
Presenter: **Petra Molthan-Hill**, *Nottingham Business School, Nottingham Trent U.*
Presenter: **Rae Andre**, *Northeastern U.*
Presenter: **Florian Kapmeier**, *ESB Business School, Reutlingen U.*
Facilitator: **Laura Albareda**, *LUT U., School of Business and Management*

The United States' predicted reentry to the UN Climate Change Paris Agreement and continuing adverse climate-related events have kept climate at the forefront of the news even with the ongoing global COVID-19 pandemic. Many have argued that COVID creates the opportunity to "build back better" by integrating a green agenda that can restore the economy, remediate ecological challenges, and address social inequities. If this mandate moves into law and policy, the urgency to train the next generation of managers to negotiate the complexity and chaos of continuous climate change is more important than ever! This PDW will provide AOM members three climate change education approaches focused on active learning. The session will include innovations from Europe and North America: the Team Humanity best green education practices from Dr. Rae Andre's recently released book *Lead for the Planet: Five Practices for Confronting Climate Change* (U. Toronto Press), the Carbon Literacy Training for Business Schools initiative pioneered by Dr. Petra Molthan-Hill and colleagues from NBS, and the interactive En-Roads climate-energy simulation model for decision-makers developed by Climate Interactive and the MIT Sloan Sustainability Initiative, facilitated by Dr. Florian Kapmeier, partner of Climate Interactive. After an initial icebreaker, participants will select a breakout room with the climate learning innovation of their choice. In these sessions participants will discuss how to achieve climate change education in business schools and experience active learning activities on their selected topic. The groups will return for a final facilitated session where participants can share insights and resources.

This interactive and lively session offers participants several cutting-edge resources related to carbon literacy and sustainability leadership education for novices and experts alike. To maximize learning, we recommend attending on a computer rather than a phone if possible. Please reach out to Jennifer Leigh jeigh4@naz.edu with any questions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **49** | Submission: **12774** | Sponsor(s): **(MSR, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00AM - 10:30AMET (UTC-4)**

How to Bring Racial Harmony in Organizations: Some Knowledge from the Ancient Indian Writings

How to Bring Racial Harmony in Organizations



Organizer: **A.D. Amar**, *Seton Hall U.*
Organizer: **Satinder Dhiman**, *Woodbury U.*
Presenter: **Jon Radwan**, *Seton Hall U.*
Presenter: **Mahadevan B**, *Indian Institute of Management, Bangalore*
Presenter: **Sharda Nandram**, *Nyenrode Business U.*

This symposium provides the foundation for equal treatment of all humans, in fact all living entities, as advanced in the ancient Hindu writings—going back to the second millennium BCE, when they were compiled and put in writing, such as the Vedas, Upanishads, and the Bhagavad Gita—by taking the doctrine of Advaita Vedanta or nonduality that portrays all humans as Atman—an element of Brahman, the supreme creator. We draw several postulates from these writings that can be used to implement the major principles of Advaita in organizations for addressing the issues of diversity, equity, and inclusion goals which a very large number of American organizations are struggling to operationalize for the last couple years or so. Among several ancient Indian philosophical traditions that logically and theologically advance the equality of all living entities is the doctrine of the Advaita Vedanta which provides an excellent framework to understand unity in diversity through the lens of Oneness—that is, One Divine Spirit dwelling in everyone and everything, and every living entity having abode in Brahman—the Divine Spirit. It invites us to treat human with love and respect—sacredly—because human is Divine in essence. We believe that understanding the underlying unity in diversity is one of the best approaches to foster racial harmony in organizations, root branch and all, which may furnish the best antidote to racial disharmony and social unrest that plague the present-day world. Taking the concepts discussed in this symposium, our presentations provide how organizations, and the larger societies can apply and implement these concepts in improving the racial harmony at their workplaces and social interactions.

How to Bring Racial Harmony in Organizations: Some Knowledge from the Ancient Indian Writings

Author: **A.D. Amar**, *Seton Hall U.*
Author: **Satinder Dhiman**, *Woodbury U.*
Author: **Jon Radwan**, *Seton Hall U.*
Author: **Mahadevan B**, *Indian Institute of Management, Bangalore*
Author: **Sharda Nandram**, *Nyenrode Business U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **50** | Submission: **14949** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00AM - 1:00PMET (UTC-4)**

Organizational Behavior Doctoral Consortium - Day 1
OBDC (Application Required)



Organizer: **Celia Moore**, *Imperial College Business School*
Organizer: **Oscar Holmes**, *Rutgers U.*
Participant: **Jennifer Petriglieri**, *INSEAD*
Participant: **Gianpiero Petriglieri**, *INSEAD*
Participant: **Laura Kray**, *U. of California, Berkeley*
Participant: **Erin Marie Reid**, *McMaster U.*
Participant: **David R. Hekman**, *U. of Colorado, Boulder*
Participant: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Participant: **Burak Oc**, *Melbourne Business School, U. of Melbourne*
Participant: **Xi Zou**, *Nanyang Business School*
Participant: **S Wiley Wakeman**, *Stockholm School of Economics*
Participant: **Kathleen O'Connor**, *Cornell U.*
Participant: **Sean E. Rogers**, *U. of Rhode Island*
Participant: **Hannes Leroy**, *Erasmus Research Institute of Management*
Participant: **Morela Hernandez**, *U. of Michigan, Ann Arbor*
Participant: **Sean Martin**, *U. of Virginia*
Participant: **Sophie Leroy**, *U. of Washington, Bothell*
Participant: **Raina A. Brands**, *U. College London School of Management*
Participant: **Jennifer Jordan**, *IMD*
Participant: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Participant: **Lakshmi Ramarajan**, *Harvard U.*
Participant: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Participant: **Kira Franziska Schabram**, *U. of Washington*
Participant: **Tina R. Opie**, *Babson College*
Participant: **Angelica Gutierrez**, *Loyola Marymount U.*
Participant: **Stella M. Nkomo**, *U. of Pretoria*
Participant: **Amy Wrzesniewski**, *Yale U.*

The Organizational Behavior Doctoral Consortium is held annually and designed for doctoral students who are in the final stages of their programs. The consortium includes a mix of presentations, discussions, and interactive sessions designed to help doctoral students navigate the job market and launch them into their academic careers. The program includes faculty presentations and roundtable sessions on topics such as crafting the right academic job, succeeding at research and publishing, and preparing for effective teaching, as well as how to successfully organize and deliver a job talk that best communicates their research and teaching identity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Discourse, Dialogue, and Communication in Change

Digital Session Chair: **Donna Ogle, Rockford U.**

ODC: **What's in a Name / Hashtag? Implications for the Field of Organization Development**

Author: **Donna Ogle, Rockford U.**

Author: **Ram Tenkasi, Benedictine U.**

Author: **William Brock, Colorado Christian U.**

ODC Division Rupert F. Chisholm Best Theory-to-Practice Paper Finalist

As demonstrated by Ogle, Tenkasi, & Brock (2020), organization development, as a field, is not significantly represented in social media when measured by social media's quintessential mark – the hashtag. Concepts drawn from the field are clearly evidenced within the social media universe as demonstrated through tweet hashtags; however, its concepts have been somewhat usurped by the field's progenies in management and organization studies (MOS). A call rang for organization development scholars and practitioners to become more cognizant of and capable in social media usage in order to retain, and potentially regain, relevance for the field. This paper considers a key element in "how" organization development scholars and practitioners may practically answer this call by pursuing cognizance and capability in the discerning use of Twitter hashtags. It demonstrates a particular issue in employing the oft used #OD since this hashtag has become primarily associated with negative images of drug use, depression, suicide, and self-mutilation. This situation is predominantly evident in Japanese tweets examined in this paper. After this caution and evidence, the call is reiterated for organization development scholars and practitioners to become more active in the venue of social media, and alternative hashtags are considered to help in this endeavor. Keywords: Organization Development, Social Media, Twitter, Hashtags, Social Network Analysis

Paper is NOT Available. Please contact the author(s).

ODC: **'Are we a Fertility or an Infertility Company?' A Learning Expedition Inviting Dialogic Reframing**

Author: **Thomas Schumacher, U. of St. Gallen**

In this article, I present, illustrate and analyze a learning expedition (LX) of pharmaceutical company managers, uncovering processes fostering generative dialogue to develop new collective understanding. Applying a dialogic lens to a sequence of exchanges with partner organizations and internal dialogic circle settings, managers' unquestioned assumptions in describing their own business become clear and can then evolve. Enabled by different facilitation elements, the LX suspends organizational routines and triggers generative dialogues that encourage organizational change. The study contributes by showing: first, how context and practices used in establishing the LX aid in suspending organizational routines and second, how the context of multiple interorganizational events and exchanges (understood as a cycling between different dialogues) enables dialogue and reflexivity fostering organizational development (OD) and third, how the LX enables double loop learning that invites reflexivity, altering managers' assumptions.

Paper is NOT Available. Please contact the author(s).

ODC: **Mutual Sense-Censoring, Generative Exploration, and Collaborative Change**

Author: **Makoto Nagaishi, Chukyo U.**

Although several extant studies have focused on the discourse-based organizational change, the full potential of the change practices in global meaning-making systems has remained unexplored in the field of organization development and change (ODC) research. Hence, the major objective of this article is to develop systematic explanations on the power mechanisms in multinational corporations (MNCs) by proposing a model that implies the evolutionary co-existence of various meaning-making patterns in the headquarter-subsidary relationship. Furthermore, this paper attempts to explore the implications of some questions, such as what kind of leadership is more conducive for the constructive dialogic setting in the context of the headquarters-subsidary relationship and how practitioners can facilitate a smooth transition from the mutual sense-censoring phase to the collaborative action phase in multi-cultural settings. The author uses a Japanese manufacturing MNC as a case in point and shows that the change practitioners are in charge of the crucial position to keep a good balance to create psychological safety in a dialogic space and to lead members to move ahead with the sense of crisis. Furthermore, from the viewpoint of leadership, the change leaders' authentic self-descriptiveness can provoke organizational members to imagine and develop new ways of looking at the complex organizational realities.

Paper is Available to Meeting Registrants Only.

ODC: **Managing Secrecy-Transparency Tensions: The Communicative Role of HR Managers During M&As**

Author: **Kenneth Lim, U. of Edinburgh**

During change communication, HR Managers constantly balance the competing requirements of organizational secrecy vis-à-vis employee needs for transparent communication to help to deliver the desired outcomes of M&As. Yet, relatively little attention has been paid to these tensions faced by HR Managers during M&As. Hence, drawing on twenty semi-structured interviews with international HR Managers who have considerable experience in integrating companies and M&As, this study qualitatively examines the experiences of HR Managers on the contradictory demands of change communication during M&As. The findings first reveal the pressures for organizational secrecy and its workforce implications during M&As. The findings then highlight the communicative role of HR Managers to provide transparency, amidst the secrecy, and its contributions to organizational change during M&As. This study then discusses the important theoretical and practical implications of recognizing this communicative role performed by HR Managers to contribute to the literature of change, human resource management, and the human side of M&As literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainable and Liveable Cities

Digital Session Chair: **Jonas Friedrich**, *Research Institute for Organizational Psychology*

ONE: Does Smart equal Sustainable? Coupling, Decoupling, and the Sustainability Performance in Cities

Author: **Jonas Friedrich**, *Research Institute for Organizational Psychology*
Author: **Maximilian Palmié**, *U. of St. Gallen*
Author: **Oliver Gassmann**, *HSG U. of St. Gallen*

Smart city initiatives have been criticized for not meeting demands of urban sustainable development. This study investigates the coupling and decoupling dynamics of 251 smart city projects in Switzerland following neo-institutional theory. Decoupling theory investigates gaps between societal demands, in our case from sustainability, and actual organizational practice. This study understands smart city initiatives as hybrid organizations which by definition have to handle conflicting societal demands. Thereby, we investigate the concept of the Trojan Horse by Pache and Sanch's (2013), which theorizes the influence of welfare as opposed to market logics in hybrid organizations. Thereby, organizations which are more deeply embedded in market logics tend to couple rather than to decouple to sustainability in order to gain legitimacy. We scrutinize this concept by creating a unique dataset with six researchers applying content analysis and a subsequent sustainability scoring. We find private smart city projects which are embedded in market logics perform best on triple-layered sustainability scores and thus couple to sustainability. A more finely grained investigation shows that while market embedded smart city initiatives perform well on environmental and economic sustainability, they do less so on social sustainability measures. Smart city initiatives which provide public goods and are thus linked to welfare logics generally perform less well on averaged sustainability scores while leading social sustainability scores. This study extends the literature of decoupling theory by introducing specific coupling and decoupling dynamics for the realm of sustainability in hybrid organizations and contribute to the debate of sustainable urban development in general.

Paper is Available to Meeting Registrants Only.

ONE: Could Cities Become More Sustainable And Livable Thanks to Entrepreneurship? A Review

Author: **María Del Mar Martínez-Bravo**, *U. of Almería*
Author: **Raquel Antolin-Lopez**, *U. of Almería*
Author: **Javier Martínez-del-Río**, *U. of Almería*

Urban sustainability and livability research has been gaining increasing attention since numerous challenges such as the alarming population growth and the overconsumption of natural resources threaten the ability of cities to become viable pillars of sustainable development. Even if cities sustainability has been analyzed from different perspectives, this literature remains disconnected from entrepreneurship literature while entrepreneurs have been raised as a potential conduit in the transition of societies towards sustainable development. Hence, this article aims to extend the existing literature on urban sustainability by performing a systematic literature review on whether and how entrepreneurship can help cities to become more sustainable and livable. First, we take stock on the mechanisms through which entrepreneurs can impact urban sustainability and livability and which urban dimensions entrepreneurs can contribute to enhance. Second, we develop a research agenda that identifies critical research avenues for scholars and practitioners based on a critical assessment of existing research and the gaps in the literature that were found.

Paper is Available to Meeting Registrants Only.

ONE: Institutional Features Fostering Sustainability and Livability in European Cities

Author: **María Del Mar Martínez-Bravo**, *U. of Almería*
Author: **Raquel Antolin-Lopez**, *U. of Almería*
Author: **Javier Martínez-del-Río**, *U. of Almería*

This study analyzes the longitudinal relationships between the three dimensions of urban sustainability and city livability, while exploring the moderating effect of the institutional framework on those relationships. Specifically, we propose that regulatory institutions and citizens' pressures moderate the relationships between economic, social, and environmental urban sustainability on city livability in the long term. We test those relationships in a sample composed of data from 20 European cities from 2011 to 2016. Overall, our findings validate the causal positive effect of the three urban sustainability dimensions on city livability. In addition, our results confirm the moderating effect of regulatory institutions on the relationships between social urban sustainability and city livability, and the moderating effects of citizens' pressures on the relationships between environmental and social urban sustainability and city livability. Therefore, these results help to extend current knowledge on the interconnections between urban sustainability, city livability and their institutional background.

Paper is Available to Meeting Registrants Only.

ONE: Electric bike-sharing services mode substitution for driving, public transit, and cycling.

Author: **Tomasz Bielinski**, *U. of Gdansk*
Author: **Agnieszka Kwapisz**, *Montana State U.*
Author: **Agnieszka Wazna**, *U. of Gdansk*

In hopes of reducing traffic congestion, air and noise pollution, and energy consumption, bike sharing is becoming increasingly popular around the world. Underlying many of the benefits attributed to bike sharing is an assumption that bike share journeys replace a significant proportion of trips previously made by car. This paper examines factors correlated with the use of an electric bike-sharing system in Tricity, Poland. We use the double hurdle estimation approach on data from two matched surveys: before and after the implementation of the system. Our analyses indicate that electric bike rides did not act as a substitute for car trips. Shared e-bikes were used by residents as a substitute for public transportation or as a last/first mile of transport to/from public transportation stops. We examined the use of e-bikes for various types of trips and identified factors encouraging and discouraging people from usage of bike-sharing and cycling in general.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability paradoxes

Digital Session Chair: **Simone Carmine**, *Department of Economics and Management, U. of Padova*

ONE: THE IMPORTANCE OF BEING PARADOXICAL. A Paradox Approach to Foster Sustainability

Author: **Simone Carmine**, *Department of Economics and Management, U. of Padova*
Author: **Valentina De Marchi**, *Department of Economics and Management, U. of Padova*

In addressing sustainability issues, companies face many conflicts between the three dimensions of sustainability (e.g., environmental and social economic goals and demands versus economic ones). Tensions in sustainability can generate complex challenges for organizations, due to the many different aspects involved—characterized by different perspectives, logics, resources, regulations, etc.—and therefore weaken their sustainability efforts. The current study aiming at empirically investigating whether the mere experience of sustainability tensions can undermine companies' sustainability performance, and if an organizational paradox approach can support companies in mitigating their possible negative impact. A quantitative analysis has been performed on original survey data about tensions, paradox approach and performance in sustainability. The analysis reveals that experiencing corporate sustainability tensions negatively affects sustainability performance of companies, and a paradox approach helps to moderate this negative impact, even if it is not able to reverse it completely.

Paper is Available to Meeting Registrants Only.

ONE: What Would Jesus Do: How Long-term Orientation Influences Dealing with Paradox

Author: **Taeun Kwon**, *U. of Zurich*
Author: **Timo Busch**, *U. of Hamburg*

In an increasingly complex society, the ability to dealing with paradoxes has become a critical managerial issue. Recent studies suggest a relationship between temporal orientation and the dealing with paradox, but we have limited understanding of the interaction between the two. In this paper, we explore how a long-term orientation influences the dealing with competing demands through an inductive case study of a faith-based pension fund, which demonstrates an extremely long-term view due to its faith, while dealing with the competing demands of faith and finance. We find that long-term orientation contributes to a consistent vision and flexible orientation that allows for managing the paradox, and identify two key mechanisms – reminding of the vision and deliberating over the vision – that create the connection between the vision and operation. By empirically demonstrating the relationship between long-term orientation and the dealing with paradox and the mechanisms it entails, we also leave practitioners with more concrete learnings.

Paper is Available to Meeting Registrants Only.

ONE: The curvilinear relationship between digitalization and firm's environmental performance

Author: **Gozal Ahmadova**, *U. of Granada*
Author: **Blanca Delgado-Marquez**, *U. of Granada*
Author: **Luis Enrique Pedraza**, *U. of León*

This study explores the relationship between home country digitalization and firms' environmental performance. We use panel data with 16,926 observations of 5026 firms from 47 countries in 10 sectors, collected from Thomson Reuters Eikon between 2014 and 2019. In this study, we capture three dimensions of home-country digitalization: knowledge, technology and future readiness. Our results reveal the existence of an inverse U-shaped relationship between each dimension of home-country digitalization and firms' environmental performance. Our analysis showed that at first stage, home country digitalization has a positive indirect impacts on environmental performance, e.g. enhanced energy efficiency and resource management, but later, an excess of digitalization causes “rebound effect” with negative consequences on environment, e.g. high electricity consumption, radioactivity, or e-waste.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **54** | Submission: **16740** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00AM - 11:30AMET (UTC-4)**

AMR: Writing Theoretical Papers - A Workshop with the Editors
AMR: Writing Theoretical Papers



Organizer: **Sherry M. B. Thatcher**, *U. of South Carolina*

This interactive workshop will help participants write clear theoretical articles that make a contribution to the literature. The session consists of two parts. First, we offer participants insights on how to structure a manuscript to showcase its theoretical contribution, we also discuss some of the major challenges in writing theoretical articles and potential avenues for address these challenges. Second, participants will have the opportunity to engage in small group discussions on these topics with current and past AMR Editors, Associate Editors, and Editorial Review Board members.

KEY TO SYMBOLS



Teaching-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **55** | Submission: **16110** | Sponsor(s): **(RM, IM, OMT, OB, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00AM - 12:00PM ET (UTC-4)**

What Is ‘Systematic’ About Systematic Literature Reviews? *Systematic Literature Reviews*



Organizer: **Olga Petricevic**, *U. of Calgary*
Organizer: **Denise M. Rousseau**, *Carnegie Mellon U.*
Panelist: **Sharon Alvarez**, *U. of Pittsburgh*
Panelist: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Facilitator: **Zahra Premji**, *U. of Calgary*
Facilitator: **Ryan Splenda**, *Carnegie Mellon U.*

In this interactive PDW, we will offer (1) an opportunity to discuss the best approaches and best practices for systematic synthesis of management literature, and (2) a hands-on training session on how to design systematic literature reviews, describing methodological innovations for conducting them and more rigorous standards for reporting them. First, we will discuss the purpose of systematic literature reviews (compared to other types of literature reviews) and their relevance for advancing management scholarly efforts with leading scholars and journal editors. Second, we will illuminate why most literature reviews often fall short of their potential, and how unrecognized variance in methodological rigor undermines the usefulness of different types of reviews for evidence-based management. Third, we will present state of the art techniques and approaches for conducting systematic literature reviews; in doing so we show how adoption of advanced systematic review practices facilitate an accumulated body of knowledge to guide in management scholarship and practice. There will be opportunities to both interact with journal editors and participate in interactive activities designed to advance skills for planning, selecting, formulating, conducting, reporting and publishing systematic literature reviews.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **56** | Submission: **12528** | Sponsor(s): **(STR, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00AM- 11:30AMET (UTC-4)**

Knowledge Context of Entrepreneurship, Pre-entry Capabilities, and New Ventures' outcome

Knowledge Context of Entrepreneurship



Organizer: **Aliasghar Bahoo Torodi**, *Bocconi U.*
Organizer: **Roberto Fontana**, *U. of Pavia & Bocconi U.*
Panelist: **Bart Clarysse**, *ETH Zürich*
Panelist: **Martin Ganco**, *Wisconsin School of Business*
Panelist: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Panelist: **April Franco**, *U. of Toronto*

How founders' pre-entry affiliation and industry experience affect new ventures' outcome? In many industries, especially high-tech and knowledge-intensive ones, successful and innovative ventures commercialize knowledge conceived by founders while employed in the focal, upstream, or downstream industry. While independent scholarly attention has been devoted on understanding formation and performance of academic, corporate, employee, and user spinoffs, still we know little about how different knowledge context contributes to the development of specific type of capabilities, and in turn how pre-entry capabilities can explain performance heterogeneity among the new entrants. The objective of this PDW is to engage scholars in each of these streams of the literature to advance a holistic conceptualization of the role of knowledge context in shaping new entrants' capabilities and their performance outcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **57** | Submission: **11231** | Sponsor(s): **(STR, ENT, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00AM- 11:30AMET (UTC-4)**

Adaptation, Learning, and Survival During an Unprecedented Shock: The Pandemic and Entrepreneurship
Entrepreneurial Adaptation During the Pandemic



Organizer: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Organizer: **Sunasir Dutta**, *U. of Minnesota*
Panelist: **Rajshree Agarwal**, *U. of Maryland*
Panelist: **Vibha Gaba**, *INSEAD*
Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Peter G. Klein**, *Baylor U.*
Panelist: **Hayagreeva Rao**, *Stanford U.*
Panelist: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Panelist: **Charles Williams**, *Bocconi U.*

The world has been affected by an unprecedented shock during this past year. Beyond affecting the health of people, the global emergence of the COVID-19 pandemic has threatened firms in developed and developing countries. While the strategic management literature has studied adaptation to technological change, natural disasters, and other unexpected events, this environmental shock was qualitatively different. In the context of this turbulence, entrepreneurial firms are likely to be an especially vulnerable category. The purpose of this PDW is to reflect on what we know and what we have yet to learn about how nascent firms can adapt to a global shock of this magnitude. We designed a multidisciplinary event, combining speakers with expertise in strategic management and related areas of management research, to explore the several facets of this complex phenomenon. The PDW is designed to generate interaction, debate, and brainstorming. To do so, the program includes four phases: 1) a series of scholarly presentations by the speakers, 2) a Q&A session moderated by the organizers, 3) a series of breakout-room conversations led by the speakers to brainstorm research questions within their areas, and 4) a concluding discussion where each breakout-room shares their insights with the broader audience.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Ecosystem Governance

Digital Session Chair: **Yimei Hu**, *AAUBS, Aalborg U.*

TIM: Coordination, Complementarity, and Innovativeness in Innovation Ecosystems 

Author: **Yimei Hu**, *AAUBS, Aalborg U.*
Author: **Huanren Zhang**, *U. of Southern Denmark, Odense, Denmark*
Author: **Yuchen Gao**, *School of Public Policy and Management, Tsinghua U.*

Interdependence and complementarities are two fundamental premises for the existence of innovation ecosystems. Using a computational experiment, we compare the performance of four coordination structures (centralized governance, sequential structure, pooled structure, and coordination by customer choice) in innovation ecosystems under different types of complementarities. Our results show that ecosystems coordinated by downstream customers outperform the ones coordinated by centralized governance and the ones coordinated by either sequential or pooled structures. Moreover, the presence of complementarity between the focal firm's and the complementor's offerings in the ecosystem significantly improve the innovativeness of the complementor, and the pooled structure benefits more in comparison to the sequential structure. These results are shown to be robust to turbulence and the degree of technological interdependencies in the ecosystem. The study extends our knowledge on ecosystem coordination from the structural perspective and highlights the indispensable role played by complementors in innovation ecosystems.

Paper is Available to Meeting Registrants Only.

TIM: Orchestration coordination in innovation ecosystems: mechanisms and enabling factors

Author: **Juliana Bonomi Santos**, *FGV EAESP*
Author: **Laís Moltene**, *Fundação Getulio Vargas - EAESP*
Author: **Vittoria Loviscek**, *Fundação Getulio Vargas - EAESP*
Author: **Ely Laureano Paiva**, *UNISINOS U.*
Author: **Susana Carla Farias Pereira**, *Fundação Getulio Vargas - EAESP*
Author: **Luiz Carlos Di Serio**, *Fundação Getulio Vargas - EAESP*

This paper explores how network orchestrators coordinate efforts across innovation ecosystems to promote benefits to their network members. Using a case study of the Brazilian leading AgriTech innovation ecosystem, we studied the multiple relationships between the main orchestrators. Based on the in-depth analysis of interviews with orchestrators and secondary data, we uncovered that orchestrators use different coordination mechanisms depending on their objectives and closeness. We also identified the hindering and enabling factors associated with using these mechanisms and the inexistence of a coordination mechanism to align the interests of all main orchestrators. We contribute to the network orchestration literature by showing the importance of considering ties across orchestrators, exploring mechanism inter-network coordination, and uncovering factors that contribute to the network structure. In doing so, we provide insights for practitioners on relevant issues related to the coordination effort across orchestrators that may be relevant to foment innovation ecosystems.

Paper is Available to Meeting Registrants Only.

TIM: Ecosystem governance: How focal firms manage complementors?   

Author: **Yujiang Chen**, *Cambridge U.*
Author: **Xingkun Liang**, *Peking U.*
Author: **Xianwei Shi**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Research on business ecosystems highlights the strategic importance of complementors in determining focal firms' successes in various aspects. There are scarce systematic studies on ecosystem governance, especially, how focal firms can manage complementors to develop competitive advantages. We develop a formal model to explore this topic by examining the focal firm's strategic decisions on choosing complements (extensive margins) and depth of using the complements (intensive margins). We analyzed how various factors affect extensive margins and intensive margins and how ecosystem governance can have impacts on the whole ecosystem as well as the relative value appropriation power between focal firms and complementors.

Paper is Available to Meeting Registrants Only.

TIM: Ecosystem Benefits: An Integrative Framework 

Author: **Zhe Cao**, *Imperial College Business School*
Author: **Llewellyn D W Thomas**, *IESE Business School*

Ecosystems are distinguished by non-hierarchical coordination and collective generation of a coherent ecosystem-level offering targeted at a defined audience. This creates a momentum-building challenge, as participation is voluntary and rewards and delivery obligations typically not contractually defined. We submit that ecosystem benefits—participant-level pecuniary and non-pecuniary benefits that ecosystem participants can expect to realise through their participation in the ecosystem—provide a powerful inducement for potential stakeholders to join and contribute to the ecosystem. However, although widely discussed, different types of ecosystem benefits have not been coherently conceptualised in the literature. Through a thematic review, we organised ecosystem benefits into five key themes. Integrating our analysis of how ecosystem benefits are expressed in consumption and provision sides of the ecosystem, we propose an integrative framework. We suggest that ecosystem research needs to move beyond current dominant focus on consumption-side compatible offerings to also include provision-side operational coordination. We conclude with a research agenda.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **59** | Submission: **11360** | Sponsor(s): (TIM, STR, OMT, OCIS, ODC, SIM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00AM - 12:00PMET (UTC-4)**

Researching Open Innovation: Theoretical Perspectives and Empirical Settings for Future Research

Researching Open Innovation



Organizer: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*
Organizer: **Ekaterina Albats**, *Stanford*
Organizer: **Justyna Dabrowska**, *School of Management, RMIT U.*
Organizer: **Gergana Romanova**, *U. of Copenhagen*
Organizer: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*
Organizer: **Sunny Mosangzi Xu**, *U. of Copenhagen*
Facilitator: **Allan N Afuah**, *U. of Michigan*
Facilitator: **Esteve Almirall**, *ESADE Business School*
Facilitator: **Mehdi Bagherzadeh**, *NEOMA Business School*
Facilitator: **Marcel Bogers**, *Eindhoven U. of Technology*
Facilitator: **Sabine Brunswicker**, *Purdue U., West Lafayette*
Facilitator: **Henry Chesbrough**, *U. of California, Berkeley*
Facilitator: **Linus Dahlander**, *ESMT European School of Management and Technology*
Facilitator: **Alberto Di Minin**, *UC Berkeley*
Facilitator: **Marc B. Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Facilitator: **John E. Etlie**, *Rochester Institute of Technology*
Facilitator: **Lars Frederiksen**, *MGMT, BSS, Aarhus U.*
Facilitator: **Stefan Haefliger**, *Cass Business School, City U. London*
Facilitator: **Dennis Hilgers**, *Johannes Kepler U. Linz*
Facilitator: **Keld Laursen**, *Copenhagen Business School*
Facilitator: **Maral Mahdad**, *Wageningen U. & Research Center*
Facilitator: **Ann Majchrzak**, *U. of Southern California*
Facilitator: **Mats Magnusson**, *KTH Royal Institute of Technology*
Facilitator: **Ian McCarthy**, *Simon Fraser U.*
Facilitator: **Anne-Laure Mention**, *RMIT U.*
Facilitator: **Kathrin Moeslein**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Facilitator: **Susanne Ollila**, *Chalmers U. of Technology*
Facilitator: **Markus Perkmann**, *Imperial College London*
Facilitator: **Frank T. Piller**, *RWTH Aachen U.*
Facilitator: **Marion Kristin Poetz**, *Copenhagen Business School*
Facilitator: **Krithika Randhawa**, *U. of Technology, Sydney*
Facilitator: **Henry Sauermann**, *ESMT European School of Management and Technology*
Facilitator: **Jonathan Sims**, *Babson College*
Facilitator: **Anne L.J. Ter Wal**, *Imperial College Business School*
Facilitator: **Joel West**, *Keck Graduate Institute*
Facilitator: **Wim Vanhaverbeke**, *Surrey Business School*
Facilitator: **Ann-Kristin Zobel**, *U. of St. Gallen*

Open innovation (OI) is a management concept that describes the purposive management of knowledge flows across organizational boundaries. It has attracted significant attention from management researchers and has been studied using a variety of theoretical and methodological perspectives. At the same time, researchers in a growing number of disciplines and divisions are attracted to this domain. While our understanding of OI is increasing, many challenges in researching OI remain and new ones emerge. Being the sixth consecutive PDW on this topic, this PDW gathers a number of active scholars conducting research related to OI. These scholars will share and build on their experiences in researching OI to identify some key challenges—and associated opportunities—to help advance research in this domain. By building on recently identified OI research categories, the facilitators will introduce and discuss these challenges, which cover a broad range of levels of analysis, various theoretical perspectives, and methodological approaches. Following this, they will moderate a roundtable discussion with interested participants. Pre-registration (by submitting a short text with research interests) is recommended for the roundtables, which have pre-defined topics, but attendance is open as long as space permits.

Pre-registration (by submitting a short text with research interests) is recommended for the breakout room allocation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **60** | Submission: **16688** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:30AM- 11:00AMET (UTC-4)**

Emerging Scholars Consortium - Morning *Building Research Collaborations*

Organizer: **Cheryl Rathert**, *Saint Louis U.*
Chair: **Yaminette Diaz-Linhart**, *Brandeis U.*
Chair: **Jennifer Gutberg**, *U. of Toronto*
Panelist: **Yaminette Diaz-Linhart**, *Brandeis U.*
Panelist: **Jennifer Gutberg**, *U. of Toronto*
Panelist: **Dori Amelie Cross**, *U. of Minnesota*
Panelist: **Aaron Spaulding**, *Mayo Clinic*
Panelist: **Timothy Huerta**, *Ohio State U.*

The academic-practitioner gap is a well-recognized and continually growing issue for management scholars. This gap is especially prominent in healthcare contexts, where hospitals, systems, and entire jurisdictions are often subject to wide-spread organizational (and system-level) interventions and restructurings. Given the fundamentally applied nature of healthcare management research, scholars in the field must find assurance that their work is equal parts theoretically insightful and practically relevant. The aim of this session is to engage in a conversation about creating research partnerships with practitioners by providing examples and strategies “from the field.” We will hear from both emerging and experienced scholars who have intentionally crafted, or are in the process of crafting, research collaborations with practitioners and health care organizations. (All are welcome to this year’s Emerging Scholars sessions! Pre-registration is not required, but is encouraged. Email cheryl.rathert@slu.edu to register or for more information.)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Meaning of Work and Employee Social Responsibility



Digital Session Chair: **Felix George Jr.**, *Texas A&M U.*

OB: Patterns of Corporate Social Responsibility Perceptions Across Five Stakeholder Dimensions

Author: **Felix George Jr.**, *Texas A&M U.*

Author: **Alejandra Manzanares**, *Texas A&M U., College Station*

Author: **Siyue Qiu**, *Texas A&M U., College Station*

Prior research examining the influence of corporate social responsibility (CSR) on organizational citizenship behaviors (OCBs) and counterproductive work behaviors (CWBs) has typically conceptualized CSR to be unidimensional or analyzed the CSR dimensions in isolation. Such an approach has obscured critical details regarding the CSR-OCB and CSR-CWB relationship. Thus, we use a person-oriented approach, suggesting that employees holistically evaluate CSR activities in various stakeholder dimensions. Relatedly, we advance the notion that specified patterns of CSR will be differentially associated with employee outcomes. Incorporating concepts from signaling theory and theorizing on optimal distinctiveness, we posited that employee OCBs would be highest and CWBs lowest when there is divergence between scores in five CSR dimensions. In a sample of 583 employees, results from a latent profile analysis indicated that employees engaged in more OCBs and fewer CWBs when: (a) there were inequalities in the amount of CSR directed toward various stakeholders and (b) CSR to employees was comparatively high. The pattern effect of the CSR dimensions accounted for 9.53% of the variance in OCBs and 19.46% in CWBs. These findings provide evidence of what we label an optimal divergence effect, challenging the notion that interdimensional CSR consistency leads to positive employee outcomes.

Paper is NOT Available. Please contact the author(s).

OB: Employee-Level Contributing to Society: Integrative Literature Review

Author: **Rowdy Bryant**, *Vrije U. Amsterdam*

Author: **Egenia Lysova**, *Vrije U. Amsterdam*

Author: **Svetlana Khapova**, *Vrije U. Amsterdam*

Organizations are addressing societal challenges by implementing Corporate Social Responsibility (CSR) and while we understand more on how employees perceive these practices (captured by micro-CSR), we still lack understanding on how contributing to society occurs on an employee level. Several research streams addressed employee-level contribution to society: the meaning of work (i.e., calling and meaningful work), job design (i.e., prosocial motivation and task significance) and public policy (i.e., public service motivation and perceived societal impact). Unfortunately, the discussion is scattered, lacking integration and a definition that captures what contributing is, who society is, and how it occurs. The goal of this integrative review is to bring construct clarity. We achieve this by comparing the literature on theory-based attributes and by drawing from outside theory (multi-stakeholder and legitimacy). We find that scholars have failed to elaborate that employee-level contributing to society is a belief. We argue that the contribution occurs when employees believe that (1) they serve stakeholders through their work, and (2) the stakeholder(s) would agree on being served. After presenting our definition we will develop an integrative research agenda to enhance construct clarity in the streams of literature and present future research directions.

Paper is Available to Meeting Registrants Only.

OB: Responsibility-taking Behavior: Validation of a Measure

Author: **William A. Pasmore**, *Columbia U.*

Author: **Gian Zlupko**, *Columbia U. Teacher's College*

Author: **Nilima Ajaikumar**, *Columbia U.*

Author: **Mariana Garcia**, *Teachers College, Columbia U.*

Author: **Stuti Sinha-Chowdhury**, *Columbia U. Teacher's College*

This research validates a scale to measure responsibility-taking behaviors in organizations. Responsibility-taking is defined as the willingness of an individual to accept ownership for the outcomes of a task that they have agreed to perform. Responsibility taking is a highly-desired quality of employees and thus it is contemplated that the current measure will be of interest in both hiring and performance management situations. In this research, we conduct a confirmatory factor analysis into the hypothesized dimensions of responsibility-taking as well as convergent and divergent validation using well-established measures. Results offer strong validation for the responsibility-taking measure.

Paper is Available to Meeting Registrants Only.

Author: **Susan Leigh Johnson**, *Weatherhead School of Management, Case Western Reserve U.*

Author: **Richard J. Boland**, *Case Western Reserve U.*

Author: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*

Author: **David Aron**, *Weatherhead School of Management, Case Western Reserve U.*

Author: **Yunmei Wang**, *Case Western Reserve U.*

This paper is based on findings of a qualitative study of 27 project team members functioning as multiteam systems in financial services firms. The findings included developing a process model of communication that was evident in successful project teams, but absent in unsuccessful ones. The distinctive features of the communication practices displayed by successful project teams is that they recognized the need for and constructed a shared understanding of the organizational, technological, and economic reality they were confronting. This agreed upon sense of the key elements of the project's socio-technical context, is neither a "shared meaning" (Donnellon, Gray, & Bougon, 1986) nor a "mental model" held in common (Cannon-Bowers & Salas, 2001). Instead, it is a socially constructed knowledge that extends across the functional divides of team members, and results from a mindful inquiry into what the project team does not know about each other that is necessary for them to know in order to effectively complete their team project. Through careful identification of and inquiry into what the team members do not know about the context that they are dealing with, they socially construct a shared sense of reality that enables an alignment of "shared understanding" (Churchman & Schainblatt, 1965) between the diverse functional groups within their team, and also between members of their team and other functional teams within the organization. We have termed this dual alignment across functional boundaries within and between project teams as interpretive symmetry. Our process model builds on past research on boundary spanning, as well as boundary objects (Gal, Yoo, & Boland Jr, 2005; Star & Griesemer, 1989) and perspective making/taking (Boland Jr & Tenkasi, 1995). We identify boundary space as the place and the opportunity for this cross-boundary inquiry and communication to occur. We also identify receptivity among the project team as the member's awareness and acceptance that they do not know which opens them up to conduct inquiry and construct new knowledge. This model of communication represents this paper's main contribution which integrates theory on shared reality with multiteam systems. This paper also contributes to our understanding of the role of boundary spaces and mindfully receptive states in promoting cross-boundary communication.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **62** | Submission: **13286** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:30AM- 11:30AMET (UTC-4)**

Mid-Career Workshop: No longer junior faculty...What's next?



OB Division Mid-Career Faculty Workshop

Organizer: **N. Sharon Hill**, *George Washington U.*
Moderator: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Coordinator: **Isabel Villamor**, *George Washington U.*
Panelist: **Gilad Chen**, *U. of Maryland*
Panelist: **Miriam Erez**, *Technion - Israel Institute of Technology*
Panelist: **Alexandra Gerbasi**, *U. of Exeter Business School*
Panelist: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Panelist: **Yves R.F. Guillaume**, *U. of Liverpool Management School*
Panelist: **Tae-Yeol Kim**, *China Europe International Business School*
Panelist: **Bradley L. Kirkman**, *North Carolina State U.*
Panelist: **Patrick F. McKay**, *Fox School of Business, Temple U.*
Panelist: **Jill Perry-Smith**, *Emory U.*
Panelist: **Meghna Virick**, *San Jose State U.*
Coordinator: **Haoying Xu**, *U. of Illinois at Chicago*

The Organizational Behavior (OB) Mid-Career Faculty Workshop is designed for faculty members who have recently made tenure (within 3 years) or are 9-10 years post-Ph.D. The goal of the workshop is to provide a forum for mid-career faculty members to connect with senior Faculty Fellows to receive advice and ask questions related to navigating the challenges and opportunities of this career stage. The discussion topics for the workshop will be finalized based on input solicited from mid-career faculty who register for the workshop, but potentially include: examining mid-career options (e.g., moving into administration); career enablers (e.g., joint appointments, sabbaticals, changing institutions); maximizing and enabling research (e.g., developing new research ideas, finding new collaborators, securing grants, expanding publication portfolio to writing and editing books); service and engagement (e.g., department chair, center director, professional service, engagement with outside boards and institutions); and planning for promotion. The Faculty Fellows include a mix of senior faculty from different countries and with varied career experiences. The format of the workshop is highly interactive with a combination of panel and small group discussion. Participation is limited; pre-registration through the PDW registration system is required.

Participation is limited; pre-registration is required. The registration deadline is Tuesday, June 29. To check availability and register, go to https://uic.ca1.qualtrics.com/jfe/form/SV_0uHe98fcY5rQTUG. For questions, contact the planning committee at hxu62@uic.edu.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **63** | Submission: **11016** | Sponsor(s): **(OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:30AM - 11:00AMET (UTC-4)**

**Self-Compassion in Organizations: Future Directions in Practice
and Research**
Self-Compassion in Organizations



Moderator: **Samantha Dodson**, *U. of Utah, David Eccles School of Business*
Panelist: **Jane E. Dutton**, *U. of Michigan*
Panelist: **Kristin D. Neff**, *U. of Texas at Austin*
Panelist: **Christopher Germer**, *Harvard Medical School*
Panelist: **Yu Tse Heng**, *U. of Washington, Seattle*

This panel symposium brings leading self-compassion and organizational compassion scholars and practitioners into a conversation to explore how self-compassion could uniquely improve organizational functioning amidst current world challenges. Self-compassion – broadly defined as the compassion extended to oneself in instances of perceived inadequacy, failure, or suffering – has been proposed as an adaptive strategy for promoting well-being and positive psychological functioning, particularly in difficult times. Although prior work on self-compassion offers an essential first step toward understanding the potential benefits of self-compassion in the workplace, many organizational research opportunities have yet to be capitalized. The symposium will comprise a brief introduction to self-compassion and research related to key organizational constructs, a moderated discussion, and a question and answer session to facilitate connections and insights.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **64** | Submission: **11943** | Sponsor(s): **(OB, OCIS, MED, MOC, CM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:30AM - 12:30PMET (UTC-4)**

Innovations in Teaching (Virtual) Teamwork   
Innovations in Teaching (Virtual) Teamwork

Chair: **Ilya Gokhman**, *Oglethorpe U.*
Chair: **Leslie A. DeChurch**, *Northwestern U.*
Presenter: **Ethan Scott Bernstein**, *Harvard Business School*
Presenter: **Jeanne M. Brett**, *Northwestern U.*
Presenter: **Mark A. Clark**, *American U.*
Presenter: **Simone Kauffeld**, *Technische U. Braunschweig*
Presenter: **Lindsay Elizabeth Larson**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **M. Travis Maynard**, *Colorado State U.*
Presenter: **Thomas Alexander O'Neill**, *U. of Calgary*
Presenter: **Patricia Satterstrom**, *New York U.*
Presenter: **Jan B. Schmutz**, *ETH Zürich*
Presenter: **Holly Schroth**, *U. of California, Berkeley*
Presenter: **Anita Williams Woolley**, *Carnegie Mellon U.*
Presenter: **Alexandra Michelle Harris**, *Northwestern U.*

The Innovations in Teaching (Virtual) Teamwork PDW is a practical, highly interactive workshop designed for faculty and students who are interested in learning more about cutting edge tools and techniques for teaching others how to effectively lead teams. Given that many individuals spent the last year working, teaming, and teaching in virtual settings, the third iteration of this workshop will focus on teaching teaming in the virtual context. By virtual context we mean both: (1) creating learning experiences to accomplish teamwork-focused learning objectives when students are remote and interacting virtually, and (2) integrating learning objectives about remote collaboration into team and leadership courses. We have assembled a range of experts who will share how they adapted existing team lessons, activities, and resources into ones that can effectively be administered remotely as well novel ways they teach about the distinct features and implications of virtual teamwork. This workshop will remain faithful to its intent of helping translate the science of teams into actionable lessons that can be utilized by the AoM community and lending insights relevant to the unique circumstances in which much of teaming occurred in 2020. And, even once the recent global pandemic passes, the topics of this workshop will be beneficial to those, who by choice or by the nature of their position, will continue to work or teach remotely.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Categories and Valuation  
Categories and Valuation

Digital Session Chair: **Simon Friis**, *MIT Sloan School of Management*

OMT: **Strategy or Confusion? A Theory-of-Value Approach to Understanding Viable Combinations of Categories** 

Author: **Simon Friis**, *MIT Sloan School of Management*

How do categories constrain strategic choice and valuation? Early studies by economic sociologists and organizational theorists documented the tendency for audiences to penalize offerings that span multiple categories. Seeking to explain this seeming regularity, prototype theory cast the penalty as an invariant behavioral tendency. This explanation is problematic, however, because it is fundamentally unable to account for more recent findings that document premiums for category spanning. Nevertheless, prototype theory has persisted as a prominent theoretical foundation in the categories literature. In this paper, I develop and test the theory of value approach to categorization to understand why some combinations of categories are more valuable than others. I put forth a notion of categorical coherence that, unlike prior studies, focuses on conceptual coherence rather than how typical combinations are. I also devise a novel way of measuring conceptual coherence using word embedding models. I test my predictions using data from Twitch.tv, a leading video live streaming platform focused on video games. Preliminary results suggest that conceptual coherence is a key factor in understanding when category spanning will be valued or penalized.

Paper is NOT Available. Please contact the author(s).

OMT: **Audience Expertise and Category Distances: A Study in the Venture Capital Industry (2000-2017)** 

Author: **Arnaud Cudennec**, *Hong Kong Polytechnic U.*

In research on social evaluations and market categories, the extent to which audience members' expertise dimensions – breadth and depth – influence firm valuation has been largely ignored. Furthermore, category research has overlooked the consequences of the nested disposition of categories. Using a dataset of around 29,000 venture capital deals worldwide between 2000 and 2017, we address these gaps by examining the effect of investees' intra-category distance, beyond inter-category distance, as well as investors' expertise breadth and depth. Our findings provide evidence that both inter- and intra- category distances positively impact valuation as that those effects are contingent on investors' expertise breadth and depth. Our findings contribute to research on social evaluations and market categories.

Paper is NOT Available. Please contact the author(s).

OMT: **Two Similarities, One Firm Value: A Natural Language Processing Study of IPOs' First-Day Returns**

Author: **Paul Gouvard**, *USI (Lugano)*

Conflicting results tie audiences' valuations to firms' similarity to category prototypes or to outliers. Explanations of these results generally assume that prototypes and outliers have a strong weight in audiences' valuations although audiences may use them differently in different contexts. We challenge this assumption and propose that the weight of prototype similarity and outlier similarity in audiences' valuations is contingent on prototypes' and outliers' prominence in audiences' eyes in a given context. Prototype similarity plays a lesser role in audiences' valuation when specific knowledge rather than general knowledge is needed to value an entity. Outlier similarity plays a heavier role in audiences' valuations when recent trends in the market recall outliers' features to audiences. We measure prototype and outlier similarity by applying a natural language processing technique to 160,000 financial documents and test our hypotheses based on the first-day returns of 2,488 U.S. IPOs from 1996 to 2015. We find that firms with prototype similarity are less underpriced in low-tech industries, but that this effect disappears in high tech industries, where more specific knowledge is required to value any particular firm. Firms with outlier similarity are more underpriced, particularly during periods of hot IPO market, during which highly underpriced IPOs are recalled to investors. Our findings extend understandings of optimal distinctiveness, valuation, market categories, and computational approaches to strategy.

Paper is Available to Meeting Registrants Only.

OMT: **Being True and Good: Categorical Ambiguity and Experts as Authenticators** 

Author: **Arnaud Cudennec**, *Hong Kong Polytechnic U.*

This study aims at joining the literatures on categories and on social evaluations to study the consequences of ambiguity in both meaning ("what one is") and valence ("what one is worth") on market audiences' valuations. It offers a conceptual framework in which authenticity mediates the effects of meaning and valence ambiguities on valuation. Importantly, the paper argues that the demand for authenticity – and thus the sanction of meaning and valence ambiguities – varies with audience members' expertise. We then explore the cognitive and social determinants of the experts' judgments of ambiguity and authenticity. In doing so, this study offers contributions by combining the literatures of categorical ambiguity, authenticity and expertise.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **66** | Submission: **17200** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 9:30AM - 11:00AMET (UTC-4)**

Dark Sides: Deception and Lying

Deception and Lying

Digital Session Chair: **Lee Charles Jarvis**, *U. of Queensland*

OMT: **On bullshit: Lying as institutional work** 

Author: **Lee Charles Jarvis**, *U. of Queensland*
Author: **Elizabeth Goodrick**, *Florida Atlantic U.*
Author: **Bryant A. Hudson**, *IESEG School of Management*

With only a few exceptions, the institutional literature has yet to reckon with the ways in which deceptive statements can be leveraged to affect the higher order institutional dynamics. Responding to this gap, we theorize lying as a form of discursive institutional work strategically leveraged to variously maintain or disrupt institutional fields. To that end, we suggest that four distinct forms of lying (i.e., maintenance lies, defensive lies, noble lies, and demagogic lies) will be differentially likely to succeed in advancing the liar's preferred form of institutional work based on salient characteristics of the field the liar is embedded in. That is, we suggest that fields are characterized by differing degrees of truth regime fragmentation, or the fragmentation of various communities' more-or-less discrepant sets of normative rules for discerning what statements constitute lies and what consequences should apply to liars. Various degrees of truth regime fragmentation are said to differentially facilitate the success of maintenance, defensive, noble, and demagogic lies. In theorizing lying as a form of discursive institutional work, we contribute to both the institutional and social psychology literatures, most notably through attempting to explain one source of a salient contemporary "grand challenge," that being the degradation of political discourse in Western politics via the resort to deceit as a means of advancing political ideologies.

Paper is Available to Meeting Registrants Only.

OMT: **Boeing's Jedi Mind Tricks: Discursive Framing and the Dark Side of Institutional Entrepreneurship**

Author: **Thomas John Fewer**, *PhD Candidate, Drexel U.*
Author: **Dali Ma**, *Drexel U.*

Winner of the Responsible Research Award

Although organizational studies have hinted at a dark side of institutional entrepreneurship, little is known about how actors creatively deceive regulative agencies in the pursuit of private interests. To unearth such deceptive strategies, we conduct a framing analysis of the discourses with respect to training certification of the Boeing 737 MAX aircraft. Our analysis reveals strategies used by Boeing employees to deceive the FAA and international aviation regulative bodies into accepting major flight software changes as only minor additions to the prior-generation aircraft. We also identify the microscopic strategies in preventing and suppressing resistance from within Boeing. The dark side of institutional entrepreneurship employed by Boeing employees ultimately contributed to technological catastrophes (i.e., Boeing 737 MAX crashes).

Paper is Available to Meeting Registrants Only.

OMT: **Deceptive Recruitment: Fraud, Coalitions, and the Dark Side of Routines**  

Author: **Bryan Spencer**, *Frankfurt School of Finance & Management*
Author: **Claus Rerup**, *Frankfurt School of Finance & Management*

Investment fraud as a specific form of organizational misconduct has received significant attention from scholars over the years, yet little work has been done to unpack where these practices originate or how new participants are recruited. To address this, we develop an year-long case study of a distributed financial organization, "CTG," which conducted investment-related activities involving cryptocurrencies between August 2017 and August 2018. Applying a routine dynamics perspective, we explore how a secretive coalition uses deception and roleplay to recruit new members. In tracing the emergence of routines related to financial fraud, our analysis revealed actors whose roles shifted to enact the routines that had entrapped them, thus shifting from victims of investment fraud to transgressors.

Paper is NOT Available. Please contact the author(s).

OMT: **Rationalizing Torture through Professionalization and Scientization: CIA 'Enhanced' Interrogations** 

Author: **Moritz Gruban**, *U. of Lausanne, HEC Lausanne*
Author: **Patrick Haack**, *U. of Lausanne, HEC Lausanne*
Author: **Roy R. Suddaby**, *U. of Victoria*

In a seminal work Meyer and Rowan (1977) demonstrate how much of what appears to be efficient is merely the reproduction of widely held cultural expectations of efficiency. By couching behaviors in the dispassionate rhetoric of science and professionalism, practices drawn from long-standing traditions, myths and superstitions are made to appear rational, logical and progressive. We extend this reasoning with the observation that the language and practices of rationality can also be used to make immoral behaviors appear legitimate. We do so in a longitudinal analysis of the of torture in the Central Intelligence Agency after the terrorist attacks on the US on September 11. Drawing on rich archival data we show how practices of torture that violated long-standing international norms and firmly held moral standards of the US government were rationalized. We identify two clusters of practices by which this occurred; the professionalization of torture and the scientization of torture. In contrast to most studies of legitimacy, in which social practices are legitimated to external audiences, we focus on reflexive legitimacy, or the process by which social practices are legitimated internally.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Managing Through Algorithms and Metrics *Algorithms and Metrics*

Digital Session Chair: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*

OMT: (Relative) Freedom in Algorithms: How Digital Platforms Repurpose Workplace Consent

Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*

Finalist for the Louis R. Pondy Best Paper Based on a Dissertation Award

This research explores how the shift from human to algorithms as managers affects the nature of worker experience and autonomy, namely a new form of social relations of production. Drawing on a four-year qualitative study of the ride-hailing industry, I describe the experience of being managed by algorithms, conceptualizing the phenomenon of algorithmic work: a set of job-related activities that is constituted, to some extent, by a set of instructions programmed by a computer. I begin with describing how algorithm structure the work through managing the work process at multiple sites of human-algorithm interactions. While some research suggests that this introduction of algorithms creates a control system that snuffs out autonomy; I find the reconfiguration of the work process actually allows for more instances of worker autonomy. In algorithmic autonomy, workers have the ability to express autonomy at every interaction with the algorithm, ultimately producing consent to the work arrangement. However, in contrast to existing research on consent, I find that consent in the algorithmic workplace is more fragile in that consent must be constantly requested and obtained at each stage of the work process at every algorithmic interaction.

Paper is Available to Meeting Registrants Only.

OMT: “Till Numbers Tear Us Apart” Measuring Practice and Common Grounds in Extreme Situations

Author: **Anouck Adrot**, *U. Paris-Dauphine, PSL Research U., DRM*

Author: **Isabelle Bouty**, *U. Paris-Dauphine, PSL Research U., DRM*

Author: **Alexis Tsoukias**, *U. Paris-Dauphine, PSL Research U., DRM*

There is a lack of knowledge on whether measuring can help multiple organizations build common grounds in extreme situations. This mixed-method research addresses this gap by approaching measuring as an organizational practice and focusing on measure interpretation and communication. It examines the evolution of measuring practice across 3 interrelated organizational systems during the first Covid wave in France. From press data and formal statements, we qualitatively coded 308 verbatims expressing measures related to masks management in the 27 first weeks of 2020. Thanks to data quantification and visualization, we identified four measuring practices: clarifying, putting on guard, enthusiastic tracking and accounting. Overall, the measuring practices diverged across the systems. Some systems, though, tended to partially converge at some periods. At others they tended to frame divergent if not dissonant representations of reality. These findings highlight measuring as a diversified and evolutive organizational practice in extreme situations. They contribute to the literature on extreme situation by nuancing commonly held conceptions of measuring and common grounds.

Paper is Available to Meeting Registrants Only.

OMT: Smoothing the Demand for Water: How Scarcity Is Managed Through the Persuasive Use of Numbers

Author: **Virginia Leavell**, *UC Santa Barbara*

Organizations must manage the flow of resources in and out of the boundaries in order to survive. When resources become scarce, organizations can face operational problems. The problem of resource scarcity has produced a rich body of scholarship on what Thompson (1967) called ‘input transaction’ strategies. For some classes of organizations, however, input transaction strategies are not practicable because new resource inputs either do not exist or are prohibitively expensive or difficult to secure. Organizations that manage nature resources are one example of this kind of organization. By studying how a water utility manages scarcity by “smoothing” the demand for water, this paper contributes to the undertheorized “output transaction” side of Thompson’s original formulation of the scarcity problem. To reduce demand for what it produces, the organization in this study persuades customers to use less by quantitatively refracting water into different kinds of numbers: volume, money, and time. This paper additionally contributes to the sociology of quantification by studying the process of producing many numbers to describe a single phenomenon or object. By highlighting how quantitative refraction enables the collaborative management of a complex resource like water, this paper advances our understanding of scarcity, persuasion, and quantification in organizations.

Paper is Available to Meeting Registrants Only.

OMT: Shifting Focus: Social Impact as Capitals Formation

Author: **Gorgi Krlev**, *U. of Heidelberg*

The emergent impact measurement literature grapples with the complexities of social impact. It was recently suggested that management research should turn to welfare economics for guidance. However, prominent conceptual approaches from welfare economics also face three fundamental problems: (1) measurement, (2) attribution, and (3) aggregation. I address these problems by combining the economics literature on productivity and the sociological literature on capitals to develop a capitals approach to social impact. The approach helps shift research to actual measurement of effects on target groups, and provides a framework for analyzing the reverse of positive impact, namely social problems such as inequality.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **68** | Submission: **15744** | Sponsor(s): **(SIM, ONE, STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 9:30AM - 11:00AMET (UTC-4)**

Teaching CSR, Ethics, and Sustainability Using Computer-based Business Simulations

SIM Computer-based Business Simulations

Organizer: **Jae Hwan Lee**, *Hamline U.*

Presenter: **Benjamin Nathan Alexander**, *California Polytechnic State U.*

The Social Issues in Management (SIM) Curriculum Development Committee (CDC) proposes a pedagogical Professional Development Workshop (PDW) that will introduce a variety of computer-based business simulations that management instructors can use to teach corporate social responsibility (CSR), ethics, and sustainability. In this PDW presenters will first share their favorite simulations and teaching tips, after which attendees will participate in breakout room discussions. At the end of the PDW, attendees will receive a teaching resource packet detailing each simulation's content and learning outcomes. The PDW does not require pre-registration and is open to all AOM members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **69** | Submission: **10464** | Sponsor(s): (STR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:30AM - 12:30PMET (UTC-4)**

**Fostering Publications from Around the World in Leading
Organization and Strategy Journals**
Fostering Publications from Around the World



Organizer: **Obi Berko Damoah**, *U. of Ghana*
Organizer: **Remzi Gozubuyuk**, *Sabanci U.*
Organizer: **Michael Leatherbee**, *Pontificia U. Católica de Chile*
Organizer: **Joon Mahn Lee**, *Korea U. Business School*
Organizer: **Carlos Adrian Rodriguez**, *INCAE Business School*
Organizer: **Weiting Zheng**, *U. of New South Wales*
Panelist: **Raffaele Conti**, *ESSEC Business School*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Luis Diestre**, *IE Business School*
Panelist: **Jiao Luo**, *U. of Minnesota*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*
Panelist: **Ishtiaq Pasha Mahmood**, -
Panelist: **Roberto Vassolo**, *IAE Business School, Argentina AND Pontificia U. Católica de Chile, Ingeniería Industrial*
Panelist: **Ralf Wilden**, *Macquarie Business School*
Panelist: **Basak Yakis-Douglas**, *King's Business School*
Panelist: **Caterina Moschieri**, *IE Business School*

Around the world, researchers are engaged in exciting and innovative research projects on business strategy and policy. Unfortunately, many such researchers face various obstacles that prevent them from publishing in leading journals. This PDW has been designed to aid those researchers. A panel of editors from leading journals will provide insights into the requirements and submission processes of their journals, framing of research papers, demarcating contributions in the literature, and so on. Another panel comprising of scholars from various parts of the world will share their own successes and challenges, publishing strategies, and provide their own (un) successful experiences on journal publication. Finally, registered participants who submitted a working paper in advance will receive one-on-one feedback from facilitators on their manuscripts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Caucus**
Program Session: **70** | Submission: **10010** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 9:45AM - 11:15AMET (UTC-4)**

Walking on Eggshells: Discussing the Unthinkable in Management
Walking on Eggshells



Participant: **Lynn Bowes-Sperry**, *California State U., East Bay*
Participant: **Maja Graso**, *U. of Otago*
Presenter: **Stacie Chappell**, *Vancouver Island U.*

Due to the contentious nature of complex diversity-related issues, many academics report that they are ‘walking on eggshells’ when addressing these topics. We invite AOM members for an open, constructive, and critical discussion of these issues with hope of finding effective solutions that foster long-term stability, not just short-term safety.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership and Management in Public Service Organizations



Digital Session Chair: **Amy Fahy**, *Trinity Business School, Trinity College Dublin*

PNP: **Transformational Leadership and Work Alienation: Evidence from School Leaders**     

Author: **Amy Fahy**, *Trinity Business School, Trinity College Dublin*
Author: **Steven McCartney**, *Trinity College Dublin*

This study builds on and contributes to work in developing effective leadership in times of crisis. Although studies in leadership have examined organizational leadership during crises, few have explored how transformational leadership is effective for organizational changes and crisis-management. To address this issue, we propose two relational resources, namely employee trust and relational coordination, as mediators between transformational leadership and positive outcomes during a crisis. Using data from a unique sample of 634 leaders from Irish primary schools as they navigated through the COVID-19 crisis, this study analyses school principals' leadership on organizational performance and their work alienation via the relational resources. Structural equation modelling is employed to test hypotheses developed in this study. Mixed findings emerged concerning the mediating process of relational resources for the impact of transformational leadership on organizational performance and leaders' work-alienation. Implications are discussed.

Paper is Available to Meeting Registrants Only.

PNP: **Supportive Leadership and Job Satisfaction at the European Court of Auditors**  

Author: **Timur Uman**, *Jönköping International Business School*
Author: **Daniela Argento**, *Kristianstad U. College*
Author: **Giuseppe Grossi**, *Kristianstad U. College*
Author: **Giorgia Mattei**, *U. Roma3*

This paper explores how supportive leadership influences communicative, collaborative and performance management practices and how these three practices, in turn, relate to the job satisfaction of public servants within the European Court of Auditors (ECA) context. Drawing on the person-organization fit and leadership behavior theories the study empirically tests a theoretically derived model of the direct and indirect effects of supportive leadership on employees' job satisfaction by considering the responses to a survey administered to the ECA staff. The findings of our study show that communicative and collaborative practices mediate the relationship between supportive leadership the job satisfaction of the ECA employees. In the case of performance management practices, instead, we find that, while supportive leadership has a positive relation with performance management practices, these practices have no significant relationship with job satisfaction. This study not only addresses the theoretical void in the field, but also provides an empirical contribution by describing how a professional public European audit institution is managing its human resources, and also highlights the means of doing it.

Paper is Available to Meeting Registrants Only.

PNP: **Top Managers in Public Organizations: A Systematic Literature Review and Future Research Directions**  

Author: **Ting Huang**, *Aarhus U.*
Author: **Anders Ryom Villadsen**, *Aarhus U.*

This article synthesizes empirical research on top managers in public organizations. We present a systematic literature review of 138 studies focused on public sector top managers between 2005 and 2020. The paper provides descriptive results suggesting that the empirical focus on top managers in the public sector is increasing, though still limited compared to research on upper-echelons in private firms. We develop an empirically-based framework to guide the analysis by identifying essential elements of existing top management studies and linking them into relationships. Based on the findings of the analysis, we outline an agenda for future research on top management studies in the public sector that we call for more studies focusing on top management teams, psychological aspects of top managers, developing strong and unifying theories, and employing comparative research as well as diverse methodology.

Paper is Available to Meeting Registrants Only.

PNP: **Hybrid Managers in Higher Education: Power, Identity and Challenges**

Author: **Alexandra Budjanovcanin**, *King's College London*
Author: **Fiona Denney**, *Brunel Business School*

In higher education institutions, like in other professional bureaucracies and public organisations, the hybrid-manager role is the link between professionals and management and is responsible for helping deliver organisational strategy. Hybrid-managers are characterised by their straddling of the managerial and professional roles – deemed to face particular challenges associated with identity conflict. However, a more nuanced examination of their role and its enactment, that goes beyond identity conflict, has been called for – especially outside of the healthcare context. This paper reports the emerging findings of a pilot study on Heads of Department – a classic hybrid-manager role in UK universities. Drawing on in-depth interviews, the emerging findings highlight the different ways in which academic hybrid-managers navigate their two worlds – shunning or integrating them to varying extents - and the reasons for this. The findings also start to uncover the ways in which power is perceived in the role, with a view to better understanding how different types of academic hybrid-manager employ power for different ends – contributing to our understanding of the effectiveness of academic hybrid-managers and more widely, for improving the effectiveness of public organisations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: 72 | Submission: 11969 | Sponsor(s): (CM, OB)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM- 11:30AMET (UTC-4)**

Who Negotiates and When? Individual Differences and Context Effects in Negotiation

Individual level & Context Effects in Negotiation

Presenter: **Einav Hart**, *George Mason U.*
Discussant: **Peter Carnevale**, *U. of Southern California*
Presenter: **Hillary Anger Efenbein**, *Washington U. in St. Louis*
Participant: **Jared R. Curhan**, *MIT Sloan School of Management*
Participant: **Noah Eisenkraft**, *U. of North Carolina, Chapel Hill*
Presenter: **Hannah Riley Bowles**, *Harvard U.*
Participant: **Deborah Wu**, *U. of Massachusetts, Amherst*
Participant: **Bobbi Thomason**, *Pepperdine Graziadio Business School*
Participant: **Nilajana Dasgupta**, *U. of Massachusetts, Amherst*
Presenter: **Daniel Ames**, *Columbia Business School*

Negotiation is a fundamental interpersonal tool and managerial skill, through which individuals and groups obtain some of their most consequential outcomes. Developing a deeper understanding of negotiation behavior involves understanding both the mechanics of negotiation – which strategies are effective and what negotiators expect – and the broader context in which the negotiation occurs. The papers in this symposium investigate individual differences and group-level differences in negotiators' expectations, the negotiation process, and negotiators' subsequent outcomes. We present novel research studies with field and experimental data and qualitative investigations that describe how negotiators' individual characteristics (e.g., personality, gender, and minority status) and the negotiation context (e.g., importance of issues or relationships, stereotype congruence) impacts negotiators' expectations, behavior, and outcomes. This set of research papers provides a broad perspective on how factors outside the negotiation table shape negotiators' expectations, the negotiation process itself, and the consequences for negotiators' expectations and their long-term, post-negotiation outcomes.

Consistency, Presence, and Contagion in Negotiator Behavior Across Partners: A Round-Robin Study

Author: **Hillary Anger Efenbein**, *Washington U. in St. Louis*
Author: **Jared R. Curhan**, *MIT Sloan School of Management*
Author: **Noah Eisenkraft**, *U. of North Carolina, Chapel Hill*

Negotiation as a Tool for Perseverance in Counterstereotypical Careers

Author: **Hannah Riley Bowles**, *Harvard U.*
Author: **Deborah Wu**, *U. of Massachusetts, Amherst*
Author: **Bobbi Thomason**, *Pepperdine Graziadio Business School*
Author: **Nilajana Dasgupta**, *U. of Massachusetts, Amherst*

When Bargainers Disclose Their Priorities: The Expectations and Reality of Information Sharing

Author: **Daniel Ames**, *Columbia Business School*

Relational Concerns and the Economic Value of Negotiated Agreements

Author: **Einav Hart**, *George Mason U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **73** | Submission: **16622** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 10:00AM - 11:30AMET (UTC-4)**

CMS Plenary - Keynote Speaker Martyna Śliwa *CMS Plenary*

Speaker: **Martyna Śliwa**, *U. of Essex*
Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Organizer: **Ajnes Prasad**, *CMS*
Organizer: **Stephen Cummings**, *Victoria U. of Wellington*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Marie Hasbi**, *Vrije U. Amsterdam*
Organizer: **Alexandra Bristow**, *The Open U. Business School*

CMS DIG Keynote Speaker

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **74** | Submission: **16507** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM - 11:30AMET (UTC-4)**

Don't Forget my Story: Shining the Light on Within-group Differences



Don't Forget my Story: Within-group Differences

Organizer: **Kalan Robert Norris**, *U. at Buffalo, The State U. of New York*
Discussant: **Tracy Dumas**, *Ohio State U.*
Presenter: **Richard Burgess**, *U. of North Carolina, Chapel Hill*
Presenter: **Arielle Lewis**, *Emory U.*
Presenter: **Tosen Nwadei**, *Emory U., Goizueta Business School*
Presenter: **Brandy Edmondson**, -
Participant: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Participant: **Erika V. Hall**, *Emory U., Goizueta Bus Sch*
Participant: **Eden King**, *Rice U.*
Participant: **Michael Christian**, *U. of North Carolina, Chapel Hill*
Participant: **Cydney Dupree**, *Yale School of Management*

Diversity, Equity, and Inclusion (DEI) affect outcomes at the individual, team, and organizational levels. In this symposium, we highlight an emerging area of diversity research on within-group differences, bringing together a set of five (student-led) within-social-group differences papers, including empirical studies (lab and field) as well as theoretical development (including propositions). Following the presentations, Dr. Tracy Dumas, a leading scholar in the study of DEI will facilitate a group discussion about these papers and future research on DEI in organizations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Discrimination and Bias Practices at Work

Digital Session Chair: **Elisabeth K. Kelan**, *U. of Essex, Essex Business School*

GDO: **Algorithmic inclusion: Shaping artificial intelligence in hiring**   

Author: **Elisabeth K. Kelan**, *U. of Essex, Essex Business School*

Carolyn Dexter Award Nominee

It is often claimed that increased use of artificial intelligence (AI) in the hiring process reduces the human bias that has long plagued recruitment; nevertheless, the datasets used for machine learning may replicate and amplify such bias. This article goes beyond claims that AI enables human bias-free hiring and that datasets are the only source of bias, to show that the entire machine-learning process may be subject to bias, creating new forms of exclusion. It reveals how inclusion can be created by design. The article is conceptual, in that it reviews how exclusion and inclusion are created in hiring, before proposing new avenues for HR research. It develops the concept of algorithmic inclusion, and thus contributes to understanding how AI in hiring is both shaped by and shapes society. It suggests that HR researchers and practitioners must be involved in AI design and implementation processes.

Paper is NOT Available. Please contact the author(s).

GDO: **Diversity for Tokenism? Moderating Effect of Fairness on Token-Gender and Workplace Discrimination** 

Author: **Eun-Ji Oh**, *Sungkyunkwan U.*

Based on tokenism theory, this study investigates how employees' experience of workplace discrimination differs in settings of employee gender status in specific gender dominated or gender diversified jobs. We also examine whether the effect of the employee gender status such as minority or diversity status (e.g., minority status: female employee in male-dominated jobs) on workplace discrimination is influenced by organizational fairness. Using a dataset of 23,474 employees, we find that female employees who work in a male-dominated (minority status) and gender-diversified (neutral status) jobs have greater experiences for workplace discrimination, while male employees who work in the female-dominated jobs tend to have less workplace discrimination. In addition, our findings show that female employees who work in male-dominated jobs have lower workplace discrimination when they work in organizations with greater fairness. Our study contributes to literature on gender diversity and gender minority by demonstrating tokenism of gender diversity and the role of organizational fairness.

Paper is Available to Meeting Registrants Only.

GDO: **An Experience-Sampling Investigation of Attributions and Outcomes of Workplace Discrimination**  

Author: **Samantha Dodson**, *U. of Utah, David Eccles School of Business*
Author: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Author: **Wilhelm Hofmann**, *Ruhr U. Bochum*
Author: **Jesse Graham**, *U. of Utah, David Eccles School of Business*

Modern workplace discrimination – low-level, subtle behaviors that isolate or handicap others – is on the rise, bearing negative consequences for employees' well-being. Despite a large literature focused on identifying subtle discriminatory behaviors and the associated outcomes, theory and empirical tests involving dynamic, within-person processes associated with these negative behaviors is limited. Drawing from attribution theory, we test how experiencing modern workplace discrimination differentially affects negative outcomes via attributed locus of causality. Using an experience sampling design across a five-day period, we found that individuals who experienced modern workplace discrimination behaviors at work were more likely to make external, rather than internal, blame attributions. Further, internal attributions were associated with decreased state self-esteem, whereas external attributions were associated with decreased state job satisfaction. Moreover, women in our sample reported a greater number of discriminatory experiences and were more likely than men to attribute those experiences to the prejudice of others. Combined, our results yield multiple theoretical, empirical, and practical implications for the study of modern workplace discrimination.

Paper is Available to Meeting Registrants Only.

 GDO: **What Counts as Discrimination? How Principles of Merit Shape Fairness of Demographic Decisions**  

Author: **Teodora Tomova**, *NYU Stern*
Author: **L Taylor Phillips**, *NYU Stern*

Demographic attributes (age, disability) frequently affect people's selection decisions. We provide a novel perspective as to why such discrimination persists: meritocratic principles lead people to perceive some demographic attributes as fair to use, rather than as discriminatory. Specifically, we theorize that meritocracy requires that relevant and controllable inputs determine outcomes. We therefore suggest that perceived relevance and controllability affect the degree to which demographic attributes are perceived as fair to use. Moreover, we suggest perceived relevance outweighs controllability, such that even uncontrollable attributes can be perceived as fair criteria if perceived to be outcome relevant. In two qualitative studies, we probed how people think about demographic attributes used in selection (Studies 1a-b). We find that people largely associate irrelevant, uncontrollable attributes with discrimination (race, gender), neglecting attributes they perceive as controllable and/or relevant (age, disability, caregiving-status). Further, people refer to control and relevance dimensions to justify their perceptions. Next, a quantitative approach (pre-registered Study 2) supports our theorizing that perceived relevance impacts fairness perceptions more strongly than perceived controllability. In a pre-registered experiment (Study 3), we again find that perceived relevance has a stronger effect than controllability on perceived fairness, which in turn affects selection behaviors, including seeking information regarding demographic attributes during hiring. Finally, Study 4 shows that perceptions of relevance, controllability, and employer's use of demographic attributes in selection together impact employee's psychological safety and job satisfaction. Overall, principles of merit lead people to believe that even some legally protected demographic attributes are fair to use, allowing discrimination to persist.

Paper is Available to Meeting Registrants Only.

Author: **Winslow Ariel Robertson**, *IESE Business School*

Author: **Xabier Barriola**, *IESE Business School*

While there is research on the effect of ideology on organizational hiring, much of that research treats this interaction as a uniform response at the broad organizational level stemming from ideological actions. By treating ideology as a construct that is equally salient across all situations, rather than examining in which situations it is most salient, management scholars miss important organization insights. One such example of ideological salience is the hiring and retention of a marginal employee in an organization, in which performance criteria are less important than supervisor discretion. This paper demonstrates that teams owned by Republican NBA owners will hire marginal white players over and beyond what performance differences would suggest. This has important implications for organizational scholars, since these hiring differences cannot be resolved through market forces if it is owners themselves that have such an outsized effect.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **76** | Submission: **12969** | Sponsor(s): **(HR, OB, OMT, GDO, MOC, CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM - 12:30PMET (UTC-4)**

I'm Speaking: Understanding Gender Experiences in Academia *Understanding Gender Experiences in Academia*



Organizer: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*

Organizer: **Nitya Chawla**, *Texas A&M U.*

Organizer: **Katelyn Zipay**, *U. of Oregon*

Panelist: **Anthea (Yan) Zhang**, *Rice U.*

Panelist: **Aparna Joshi**, *Penn State Smeal College of Business*

Panelist: **Gary N. Powell**, *U. of Connecticut*

Panelist: **Cynthia E. Devers**, *Texas A&M U., College Station*

Panelist: **Anthony Klotz**, *Texas A&M U.*

Panelist: **Theresa M. Glomb**, *U. of Minnesota*

Panelist: **Allison S. Gabriel**, *U. of Arizona*

Panelist: **Lucy L. Gilson**, *U. of Connecticut*

Panelist: **Marie Louise Mors**, *Copenhagen Business School*

Panelist: **Brian Connelly**, *Auburn U.*

Panelist: **Christopher C. Rosen**, *U. of Arkansas*

Panelist: **Christine Shropshire**, *Arizona State U.*

As in organizational life, there are numerous barriers that detriment female scholars in academia generally and in the field of organizational sciences, specifically. Indeed, akin to the 'glass ceiling' phenomenon within organizations, women in academia suffer from similar gender inequities (e.g., field-level structural barriers, lack of organizational support, social support concerns, and limited allyship). As such, the aim of the proposed professional development workshop (PDW) is to apply findings from organizational scholarship to the field of academia, shedding light on the challenges that female scholars face in our field and generating ideas for structural changes that can help women overcome some of these barriers. This session invites leading female and male scholars to apply insights from their own, and others', research on gender and organizational bias to the field of management. The panelist presentations will be followed by breakout sessions where participants are able to have open conversations with the panelists and engage in a discussion of possible solutions to the barriers women face. Combined, this PDW seeks to broaden our understanding of women's experiences in the Academy, and find solutions to better meet the needs of female scholars and facilitate their success in the field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

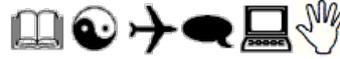


Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **77** | Submission: **14919** | Sponsor(s): **(IAM, IM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM - 1:00PMET (UTC-4)**

Sustainable Development Goals in Iberoamerica

Sustainability in Iberoamerica



Organizer: **Maria Fernanda Wagstaff**, *U. of Texas at El Paso*
Organizer: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*
Organizer: **Erica Helena Salvaj**, *U. del Desarrollo*
Participant: **Rawia Ahmed**, *Zayed U.*
Participant: **Maria Ines Alvarez Cortés**, *U. del Desarrollo*
Participant: **Chiara Chanoi**, *U. of Texas at El Paso*
Participant: **Tanushree Chatterjee**, *U. of Texas at El Paso*
Participant: **Rigoberto Delgado**, *U. of Texas at El Paso*
Participant: **Julian Andres Diaz Tautiva**, *U. del Desarrollo*
Participant: **Hernan Etiennot**, *IAE Business School Argentina*
Participant: **Gabriela Flores**, *Southwestern U.*
Participant: **Joana Huaman**, *U. del Desarrollo*
Participant: **Alejandra Gamez**, *U. of Texas at El Paso*
Participant: **Leo Gemoets**, *U. of Texas at El Paso*
Participant: **Maribel Guerrero**, *Newcastle Business School, Northumbria U.*
Participant: **Sandra M. Idrovo**, *INALDE U. de La Sabana*
Participant: **Matias Lira**, *U. del Desarrollo*
Participant: **Nora Ortega**, *U. of Texas at El Paso*
Participant: **Ana Sosa Salgado**, *U. of Texas at El Paso*
Participant: **Juan Velez-Ocampo**, *U. de Antioquia*
Participant: **Sarah Villanueva**, *U. of Texas at El Paso*
Participant: **Nazanin Zarei-Chalshotory**, *U. of Texas at El Paso*
Discussant: **Rob Van Tulder**, *Erasmus U. Rotterdam*
Discussant: **Len Trevino**, *Florida Atlantic U.*

The Iberoamerican Academy of Management (IAM) and Management Research: The Official Journal of IAM (MRJIAM) invited Iberoamerican scholars and students interested in conducting research in the 17 Sustainable Development Goals (SDGs) enacted by the United Nations in 2015. We hope to gather at the next Academy of Management conference to discuss how Iberoamerican scholars may contribute solutions to achieving these goals. Scholars around the world have joined this effort by calling for research and for providing evidence-based management studies and guidance to leaders on how to tackle the 17 SDGs. IAM and MRJIAM would like to join this remarkable effort and turn our work into actionable and responsible research insights with a view to tackling some of the biggest challenges of our lifetime.

For more information about this session contact Fernanda Wagstaff at fwagstaff@utep.edu.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **78** | Submission: **16813** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 10:00AM- 11:00AMET (UTC-4)**

Migrants and Geopolitics

Digital Session Chair: **Kira Haensel**, *Florida Int'l U.*

This session features three papers addressing various aspects of global migration, along with a fourth examining geopolitical issues related to economic sanctions during the COVID-19 pandemic.

IM: HRM practices that boost successful integration of migrants

Author: **Nicole Richter**, *U. of Southern Denmark*
Author: **Sven Hauff**, *Helmut Schmidt U.*

Building on strategic HRM literature and the concept of well-being-oriented HRM, we analyze how firms can contribute to the successful integration of international migrants into the workplace. We identify HRM practices and sets of HRM practices that collectively form what we call a migrant-supporting HRM system. Based on data from self-initiated international migrants in Germany, we analyze the associations between this HRM system and cross-cultural adjustment, affective commitment and job performance. Our findings confirm the predictive validity and relevance of our migrant-supporting HRM system. Moreover, our results point to three salient sets of HRM practices, namely the provision of engaging work, organizational support and a positive organizational environment. Within these sets, we identify best practices that contribute most to the successful integration of international migrants.

Paper is Available to Meeting Registrants Only.

IM: Addressing the Elephant in the Room: Migration and its Implications for Business School Teaching

Author: **Aida Hajro**, *WU Vienna U. of Economics and Business*
Author: **Milda Zilinskaite**, *WU Vienna U. of Economics and Business*
Author: **Paul Baldassari**, *WU Vienna U. of Economics and Business*

Migration is a pressing global phenomenon, interconnected with human rights, sustainability, economic development, and geopolitics. It has important implications for the activities, strategies, structures, and decision-making processes of firms. Yet despite its undeniable impact on management, migration has been all-but ignored in business school teaching curricula. In this essay, we seek to make two contributions. First, we clarify the grounds for integrating migration issues into management education. Second, we delineate how to achieve this. Specifically, we suggest that teaching migration as a threshold concept can provide a way to reshape students' ways of thinking about the complex and often paradoxical relationships between corporations, nation states, intergovernmental organizations, civil society, and industry. We highlight the core characteristics of this approach and provide insights into the less discussed pedagogical potential of unbounded threshold concepts.

Paper is Available to Meeting Registrants Only.

IM: Global Migration: Implications for International Business Scholarship

Author: **Aida Hajro**, *WU Vienna U. of Economics and Business*
Author: **Chris Brewster**, *Henley Business School, U. of Reading*
Author: **Washika Haak-Saheem**, *Henley Business School, U. of Reading*
Author: **Michael J. Morley**, *U. of Limerick*

Migration is increasingly viewed as a high-priority policy issue among politicians, intergovernmental organizations, NGOs and civil society throughout the world. Its implications for the private sector, for economic prosperity and for the cross-border activities of firms are undeniable and will remain a top priority for the foreseeable future. Yet despite its relevance to International Business (IB), migration has been subject to only limited discussion in the mainstream IB literature. In this contribution, we examine key aspects of migration germane to IB. In particular, we suggest that recent migratory shifts are transforming important elements of the context within which multinational enterprises (MNEs) operate with significant implications for the international human resource management practices of MNEs, for the way cross-border activities of firms are managed, and for the manner in which international strategies are formulated and implemented. We offer a research agenda to motivate IB scholars to study global migration in more depth and reevaluate the generalizability of aspects of their theories in light of developments in global migration.

Paper is Available to Meeting Registrants Only.

IM: Internalizing External Conflicts: Thick Skin in the Face of Economic Sanctions and a Pandemic

Author: **Monica Sharif**, *California State U., Los Angeles*
Author: **Farshad Ghodoosi**, *California State U. Northridge*

Economic sanctions regimes have played and continue to play a significant role in the geopolitics of recent years. Sanctions are designed to punish by isolation, economic pressure, and severe trade and service restrictions. This research presents a case for the importance of examining the role of economic sanctions for organizations, particularly employee behavior. Borrowing from the literature in international relations, international law, and political science, the paper provides background regarding how economic sanctions actually work in international relations. It analyzes the micro impact of economic sanctions as it creates ontological insecurity for the target population. The paper utilizes novel data from sanctioned and non-sanctioned countries during the Covid-19 pandemic. The results indicate significant differences in performance, work engagement, ethical behavior, affect, and work climate. Specifically, individuals from the sanctioned country, compared to individuals from non-sanctioned countries, demonstrated more resiliency during distress. Despite a harsher work environment, they demonstrated less negative emotions, more ethical behavior, better work engagement, and consistent performance. The paper concludes by furnishing a new theory—ontological resiliency—and proposing new solutions to the underlying problem of lack of resiliency.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **79** | Submission: **16833** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 10:00AM- 11:00AMET (UTC-4)**

Political Institutions and International Management



Digital Session Chair: **Elise Goiseau**, *Excelia Business School, CERIM & CeReGe*

This session addresses the importance of political institutions in international management. Papers examine external institutional dynamics during the Arab Spring, pro-market reforms, national culture, and internationalization, using a dynamic factor analysis methodology to model a country's political environment, and how theoretical mechanisms across country-, firm-, and executive-levels of analysis affect firms' disclosures of political orientations.

IM: External dynamics during the Arab Spring: Institutional duality in dynamic external environments

Author: **Evelyn Reithofer**, *WirtschaftsU. Wien*
Author: **Vera Kunczer**, *WU Vienna*
Author: **Jonas F. Puck**, *WU Vienna*
Author: **Jakob Lengauer**, *WirtschaftsU. Wien*

External dynamics have the potential of unforeseeably and drastically changing market conditions and bear great risks and uncertainty. In this case study on the Arab Spring, we explore the effects of external dynamics on institutional duality, i.e., institutional pressures that foreign subsidiaries are confronted with through headquarters (internal) and host country environments (external). Based on an analysis of a European water boiler manufacturer with a production site in Egypt, we analyze institutional pressures before and during the Arab Spring as well as foreign subsidiary and MNE HQ reactions to changed external pressures. We find that external pressures and uncertainty increase in a situation of external dynamics, leading to higher internal pressures. However, MNE HQs decrease internal pressures exerted on subsidiaries if HQs trust subsidiary control mechanisms. Moreover, subsidiaries can influence internal pressures by constructing their internal legitimacy. Our observation of a direct relationship between external and internal pressures and of subsidiary and HQ responses to institutional duality in a dynamic environment represent important contributions to institutional duality literature.

Paper is Available to Meeting Registrants Only.

IM: Pro-market reforms, national culture, and internationalization: A cross-country analysis of EEFs

Author: **Rajnish Rai**, *Indian Institute of Management, Ahmedabad*
Author: **Mitul Surana**, *Indian Institute of Management, Indore*

This study contributes to the institution-based view of the firm by examining how informal institutions influence the relationship between pro-market reforms and the degree of internationalization of emerging economy firms. We posit that firms' response to pro-market reforms depends upon the national culture they are embedded in. Specifically, we conjecture that the two dimensions of national culture — uncertainty avoidance and individualism — shape firms' perceptions of pro-market reforms, thus impacting the relationship between pro-market reforms and firm internationalization. Using a sample of 44,119 firm-year observations for 6,449 unique firms across 30 emerging economies between 1996 and 2018, our findings show that pro-market reforms have a positive effect on firm internationalization, but this effect is weaker in more uncertainty avoiding cultures and stronger in more individualistic cultures. Our study provides valuable insight into how national culture can shape the internationalization of firms and has useful theoretical and policy implications.

Paper is NOT Available. Please contact the author(s).

IM: Who wants to talk politics? How multi-mechanisms affect firms' disclosure of political orientation

Author: **Jing Li**, *Simon Fraser U.*
Author: **Jun Xia**, *U. of Texas at Dallas*
Author: **Edward J. Zajac**, *Northwestern U.*
Author: **Zhouyu Lin**, *Jinan U.*

This study analyzes how the interplay of economic and political interests across countries, firms, and senior executives affects the propensity of firms' disclosing a political orientation. Specifically, we develop and test an integrative theoretical framework that considers how three complementary theoretical mechanisms across country-, firm-, and executive-levels of analysis simultaneously predict which firms are more likely to talk politics versus remain silent. We find support for our framework using Chinese publicly listed firms' response to a home government policy. We conclude with a discussion of how our multi-level and multi-mechanism approach and our supportive findings could inform future research on corporate political behavior.

Paper is Available to Meeting Registrants Only.

IM: Modeling A Country's Political Environment: An Application Of Dynamic Factor Analysis Methodology

Author: **Tatiana Vashchilko (Lukoianova)**, *Haskayne School of Business, U. of Calgary*
Author: **James Agarwal**, *Haskayne School of Business, U. of Calgary*
Author: **Oleksiy Osiyevskyy**, *U. of Calgary*

Political uncertainty generates non-trivial costs for business, resulting in suboptimal decision-making and suppression of economic activity. Decreasing political uncertainty and attaining greater accuracy in risk analysis of a country's political environment remain a challenge. Our research attempts to fill this gap by: (1) redirecting scholarly attention from the questions of what and why to how political uncertainty and risks can be identified and assessed by (1) offering a process-based theoretical framework of a country's political environment; and (2) proposing a new methodological framework based on Dynamic Factor Analysis (DFA) to estimate the dynamic structure of a country's political environment. To demonstrate the application of this methodology, we analyze Brazil's political environment for the period 1984-2018 using monthly political risk time-series data. Specifically, we demonstrate how the results of the DFA methodology allow us in evaluating the characteristics of the country's political environment, in terms of: (1) complexity of the political environment, (2) potency (or importance) of the drivers and dimensions of political environment; (3) stability of political environment, and (4) nomological validity of the model. The paper ends by mapping Brazil's historical political environment with our empirical results and focusing on the methodological challenges and opportunities of using DFA.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **80** | Submission: **11878** | Sponsor(s): **(IM, STR, OMT, AAM, AFAM, IAM, INDAM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 10:00AM- 11:00AMET (UTC-4)**

Emerging Scholars Take on Current Issues in an IB-Dominated Time
FIU Emerging Scholars PDW with Alain Verbeke



Chair: **Curba Morris Lampert**, *Florida International U.*
Distinguished Speaker: **Alain C. Verbeke**, *U. of Calgary*
Panelist: **Ilya Cuypers**, *Singapore Management U.*
Panelist: **Exequiel Hernandez**, *U. of Pennsylvania*
Panelist: **Elena Kulchina**, *North Carolina State U.*
Panelist: **Prithwiraj Choudhury**, *Harvard U.*
Panelist: **Sinziana Dorobantu**, *New York U.*
Panelist: **Stephanie L. Wang**, *Indiana U., Bloomington*
Panelist: **Minyoung Kim**, *U. of Kansas*

The world has never been in a greater state of flux. The prevailing perspective of the past three decades—globalization—is undergoing a tectonic shift, notably exemplified with the retreat of multinational corporations and shrinking international interactions. We have embarked on a new dawn of global sluggishness, or “slowbalization,” which is influencing every aspect of IB with increasing geographical fragmentation and deeper links within regional blocs. In essence, IB is dominating the conversation around the world. In this PDW, we bring together the best and brightest young minds—those whom our domain proudly calls our emerging scholars—to discuss the changing dynamics of IB and converse on some of the most relevant topics of the day. This workshop provides an opportunity to convene all seven recipients of the FIU Emerging Scholar Award, together with the field’s most distinguished IB scholar, Journal of International Business Studies Editor-in-Chief Alain Verbeke, to share their takes on current issues in an IB-dominated time and their experiences in navigating an impactful research career. This workshop is of great interest to every scholar, especially junior scholars and doctoral students. Our panelists will provide state-of-the-world insights and commentaries on the most important IB issues that will provide participants with real-time insights on how to traverse a clear path of understanding on complex phenomenon and how to successfully build an impactful research career.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **81** | Submission: **16664** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM- 10:30AMET (UTC-4)**

How to Get the Most of Your AOM Member Benefits (Friday) *Member Benefit of the Day (Friday)*

Organizer: **Julia Vesei**, *Academy of Management*
Organizer: **Terese Loncar**, *Academy of Management*
Speaker: **Kerry Ignatz**, *Academy of Management*

A daily overview of AOM member benefits and how to obtain them including overviews and Q&A about Publications, Meetings, DIG online communities, Career Services and more

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **82** | Submission: **10313** | Sponsor(s): (MC, ODC, RM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM - 12:00PMET (UTC-4)**

**A scientific approach to Management Consulting : Qualimetrics
Intervention Research**
Scientific Management Consulting



Organizer: **Emmanuel Beck**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Chair: **Jeremy Salmeron**, *ISEOR*
Panelist: **Yue Cai Hillon**, *Western Carolina U.*
Participant: **Rida Elias**, *American U. of Beirut*
Participant: **Robert P. Gephart**, *U. of Alberta*
Participant: **Mark Hillon**, *U. of Central Oklahoma*
Participant: **Omayya Kuran**, *U. of Balamand*
Participant: **Jeffrey R. Moore**, *Anderson U.*
Participant: **Rickie Moore**, *EMLYON Business School*
Participant: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

There is a need for improving scientific observation in the field of Management Consulting. Like in medical research, rigorous scientific research methods are required to carry out experiments and develop impactful treatments to heal from dysfunctions and foster sustainable company performances. The objective of this PDW is two-fold: - Mapping out various approaches to the field of scientific Management Consulting, including ethnostatistics, , - Illustrating the qualimetric intervention-research as a research method applied to Management Consulting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **83** | Submission: **10413** | Sponsor(s): **(MED, TIM, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM- 11:00AMET (UTC-4)**

**Creativity in Online Teaching Re-designing Strategies to
Enhance Students' Engagement & Performance**
More Creativity in Online Teaching for Students



Host: **Andrea Honal**, *Duale Hochschule Baden-Württemberg, Mannheim*
Presenter: **Kumaran Rajaram**, *Nanyang Technological U.*
Presenter: **Volker M. Rundshagen**, *U. of Applied Sciences Stralsund*

Education is evolving at a faster pace than in the last decades. It's very important to understand how and where it's changing so that educators and higher education institutions can support students in preparing for new challenges. Technology rapidly changes the workplace and the demanded skill-sets for employees within a short period. Normally, education systems are very slow in adapting to these new circumstances. Traditionally, students are expected to learn what is taught, and what is taught is expected to increase students' skills and abilities proficiently and sufficiently for them to contribute meaningfully in their future work. But during the COVID-19 crisis, the whole higher education system has changed. Educators and students have transitioned to online instruction with varying levels of success. Learners discovered that it was more difficult to learn virtually when normal classroom interaction is not available. Moreover, it was hard for educators to observe students who may be struggling with mental health issues in an online learning environment and they could not provide real-time assistance. Thus, a lot of universities have to re-think their online teaching approaches to guarantee that students have a positive online learning experience. Digital technologies and innovative approaches provide new changes to train the required skills interactively, and across international boundaries, not only during the COVID-19. Therefore, new ideas and a broader view on education are needed to implement more creativity into online-courses – not only during the COVID-19 pandemic – but also beyond. Thus, the goal of this online PDW is to showcase different approaches to teach online in a more creative way to increase the students' engagement and outcomes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **84** | Submission: **16598** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM - 2:00PMET (UTC-4)**

OCIS-Doctoral Consortium   

Participant: **Michael Barrett**, *U. of Cambridge*

This PDW will offer opportunities for nominated doctoral students to meet with their peers and international faculty as mentors to discuss their research and their wider career trajectory as future academics.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **85** | Submission: **16636** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM - 2:00PMET (UTC-4)**

OCIS-Junior Faculty Consortium 

Division Chair-Elect: **Katherine Chudoba**, *Utah State U.*

This PDW brings together junior faculty with mentors as a scholarly community to discuss important issues on making research contributions as well as achieving career goals and milestones.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **86** | Submission: **10065** | Sponsor(s): **(ODC, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM- 12:00PMET (UTC-4)**

New Perspectives of Organization Change Processes *New Perspectives of Organization Change Processes*



Organizer: **Andrew H. Van de Ven**, *U. of Minnesota*
Organizer: **Marshall Scott Poole**, *U. of Illinois at Urbana-Champaign*
Organizer: **Janina Klein**, *Vrije U. Amsterdam, School of Business and Economics*
Presenter: **Marshall Scott Poole**, *U. of Illinois at Urbana-Champaign*
Presenter: **Andrew H. Van de Ven**, *U. of Minnesota*
Presenter: **Jean M. Bartunek**, *Boston College*
Presenter: **Alan D. Meyer**, *U. of Oregon*
Presenter: **Anne S. Miner**, *U. of Wisconsin, Madison*
Presenter: **Tim Hargrave**, *Central Washington U.*
Presenter: **Raghu Garud**, *Pennsylvania State U.*

This Professional Development Workshop (PDW) on New Perspectives of Organization Change Processes gives scholars and practitioners an opportunity to learn about and engage with the latest research on organization change processes. More specifically, this PDW focusses on processes of change, or the sequence of events in which organizational characteristics and activities change and develop over time, and the factors that influence these processes. The PDW is organized around themes from the 2nd edition of the Oxford Handbook of Organization Change and Innovation (forthcoming 2021). The PDW aims to expand participants' perspectives and develop new ways to think about organization change processes based on teleology models of change, life cycle and discontinuous models of change, evolutionary models of change, dialectical models of change, and hybrid models of change. The format of the PDW consists of impulse presentations by authors of selected chapters of the Oxford Handbook, small group breakouts which are facilitated by the presenters, and a plenary panel session of questions and issues raised in group breakouts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **87** | Submission: **12193** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM - 12:00PMET (UTC-4)**

Examining the Intersection of Occupations and Professions in Organizations

Occupations and Professions



Organizer: **Matt Beane**, *U. of California, Santa Barbara*
Organizer: **Curtis Kwinyen Chan**, *Boston College*
Organizer: **Julia DiBenigno**, *Yale School of Management*
Organizer: **Arvind Karunakaran**, *McGill U.*
Panelist: **Ruthanne Huising**, *EMLYON Business School*
Panelist: **Brayden G. King**, *Northwestern U.*
Panelist: **Andrew Nelson**, *U. of Oregon*
Panelist: **Amit Nigam**, *City U. London*

Given the increasing prevalence of expert occupational and professional groups working inside organizations, this workshop seeks to explore new directions in research at the intersection of occupations and professions in organizations. To accomplish this, we will bring together leading scholars with participants in an interactive format to advance perspectives on this growing area of management research. The goals of this professional development workshop are three-fold: (1) provide contemporary perspectives on occupations and professions in organizations; (2) develop new research at the cutting-edge of this occupational turn in organizational and management scholarship; and (3) build a community of scholars who are engaged in theoretical and empirical research on occupations and professions. Through presentations from senior scholars, interactive panel discussions, and roundtable virtual breakouts where faculty and PhD students can receive feedback on ongoing research projects on occupations and professions, we seek to advance scholarship in this important area while simultaneously building community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **88** | Submission: **17275** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:00AM- 11:30AMET (UTC-4)**

Organizational Stigmatization   
Organizational Stigmatization

Digital Session Chair: **Rongrong Zhang**, *U. of Alberta*

OMT: **How Do Moral Emotions Affect an Industrial Stigma Spillover?**  

Author: **Rongrong Zhang**, *U. of Alberta*
Author: **David Deephouse**, *U. of Alberta*

Scholars using a cognitive view to study industrial stigma spillover posit that as long as an innocent firm is similar to a perpetrator firm for a negative event, stigma spillover will happen. This view ignores the role of moral emotions. We address this limitation by conducting a mixed-methods study. We used an exploratory qualitative study of the Chinese infant formula industry to identify important moral emotions in an industrial stigma spillover. Building on insights from the qualitative study, we designed an experimental study of a 5G data security scandal. We found that positive moral emotions expressed by the perpetrator firm before a negative event shield innocent firms from stigma spillover, even when they are similar to the perpetrator.

Paper is Available to Meeting Registrants Only.

 OMT: **Shelter or Ghetto? Stigmatization and the Narrative Around the Creation of a LGBT Retirement Home**

Author: **Romain Vacquier**, *PSL, U. of Paris, Dauphine, DRM, Management & Organisation*
Author: **Bryant A. Hudson**, *IÉSEG School of Management*

Organizations can emerge to help the stigmatized manage the negative consequences of the label they experience. We, however, know very little about how they can achieve such work. We argue those organizations have to navigate between addressing their members' needs while at the same time managing the expectations of their external audiences. External audiences may reject those organizations for affiliating themselves with the stigmatized. The stigmatized internal audiences can disagree with the way the organization portrays them. We took a narrative approach to understand how those organizations manage this tension in the wake of their emergence. To empirically explore this question, we conducted a longitudinal qualitative study of a project of retirement home dedicated to LGBT elders in France. We describe how this organization built an organizational narrative to balance the tension between its internal and external audiences. Our study makes three contributions. First, it reveals the cultural-political embeddedness of stigma when the stigmatized try to manage its consequences through mediating organizations. We also show this attempt may constitute a reflexive experience for the stigmatized. We finally show that organizational narratives constitute a critical transactional instrument to negotiate meaning between divergent expectations of audiences.

Paper is Available to Meeting Registrants Only.

OMT: **Scandal, Ideology, and Stigma**

Author: **Yasir Dewan**, *HEC Paris*
Author: **Tal Simons**, *Erasmus U. Rotterdam*

This study focuses on event-based organizational stigma during scandals through an inductive, multiple-case research design. Focusing empirically on the stigmatization by newspapers during scandals that occurred in the US, we theorize that event-based organizational stigma is an outcome of a competition between the newspapers to stigmatize or destigmatize an organization. Stigmatization of organizations does not take place primarily because of their culpability but rather due to their ideological characterization. Specifically, organizations are more likely to be stigmatized when they have a negative characterization based on the focal newspapers' ideology. Conversely, organizations are more likely to be destigmatized when they have a positive or neutral characterization based on the newspapers' ideology. By highlighting the role of ideology in determining organizational stigma during scandals, we advance the understanding of the sources of organizational stigma as well as demonstrate the role of audience heterogeneity in organizational social evaluations.

Paper is Available to Meeting Registrants Only.

OMT: **The Positive Effect of Stigmatization in the TV Show Industry** 

Author: **Blanca Moriyon**, *Department of Business Administration. U. Carlos III de Madrid*

Existing academic literature on product stigma is primarily concerned with proving all the negative effects stigmatization can bring to the products it impacts given the feelings of fear and embarrassment it enhances in social spheres. Previous literature also provides insights to how stigma can be transferred: from organizations to individuals and amongst individuals themselves. This paper brings light to the possibility that stigma also has the ability to transfer from individuals to products to which they are closely related and that it can also affect product performance in a positive way. Using a dataset of TV shows aired in the US for fourteen years (1953 to 1966), we prove that, when we eliminate the fear of association to the stigmatized product, by looking at a product consumed in private, the impact of stigma may affect positively the performance of the product. Using regression analysis, the results obtained prove that when stigma transfers to a TV show, there is a positive impact in the likeability of the show leading to an increase in the ratings given by the audience to it. Important implications for research on stigma and social evaluation are drawn.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Circular economy: Choices, decisions and trade-offs



Digital Session Chair: **Fatima Khitous**, *U. of Oulu Business School*

ONE: A Choice-Based Conjoint Analysis on Customer Engagement During the Transition to Circular Economy

Author: **Fatima Khitous**, *U. of Oulu Business School*
Author: **Annabelle Depuydt**, *Ghent U.*
Author: **Andrea Urbinati**, *LIUC U. Cattaneo, Castellanza (VA), Italy*
Author: **Katrien Verleye**, *Ghent U.*

The fashion industry, amid its highest growth and prosperity, stands amongst the most polluting and socially abusive industries. To curtail these trends, the research stream of circular business models (CBMs) recently emerged as a new one to focus on the preservation of resources and/ or promoting societal wellbeing through slowing and closing material loops. As the success of CBMs also relies on customer engagement, which still remains an under-researched area, this paper aims to unearth the relative importance of circularity and customers' willingness-to-pay for each selected attribute. Based upon a choice-based conjoint analysis (n=365), this paper shows that circularity is an important attribute for engaging customers, followed by price, quality, and brand. Interestingly, higher levels of circularity go along with a lower customer engagement and a lower willingness-to-pay, if customers are neither incentivized (e.g., through discount initiatives) nor educated (through awareness raising activities) towards the purchase of circular products.

Paper is Available to Meeting Registrants Only.

ONE: Manufacturing Companies' Motivation Leading to Decision-Making for the Circular Economy

Author: **Lina Dagiliene**, *Kaunas U. of Technology, School of Economics and Business*
Author: **Viktorija Varaniute**, *Kaunas U. of Technology, Lithuania*
Author: **Justina Banioniene**, *Lecturer*

The circular economy prevails with the belief that being environmentally sustainable leads to better financial results and may reinforce the tension between business demands and social expectations. The paper seeks to get a deeper understanding about manufacturing companies' motivations and decision-making logics for the transition to the circular economy. The research is exploratory by obtaining an inductive approach and interpretive perspective and by using interview method including different types of organizations such as manufacturing companies, international environmental associations, and public organizations. We identified the most important motivating and non-motivating drivers for shifting to the circular economy. What is more, the results showed how these drivers are connected and lead to the decision making to shift to the circular economy by determining three types of decision-making logics, such as institutional, instrumental, and integrative. Integrating the circular economy principles within the business performance is a challenge, and we also identified paradoxical tensions, namely leadership versus copying, long versus short run, integrated versus isolated activities, product versus waste management.

Paper is NOT Available. Please contact the author(s).

ONE: Understanding Circular Economy Trade-offs

Author: **Enes Ünal**, *Cranfield U.*
Author: **Vikash Kumar Sinha**, *Aalto U. School of Business*

With the increasing number of firms transitioning towards a circular economy, the theoretical and practical understanding of sustainability has been changing in depth and scope. This transition has fundamentally changed the way firms make sustainability trade-offs. The extant literature on trade-offs tends to focus on established incumbent firms that predominantly indulge in market-oriented decisions where economic priorities drive the deployment of scarce resources to "other" sustainability dimensions. In contrast to a market-oriented understanding, emerging studies on highly committed firms have demonstrated the importance of nonmarket-based factors that bolster the social, environmental, and political standings of firms. Such studies have cast doubts on our current understanding of the trade-off between different dimensions of sustainability. Aiming to inform the sustainability trade-off literature, we carried out a mixed-method study to explicate the rationale and dynamics of sustainability trade-offs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainable Business Models

Digital Session Chair: **Cristina Neesham**, *Newcastle U.*

ONE: Defining Value in Sustainable Business Models

Author: **Cristina Neesham**, *Newcastle U.*
Author: **Krzysztof Dembek**, *U. of Melbourne*
Author: **Julia Benkert**, *Swinburne Business School, Swinburne U. of Technology*

The aim to deliver multiple forms of value to a variety of stakeholders distinguishes sustainable business models (SBMs) from other types of business models. However, despite being central to defining SBMs, value itself is seldom defined. We argue that explicit definitions of value are necessary in each SBM research context, to advance theorizing and methodological rigour. Our findings from a four-stage study offer guidance for developing good definitions of value in SBMs. Firstly, our systematic literature review reveals that value is used in many different contexts with different implicit meanings, in a black-box approach that defines SBMs without defining value. Secondly, drawing on philosophical methodology literature, we identify criteria for valid and operational definitions. Thirdly, we apply these criteria to identify prevalent issues within existing attempts at defining value in SBM – including circularity, ambiguity, and vagueness. Based on our conclusion that the value concept may be a ‘real vague’ which can never be precisely or completely defined, we emphasize the need for SBM researchers to explicitly define value in each research context. Finally, we provide an analytical framework to guide the development of good definitions of value in SBMs, and suggestions for further research into SBM theorizing methodology.

Paper is NOT Available. Please contact the author(s).

ONE: The Effect of Firm Expansion in Sustainable Business on Incumbent Product Evaluation

Author: **Xuege (Cathy) Lu**, *Cornell U.*

Despite a rising number of firms expanding into market categories with sustainable benefits, we know little about how it affects incumbent market audience. In this study, I explore the extent to which firm expansion in sustainable business may improve consumer evaluation on incumbent products. In particular, I highlight the enhancement effect of prosocial signaling through which firms emphasize their prosocial intention during such expansion. I argue that prosocial signaling has a stronger effect on well-known firms compared to their less-known counterparts, especially when quality perception on incumbent products is low. Using empirical context of the US lightbulb market, I find strong support that salient prosocial signals improve rating on traditional lightbulbs when firms expand their business into energy-saving lightbulbs; this is especially true for brick-or-mortar retailers and when prior product ratings are poor. This study provides one of the first evidence that indicates the benefits of sustainable market expansion on incumbent products. I contribute to research in corporate prosocial engagement, as well as nascent scholarship on the value-laden nature of market category.

Paper is NOT Available. Please contact the author(s).

ONE: Broadening our Understanding of ASMSustainability Complexity: A Systems Thinking Lense

Author: **Gift Garikai Dembetembe**, *PhD Candidate, U. of St. Gallen*

Artisanal and Small-Scale Mining (ASM) is apparently an important, growing component of the global economy. This industry creates livelihoods for people with limited alternative income generating opportunities and has the potential to retain a large share of generated wealth in the national economies where it exists. However, ASM has potential negative social and environmental impacts that are quite significant. This combination of characteristics makes ASM a complex system whose efficient regulation requires more than event-oriented policy interventions, but regulatory moves informed by holistic and systemic views. Regulatory history in ASM has shown that each time politicians and regulators attempt to proffer well intentioned interventions, unintended consequences are often the result. This study attempts to amplify the relevance of applying systems thinking tools in improving our understanding of ASM sustainability. The enhanced understanding brought about by a model-based-systems thinking approach applied in this study, will hopefully, aid policy makers, regulators, civil society groups and other stakeholders to adopt a holistic approach in fostering sustainable development in ASM.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **91** | Submission: **16640** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 10:30AM- 11:00AMET (UTC-4)**

Academy of Management Carolyn Dexter Award Presentation
All-Academy Award: Carolyn Dexter

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*
Chair: **Nicole Gillespie**, *U. of Queensland*

AOM Carolyn Dexter Award Committee Chair, Nicole Gillespie, will present the 2021 finalists and honoree of the 2021 Carolyn Dexter Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

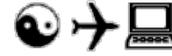


Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **92** | Submission: **10686** | Sponsor(s): **(CAR, HR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:30AM- 12:00PMET (UTC-4)**

I-deals & Career Management: Conceptual Issues and Applications

I-deals and Career Management



Organizer: **Maria Simosi**, *Royal Holloway, U. of London*
Organizer: **Denise M. Rousseau**, *Carnegie Mellon U.*
Panelist: **Maryam Aldossari**, *U. of Edinburgh*
Panelist: **Matthijs Bal**, *U. of Bath*
Panelist: **Sara Chaudhry**, *U. of Edinburgh*
Panelist: **Neil Conway**, *Royal Holloway, U. of London*
Panelist: **Violet Ho**, *U. of Richmond*
Panelist: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Panelist: **Maria Tomprou**, *Carnegie Mellon U.*

I-deals refer to customized employment conditions negotiated between an employee and the employer, ranging from small adjustments to completely individualized arrangements. Employees often use i-deals in their attempt to improve the intrinsic work-related motivation, create their work-life balance and promote professional advancement. Scholars have noted positive effects and possible perils of customized arrangements for a worker careers, particularly effects of individual non-compliance with normative standards for work hours and contributions. Extant research largely adopts the i-dealer's perspective, paying limited attention to the perspectives of the manager, colleagues and HR practitioners—all of whom can influence the career consequences i-dealers experience. This PDW seeks to remedy this omission and advance more contextualized and theory-driven research by broadening researcher insights regarding i-deals as a career management strategy and HR practice, and igniting fruitful dialogue. The workshop is designed for 1.5 hours and consists of three parts. Part one is a panel discussion: Leading scholars/panelists will present their views on the current state of the literature on i-deals as a career management tool. Part two engages attendees in 'roundtables' to discuss dynamics affecting a) the manager's; b) coworkers' and c) HR perspectives relevant to the i-dealer's career and organizational consequences. In the zoom context of this year's AOM meetings, we will use an advance survey of attendees to guide the assignment of breakout rooms during our session. Part three at the end of our PDW will summarize the product of the roundtable discussions to help attendees identify opportunities for empirical research that advances new perspectives on i-deals.

maximum of 50 participants

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

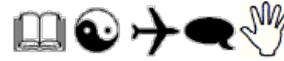


Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **93** | Submission: **11462** | Sponsor(s): (**MSR, ONE, MED, OB, ODC**)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:30AM- 12:30PMET (UTC-4)**

The Caterpillar and the Butterfly: Stories of Real Transformation

The Caterpillar and the Butterfly



Chair: **Isabel Rimanoczy**, *PRME Working Group on the Sustainability Mindset*
Presenter: **Amelia N. Indrajaya**, *IPMI International Business School, Jakarta, (sekolah Tinggi Manajemen Ipmi)*
Presenter: **Aleandra Scafati**, *Pontificia U. Catolica Argentina*
Presenter: **Pia Manalastas**, *De La Salle U., Manila, Philippines*
Presenter: **Louis W. Fry**, *Texas A&M U. Central Texas*
Presenter: **Miguel Cordova**, *Pontificia U. Católica de Perú*
Presenter: **Morgane M.C. Fritz**, *Excelsia Business School, CERIM & CeReGe*
Presenter: **James A F Stoner**, *MSR*
Presenter: **Ekaterina A. Ivanova**, *HSE U.*
Presenter: **Mehdi Majidi**, *Libra Alliance (libraalliance.org)*
Presenter: **Alexander Tetteh Kwasi Nuer**, *U. of Cape Coast, Ghana*
Presenter: **Marta Fabiano Sambiasi**, *U. Presbiteriana MacKenzie*
Presenter: **Sashika Abeydeera**, *U. of Colombo*

The caterpillar is an interesting case: it carries imaginal cells which he doesn't fully recognize as his own. Those cells are so different that the organism attempts to attack them as invaders. However the imaginal cells continue to multiply, eventually taking over and emerging in a new and different being: the butterfly. We think this is a wonderful analogy of something that happens to us, humans. We act without noticing the paradigm governing our life and we react in thoughtless, automatic ways without pausing to check if our deeper values are actually reflected in our behaviors. If something suggests we should review our way of life, we may react like the caterpillar to the invading imaginal cells, pushing those thoughts aside. We strive to maintain the status quo, not realizing that this prevents us from growing the wings that could make us thrive. What role do we, educators of the next generation of managers, play? Do we ignore the imaginal cells that disrupt the status quo? Or do we encourage and promote attention to what could shape a new way of being, of relating to self, others and the natural world? In this PDW educators from Sri Lanka, Philippines, Russia, France, Peru, China, Ghana, Indonesia, Brazil, Argentina and US will share how they are intentionally developing those 'imaginal cells' that create a profound transformation of the mindset. They are prompting students to shape a new worldview, one of a world that works for all, in sync with their highest self.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Stress, Burnout, and Well-Being

Digital Session Chair: **Nina Junker**, *Goethe U.*

OB: Projecting Family-Work Conflict and Enrichment onto Others when Assessing Burnout and Promotability

Author: **Nina Junker**, *Goethe U.*
Author: **Sharon Toker**, *Coller School of Management, Tel Aviv U.*

Carolyn Dexter Award Nominee

Unless living under the same roof, people find it challenging to accurately perceive how others' family demands affect their work outcomes. Nonetheless, with little information to rely on, employees often make such judgments about coworkers or subordinates, creating a risk of bias with concerning managerial implications. This study elucidates how these judgments are formed. We develop and experimentally test a theoretical model of family-to-work perceptions, focusing on social projection as a mechanism driving perceptual bias. In a randomized experiment, comprising 676 working parents from three countries (Germany, Israel, US), we find that when asked to recall conflicting rather than enriching family-to-work experiences, employees are more likely to assume similar conflicts in others. Consequently, they judge these others as more burnt-out and, in some cases, as less fit for promotion. This effect holds for both male and female targets, across three cultures, regardless of perceivers' managerial position, mood, or personality traits. We observe similar projection of family-to-work enrichment onto others, yet results vary across countries. Our study contributes to work-life research by offering a mechanism that links between employees' family-to-work experiences and their perceptions of others' experiences. We discuss the relevance of our findings to challenges imposed by the COVID-19 pandemic.

Paper is NOT Available. Please contact the author(s).

OB: Is This the Burnout We're Looking For? Testing the Affective and Cognitive States of Employee Burnout

Author: **John Jamison**, *Hong Kong U. of Science and Technology*

The three-dimensional construct of burnout conceptualized by Maslach and her fellow researchers has become dominant in both research and practice. Yet the psychological characteristics of employees identified as burned out by the associated Maslach Burnout Inventory do not seem to match the psychological characteristics of the burnout phenomenon (emotionally and cognitively disengaged, unmotivated). This study uses the theory developed around the three-dimensional construct of burnout to articulate testable hypotheses about the emotional, cognitive, and motivational states of employees experiencing burnout. We test these hypotheses on a factored sample of over 600 employees using matched MBI survey measures and modern quantitative analysis of qualitative writing samples. We find that contrary to the conceptualization suggested by the three-dimensional construct, the psychological profile of a worker measuring high on the MBI is actually emotionally activated and cognitively involved. These findings draw into question just what psychological state the three-dimensional construct is actually measuring.

Paper is Available to Meeting Registrants Only.

OB: Antecedents of Subjective Well-Being at Work: The Case of Japanese Regular Employees

Author: **Remy Magnier-Watanabe**, *U. of Tsukuba*
Author: **Caroline Benton**, *U. of Tsukuba*
Author: **Philippe Orsini**, *Nihon U.*
Author: **Toru Uchida**, *torulyon*
Author: **Kimihiko Nagata**, *Nagata Global Partners*

This study empirically explores the antecedents of subjective well-being at work for Japanese regular employees beyond those already identified in Europe and US-centric research. We applied a 2-stage design, whereby we first conducted in-depth interviews whose findings were then statistically assessed using a questionnaire survey. We identified eight original factors affecting subjective well-being at work for Japanese regular employees: meaningful work, relationships, culture, workspace, evaluation, time off, financial benefits, and diversity at work. Consequently, regression analyses pinpointed the predictors of subjective well-being at work; for positive feelings at work, work relationships, evaluation, and diversity; for negative feelings at work, workspace and diversity; and for satisfaction with one's work, meaningful work only. In the face of chronic labor shortage and an ageing population, these findings will help Japanese companies create a work environment that can maximize regular employees' well-being, job performance, and retention.

Paper is NOT Available. Please contact the author(s).

OB: A meta-analysis on the relation between information overload, behavior, and experience.

Author: **Benedikt Graf**, *Trier U.*
Author: **Conny Herbert Antoni**, *Trier U.*

This quantitative meta-analysis provides insights into the relation between information overload (IO) and peoples' behavior and experience, such as information avoidance, lowered performance, negative impacts on well-being and physical health. We analyzed the data of 94,073 employees, managers, students, and mixed samples within 81 studies and overall, 251 effect sizes. We performed multi-level as well as robust variance estimation analyses and found positive correlations between IO and information avoidance ($z = .29$ [CI .21, .36]), burnout and fatigue ($z = .48$ [CI .39, .57]), and negative correlations between IO and performance ($z = -.20$ [CI -.26, -.14]) and satisfaction ($z = -.26$ [CI -.36, -.17]), as well as on other outcomes. Explorative moderator analyses revealed different moderating effects based on sample nationality or vocational setting. Overall, the results of this meta-analysis indicate a negative relationship between IO and peoples' behavior and experience, which call for an evaluation of the exchange and handling of information. Across a wide range of studies and contexts, this meta-analysis reveals that IO provokes the information fatigue syndrome that has been poorly considered to date, leading to severe consequences in both work and home contexts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **95** | Submission: **11576** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 10:30AM - 12:00PMET (UTC-4)**

A Primer on Endogeneity and Instrumental Variable Regression
Endogeneity and Instrumental Variable Regression



Participant: **Xiaosong Peng**, *Lehigh U.*

This workshop introduces the concept of endogeneity and outline its causes, and provides an overview on how researchers may address endogeneity in both the research design phase and the data analysis phase. It also provides suggestions for reviewers when evaluating the edogeneity problems in submitted manuscripts. Lastly, the workshop provides a walkthrough of instrumental variable regression, the most widely used analysis technique to address endogeneity in empirical research in the field of operations and supply chain management. A publicly available dataset is used to demonstrate the instrumental variable regression technique step-by-step.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **96** | Submission: **10319** | Sponsor(s): **(STR, SIM, PNP, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:30AM - 1:30PMET (UTC-4)**

Research Frontiers in Nonmarket Strategy 
Research Frontiers in Nonmarket Strategy

Participant: **Christiane Bode**, *Imperial College Business School*
Participant: **Daniel Blake**, *IE Business School*
Participant: **Jonathan P. Doh**, *Villanova U.*
Participant: **John M. De Figueiredo**, *Duke U.*
Participant: **Witold Jerzy Henisz**, *U. of Pennsylvania*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Andrew King**, *Boston U. Questrom School of Business*
Participant: **Wesley Sine**, *Cornell U.*
Participant: **Lori Qingyuan Yue**, *Columbia Business School*
Participant: **Joao Albino Pimentel**, *Copenhagen Business School*
Participant: **Anne Jacqueminet**, *Bocconi U.*
Participant: **Ivana Katic**, *Yale School of Management*
Participant: **Vontrese Deeds Pamphile**, *George Washington U.*

This workshop aims to explore research frontiers in the increasingly active area of nonmarket strategy. Through a combination of panel presentations by distinguished scholars and interactive roundtable discussions with workshop participants – with an emphasis on the interactive roundtables – we seek to identify how to advance research and how to address some shortcomings in existing approaches – both empirical and theoretical - in nonmarket strategy research. The proposed workshop is likely to be of interest to researchers working on topics such as corporate social responsibility, political strategy, (social) innovation, stakeholder governance, and sustainability, providing an informed perspective on cutting-edge research on these topics. This is a continuation of the AOM 2016, AOM 2017 and AOM 2019 PDWs under the same name, sponsored by STR, IM, ONE, PNP, and SIM divisions. The PDW was sponsored to go ahead in 2020 but was cancelled due to the conference moving online.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Acquisitions and Innovation

Digital Session Chair: **Michael Vetter**, *Technical U. of Munich*

TIM: **The Effect of Acquisitions on Open Source Software Development**

Author: **Michael Vetter**, *Technical U. of Munich*
Author: **Joachim Henkel**, *Technical U. of Munich*
Author: **Henning Piezunka**, *INSEAD*

The development of Open Source Software (OSS) often depends on sponsoring firms. Despite their important role, the effect of changes of control rights in these firms has yet to be explored. We study the effect of acquisitions on contributions to OSS using a matched-sample analysis of 347 OSS projects affected by an acquisition. We examine contributions by employees of the sponsoring firm and other contributors, finding acquisitions to have a negative effect. Our data reveals an enormous variation across acquisitions that can be traced back to differences in acquirers' ability and tendency to extract resources. Our qualitative data provides further insights into the underlying mechanisms. We discuss implications for practice and for research on OSS.

Paper is Available to Meeting Registrants Only.

TIM: **Building Platforms Through Acquisitions**

Author: **Kimmo Karhu**, *Aalto U.*
Author: **Robin Gustafsson**, *Aalto U.*
Author: **Antti Luitro**, *Aalto U. School of Science*

The rise of the platform economy and digitalization has completely changed the dynamics of how firms grow in the market. Platform firms, such as Google, Amazon, and Facebook, tap to the growth through network effects leading to winner-takes-all dynamics with few firms dominating the market. In a highly dynamic and turbulent market, acquisitions are a strategic tool for firms to respond to market changes. In this study, we set out to study platform strategies by analyzing 641 acquisitions of leading six platform firms between 2000 and 2020. We utilized a supervised machine learning approach to classify firms' acquisitions into layers of a digital stack and then analyzed the results against the firms' 26 platforms positioned in the same stack. Our results confirm a strategy with platform firms increasingly acquiring assets in the same layer and the layer below of their platforms. Strongest temporal finding is that the middleware layer has become strategically important for platform firms during the last 10 years. Overall, our study highlights the promise and importance of stack-based layered analysis for understanding digital businesses.

Paper is Available to Meeting Registrants Only.

TIM: **How can Digital Technology-Related Acquisitions Affect a Firm's Innovation Performance?**

Author: **Chenrui Liu**, *Beijing Normal U.*
Author: **Ning Gu**, *Beijing Normal U.*
Author: **Yifan Liu**, *School of Economics and Management, Tsinghua U.*

This paper studies how acquiring digital firms affects the post-acquisition innovation performance of traditional firms. Based on the longitudinal dataset of Chinese listed firms from 2007 to 2017, our findings show that digital technology-related acquisitions have a positive effect on a firm's innovation performance. Furthermore, we propose a contingency model to investigate the moderating effect of unabsorbed slack and internal digital investment. The results indicate that the acquirer's unabsorbed slack has a partially positive moderating effect on the relationship between digital technology-related acquisitions and innovation performance. Meanwhile, the acquirer's internal digital investment negatively moderates this relationship, but its negative moderating effect would be weakened by the unabsorbed slack. Our paper expands the contingency perspective within a traditional firm's digital transformation and has implications for future research and management practices.

Paper is Available to Meeting Registrants Only.

TIM: **Business Group Affiliation and the Risk of PAE Litigation**

Author: **Miryam Martin**, *U. of the Balearic Islands*
Author: **Abel Lucena**, *U. of the Balearic Islands*

Using novel data on US public firms, this paper investigates the preferences of patent assertion entities (PAEs) to choose target companies. Drawing upon signaling theory, we argue that business group affiliation can be interpreted by PAEs as an informative attribute about the superior value creation capabilities of affiliated firms (compared to standalones). PAEs, as rent-seekers, could leverage this information to identify opportunities to extract rents. Consistent with our argument, we find that PAEs tend to sue more to companies having business affiliations than companies without such affiliations. However, business groups differ from one another in a range of observable attributes, generating differing opportunities from rent extractions. We also examine the role of three business group characteristics in conveying information to PAEs. The results show that the bigger the business group, the more attractive to PAEs. Likewise, the higher the technological overlap, the greater the probability of being sued. Our results also reveal that the organizational distance is not a key driver.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **98** | Submission: **16647** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 11:00AM- 11:30AMET (UTC-4)**

Academy of Management George R. Terry Book Award Presentation
All-Academy Award: George R. Terry Book

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Chair: **Pursey Heugens**, *Erasmus U. Rotterdam*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*

AOM Award Committee Chair, Pursey Heugens, will present the 2021 finalists and honoree of the 2021 George R. Terry Book Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **99** | Submission: **16687** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM - 12:00PMET (UTC-4)**

Health Care Management Division Business Meeting *HCM Business Meeting*

Division Chair: **Sara Singer**, *Stanford U.*
Program Chair: **Kristine Ria Hearld**, *U. of Alabama, Birmingham*
Division Chair-Elect: **Brian Hilligoss**, *U. of Arizona*
Professional Development Workshop Chair: **Cheryl Rathert**, *Saint Louis U.*

All members of the health care management division and those interested in the division are encouraged to attend. This meeting features reports on the state of the division and presentation of division awards.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **100** | Submission: **16584** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 11:00AM- 12:00PMET (UTC-4)**

IM Division Plenary - A Holistic View of the Future of International Management – A Conversation with the IM Division 2021 Professional Achievement Award Winners
IM Division Plenary

Moderator: **William Newburry**, *Florida International U.*
Participant: **Paul C. Almeida**, *Georgetown U.*
Participant: **D Eleanor Westney**, *MIT Sloan School of Management*
Participant: **Stav Fainshmidt**, *Florida International U.*
Moderator: **Anupama Phene**, *George Washington U.*

This plenary will address the future of International Management from the perspectives of the IM Division 2021 Professional Achievement Award Winners

With current world events forcing us to re-evaluate fundamental assumptions about global business, it seems worth taking time to think about where the IM field is heading. This session will feature the three IM Division 2021 Professional Achievement Award Winners: Paul Almeida, the 2021 IM Division AmorePacific Outstanding Educator Award Winner, Eleanor Westney, the 2021 IM Division Outstanding Service to the Global Community Award Winner, and Stav Fainshmidt, the 2021 IM Division FIU Business Emerging Scholar Award Winner. In a moderated discussion, the panelists will examine the future of the international management profession that takes a holistic view that integrates our education, service and research roles and their interconnected nature. Please join us!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **101** | Submission: **14867** | Sponsor(s): **(MED, OB, STR, CMS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM - 1:00PMET (UTC-4)**

**Talking About Someone Like Me: Implementing Diversity,
Equity and Inclusion in Cases and Classes**
Implementing Case Diversity, Equity and Inclusion



Presenter: **Richard McCracken**, *The Case Centre*
Presenter: **Genevieve Macfarlane Smith**, *Haas School of Business, UC Berkeley*
Organizer: **Vicky Anne Lester**, *The Case Centre*
Presenter: **Kellie McElhaney**, *Haas School of Business, UC Berkeley*
Facilitator: **Hazel Walker**, *The Case Centre*

The case method is a key pedagogical tool for business schools. Yet there is an increasing perception that cases feature a predominance of white male protagonists and neglect to address topics relating to diversity, equity and inclusion (DEI) critical for new generations of businesses leaders to navigate. The comparative lack of diverse protagonists perpetuates established leadership archetypes and deprives students of alternative role models. Even cases with diverse protagonists can perpetuate harmful stereotypes and norms around gender, race, national origin, age etc. – such as women being depicted as more emotional, less visionary, and less agentic than men. This PDW is for faculty interested in developing competencies in writing and/or delivering DEI cases in their teaching, as well as those interested in building an integrated approach to incorporating DEI-related cases in course materials in the wider curriculum. The session will include presentations and participative exercises. Participants will develop greater knowledge, skills and confidence in incorporating DEI into their case writing and teaching without technical or pedagogical difficulties. The workshop will be delivered by a team of presenters drawn from the Center for Equity, Gender, and Leadership at UC Berkeley-Haas School of Business, and The Case Centre.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **102** | Submission: **11666** | Sponsor(s): **(OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM- 12:30PMET (UTC-4)**

Welcome to the OB Division! Navigating the OB Division in 2021 (early session)



Welcome to the OB Division!

Organizer: **Kylie Rochford**, *U. of Utah, David Eccles School of Business*
Organizer: **Richard G. Gardner**, *U. of Nevada, Las Vegas*
Organizer: **Hannes Guenter**, *Maastricht U.*
Panelist: **M. Travis Maynard**, *Colorado State U.*
Panelist: **Christine Lynn Jackson**, *Wayne State U.*
Panelist: **Hannes Leroy**, *Erasmus Research Institute of Management*
Panelist: **Brad Harris**, *Texas Christian U.*
Panelist: **Niranjan Srinivasan Janardhanan**, *London School of Economics*

If you joined the Organizational Behavior (OB) division within the last three years and want to learn more about the OB division and starting out in the field of OB, then this forum is for you! This PDW was created to answer your questions about the “essentials” of the virtual AOM conference, the OB division, and the field of OB. The session is organized around a panel discussion between established members of the OB division and new members like yourself. We designed the forum so that you can meet and interact with a diverse group of leading scholars in the OB division and connect with other new members of the division. The PDW will include a welcome and overview of the OB division, a networking ice breaker, and a panel discussion prompted by questions from participants. As a participant in the forum, you can ask questions of your choice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **103** | Submission: **15079** | Sponsor(s): **(OB, OCIS, RM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 11:00AM - 12:30PMET (UTC-4)**

What Are We Talking About? Natural Language Processing in Organizations

Natural Language Processing in Organizations



Chair: **Michael Yeomans**, *Imperial College Business School*
Speaker: **Ariella Kristal**, *Harvard Business School*
Participant: **Sudeep Bhatia**, *U. of Pennsylvania*
Participant: **Amir Goldberg**, *Stanford U.*
Speaker: **Grant Packard**, *York U., Toronto*
Speaker: **Ada Aka**, *The Wharton School, U. of Pennsylvania*
Speaker: **Lara Yang**, -
Participant: **Jonah Berger**, *The Wharton School, U. of Pennsylvania*
Participant: **Yang Li**, *Cheung Kong Graduate School of Business*

This symposium is designed to advance research on organizational communication by bringing together leading scholars examining state-of-the-art applications of natural language processing. Language is endemic to almost every aspect of an organization - we talk and write to each other all the time. However, the dominant paradigms for studying social interactions involves indirect measures of communication (surveys, network analyses, etc.). The presentations in this symposium demonstrate how that communication can be measured directly. Each presenter considers natural language data from common and difficult conversations throughout an organization. And in each case, natural language processing is used to show that the content of the communication has direct consequences for organizational outcomes. Across different field settings, we show how our analyses can also provide evidence for biases and information gaps that can inform behavioral models of decision-making in an organization.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Defining and Implementing Innovative and Entrepreneurial Strategies

Digital Session Chair: **Dieter Gutschi**, *WU Vienna*

ODC: CEO Curiosity and Strategic Change

Author: **Dieter Gutschi**, *WU Vienna*

Author: **Patricia Klärner**, *WU Vienna U. of Economics and Business*

In a rapidly changing business environment, curiosity, defined as the urge to search for new information and experiences, can be highly beneficial for CEOs and their strategic decision-making. Despite increasing research on the role of executive personality in strategic decisions, we lack deeper insights into the role of CEO curiosity. Our study fills this void by studying the role of CEO curiosity in strategic change. We suggest that CEO curiosity is positively associated with strategic change. We also introduce environmental dynamism and CEO power as important moderators. Our study contributes to upper echelons research by unveiling the so far understudied but important role of CEO curiosity in strategic change. It also contributes to strategic change research by providing insights into how CEO personality and dynamic contextual factors influence strategic change.

Paper is Available to Meeting Registrants Only.

ODC: Leveraging Strategy for Better Implementation : The (Hidden) Role of Employees in Microfirms

Author: **Carole Bousquet**, *IDRAC Business School*

Author: **Miguel Delattre**, *IAE - U. of Lyon 3*

Author: **Jessica Lichy**, *IDRAC Business School*

This paper focuses on how to improve strategic implementation in microfirms – i.e., companies with fewer than ten employees. They are often overlooked in research owing to lack of access to the field, and because managers of microfirms express relatively less interest in mobilizing external support, compared to SMEs and large companies. However, these structures are all equally subject to the difficulties and turbulence of their environments, even more so in this period of global pandemic and perturbations. By means of five intervention-research carried out within professional structures, this research highlights the problems linked to the lack of formalization and strategic implementation in these companies and proposes actions for improvement experimented during the support. We also seek to show that, in very small structures, the formalization of strategy and the multiplication of its implementation among employees makes it possible to increase the strategic implementation and performance of microfirms.

Paper is Available to Meeting Registrants Only.

ODC: Entrepreneurial Orientation in Coworking Spaces for Corporate Entrepreneurship and Venturing

Author: **Lars Goermar**, *U. of Bayreuth*

Author: **Till Marius Gantert**, *U. of Bayreuth*

Author: **Yixin Qiu**, *U. of Bayreuth*

Firms search for new ways of improving their innovativeness and internal entrepreneurship. Entrepreneurial orientation has been shown to be a powerful facilitator for these tasks. Previous research has shown that entrepreneurial orientation increases by empowerment and proper leadership, yet we know little about the spaces in which it proliferates. We argue that social interaction and autonomy, as prevalent in coworking-spaces, strengthens and complements entrepreneurial orientation. Following the literature on entrepreneurial orientation, as well as coworking-spaces, we pursue a multiple case study analysis. We find that the elements of entrepreneurial orientation as outset by previous studies does not fully describe the entrepreneurial orientation in corporate coworking-spaces. Our findings stress that corporate entrepreneurship research and practice needs to pay more attention to the spatial and interior settings for improving innovativeness and internal entrepreneurship.

Paper is Available to Meeting Registrants Only.

ODC: The Role of a Corporate University in a Technology-Based Company to Boost Ambidexterity ➔

Author: **Raphael Lissillour**, *IPAG Business School*

Author: **Javier Alfonso Rodríguez-Escobar**, *UEMC*

Based on the concept of organizational ambidexterity, this study presents evidence on the role of Corporate Universities (CU) in the deployment and configuration of capabilities to operationalize corporate strategy. Through a longitudinal case study of ZTE University in China, this paper has been able to verify different theoretical positions about the development of capabilities in a framework of simultaneous exploratory and exploitative innovation strategies and to clearly witness how the CU are dynamically linked with those development. The findings highlight the most relevant capabilities that drive the strategic orientation of the company and distinguishes those that are more likely to be exploited by the company through its CU.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managerial Effectiveness: Insights From Sports

Managerial Insights: Sports



Digital Session Chair: **Alexandru Roman, CSUSB**

OMT: How Funny Was That? Discoveries From Measuring Leader Humor

Author: **Benno Stöcklein, U. of Passau**
Author: **Dominik Bong, U. of Passau**

We introduce a multimodal approach to conducting nuanced, unobtrusive measurements of leader humor expressions, and we exploratively test it using a sample of press conferences held by professional soccer coaches in the German Bundesliga. First, we discover that although most of the humor recognized across leaders was affiliative humor, individual leaders still exhibited unique patterns in their use of humor. For instance, some coaches almost exclusively employed others-directed humor, and we found differences in the total amount of humor expressed per press conference and the number of humorous instances per press conference. Second, we uncover general patterns in the timing of both humor overall and individual humor styles. For example, most humor occurred towards the end of press conferences. Third, we propose a novel framework, that enables us to identify differences in the audience's recognition of leader humor and their perceptions of humor clarity, and find that some leaders communicate their humor more clearly to an audience than others. Our exploratory approach provides a solid foundation for additional empirical research on executive communication, especially leader humor. Ultimately, our findings reconfirm the need for a nuanced perspective on leader humor and contribute to extant research on leader rhetoric and executive communication.

Paper is NOT Available. Please contact the author(s).

OMT: Authority Acceptance and Team Performance: Insights from the English Premier League

Author: **Alexandru Roman, CSUSB**
Author: **Jerayr M. Halebian, U. of California, Riverside**
Author: **Marlo Raveendran, U. of California, Riverside**

Classical management theory identifies authority acceptance as fundamental to organizational success. Based on this perspective, the higher the degree to which employees find managerial orders to be acceptable – the greater organizational adaptation capacity and consequently performance. Despite being central to classical theories of organization, authority acceptance has been understudied by current management perspectives. In this study, we examine conditions under which higher degrees of authority acceptance may improve organizational performance. Drawing on insights from authority acceptance theory and the information processing view, we posit that under high task and agent interdependence and high architectural knowledge, i.e. when success is a function of effectively coordinating coproduction - groups with higher authority acceptance will perform better due to their increased coordination capacity. We expect this relationship to be stronger under conditions in which groups are more likely to perceive authority as legitimate and to identify with the organization. We examine our hypotheses using data from the English Premier League – one of the world's most popular, competitive, highest stakes and culturally diverse soccer competitions. Our empirical results are consistent with our theoretical expectations and indicate that higher levels of team authority acceptance are associated with better results controlling for manager and team characteristics. The robustness of our findings derives from the fixed effects specification in our models and is supported by several robustness checks including instrumental variable analyses.

Paper is NOT Available. Please contact the author(s).

OMT: Safety in Numbers? How Reputation and Salience of Misconduct Change Group Size Effect on Punishment

Author: **Yinmiao Yu, Imperial College Business School**
Author: **Cleo Silvestri, Imperial College London**
Author: **Lin Dong, U. of Birmingham**
Author: **Yuri Mishina, Imperial College London**

The present study sheds light on the role of social-control agents in punishing misconduct. We posit that social-control agents give each violator a lighter sanction when a great number of people are involved in a misconduct case. However, this relationship is attenuated by violators' reputation and by the salience of the misconduct to stakeholders before the current case. We test our hypotheses using suspension decisions in 458 doping cases in the context of professional road cycling between 1999 and 2019. Our results indicate that, in general, social-control agents' punishments depend on internal resource constraints, but when pressure from stakeholders is high, the concern to protect the integrity of the field and their own authority prevails and leads to greater sanctions.

Paper is NOT Available. Please contact the author(s).

OMT: The Effect of Own and Vicarious Learning in the Adoption and Abandonment of Innovative Practices

Author: **Emanuel Ubert, U. della Svizzera Italiana**
Author: **Nikolaus Beck, U. of Lugano/U. Della Svizzera Italiana**

When a new and innovative practice can be easily adopted or abandoned and its performance effects can be easily observed, the wider diffusion of that practice forces managers to decide whether and when to (re-)adopt or abandon it. Contrary to practices which cannot be repeatedly adopted or abandoned, such practices lend themselves to organizational experimentation. The traditional diffusion literature has largely overlooked such practices and the relevance of learning with respect to performance experiences from such experimentation. This paper theorizes and empirically tests when in such innovative practice's wider diffusion process an organization relies on its own previous as opposed to its rivals' performance experiences to decide whether to (re-)adopt or abandon that practice. We argue that organizations typically rely on their rivals' practices early and their own experiences later in the diffusion process. We use the diffusion of an innovative defensive football (soccer) system, the chain-defense, in the German Bundesliga to test this argument. The results demonstrate that rivals' positive experiences with the practice reduce the likelihood of its abandonment by a typical team early in its wider diffusion process. A team's own positive experience with the practice additionally discourages its abandonment later on. Rivals' positive experiences also increase typical teams' adoption risk early in the process. Their own direct experiences with it never do. These findings contribute to the literature on innovative practice diffusion.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theoretical Development of Categorization Categorization

Digital Session Chair: **Heli Tuulia Nissilä**, *Aalto U. School of Business*

OMT: Environmental Jolts and Temporal Adaptation in a Local Solar Energy Movement

Author: **Heli Tuulia Nissilä**, *Aalto U. School of Business*

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

Environmental jolts are unexpected external shocks of the institutional environment that disrupt actors and movement processes and trigger adaptive responses in them. A jolt represents a discontinuity to the world, as people know it, and introduces novel temporal structures to institutionalized settings, like new timelines for action. Drawing on a qualitative study of a solar energy movement in a Northern country, in a time where the global industry went through a rapid hype disappointment cycle (2007-2016), this study explores how movement members experience and enact time in the face of jolts. My findings depict the role of temporal adaptation – understood as an ongoing and collective process by which movements enact appropriate timing norms as a response to jolts – in creating alignment between movement goals, activities and purpose and broader change processes. In so doing, temporal adaptation sustains movement legitimacy and the continued attraction of resources. This is further enlightened through a model for temporal adaptation by movements in the face of jolts, explicating a process that progresses through alternating phases of a search for local potential and timing norms, visible right after a shock, and intentionally constructing specific timing norms as responses to benchmark developments, visible later when stability increases.

Paper is Available to Meeting Registrants Only.

OMT: The Pandemic Work: Developing a Computational Grounded Theory of Exogenous Category Shocks

Author: **Sima Sajjadiani**, *Sauder School of Business, U. of British Columbia*

Author: **Amirpouyan Shiva**, *U. of British Columbia*

Author: **Marc-David Seidel**, *U. of British Columbia*

The exogenous shock of the COVID-19 pandemic has changed familiar work-related categories organizing work and life in ways current theories of categories cannot fully explain. To understand these changes, we analyzed online conversations about COVID and work using a computational grounded theory approach to develop a theory of worker response to exogenous category shock. We explain the process through which workers perceive, evaluate, and respond to work-related category changes due to exogenous category shocks. Our research contributes to the category dynamics literature by going beyond gradual, planned, or intentional changes in categories to examine the effects of abrupt exogenous shocks that suddenly change categories. We theorize how the exceptionality, temporality, and contested nature of these changes in work-related categories influence workers' evaluations and responses. Methodologically, we contribute to the growing field of interpretive data science in management research by using machine learning techniques to understand a complex and multi-dimensional textual corpus. Practically, our findings offer important insights for policy makers and organizations on consequences of a wide range of societal exogenous shocks such as pandemics, disasters, political upheaval, and war that disturb established categories.

Paper is Available to Meeting Registrants Only.

OMT: Degrees of Flexibility: Predicting Market Category Change and Stability

Author: **Benjamin Innis**, *Boston College*

We further develop scholarly understandings of market category dynamics by offering a theoretical framework describing the conditions under which any given category is likely to change over time. We argue that a category's propensity to change is driven by the category's evaluative flexibility and practice flexibility—the degree to which evaluators will willingly reimagine category boundaries and the degree to which category members will readily deviate from normative practices, respectively. Our theory highlights the interrelationship between category membership, category boundaries, and category meanings, offering an integrated path forward for empirically examining a variety of market category dynamics.

Paper is Available to Meeting Registrants Only.

OMT: Four Decades of Population Ecology - Historical Review and Future Research Agenda

Author: **Kata Isenring-Szabó**, *U. of St. Gallen*

Based on our review of the past 40 years of population ecology and 15 years of categories research, we find that the population ecology perspective has been updated with new angles and components stemming from categories research. Our chronological process tracing of proliferating category-related themes in population ecology publications reveals that such successful update would not have been possible, had categories research not built on the theoretical foundations of population ecology in the first place. However, despite this shared intellectual ancestry, there is little reflection in current categories research on these roots in general, or the theory fragments and concepts of population ecology in particular. Currently, the “categorical imperative” literature is in a fragmented state, scattered with inconsistent findings and overly diversified theorizing language. We call for closer attention to classical population ecology in current industry-level categories research, as we believe that the challenges categories research faces today have already been partially addressed in population ecology. Specifically, we put forward a number of recommendations which would enable theorists to address the current challenges in the categorical imperative tradition, and thus bringing us closer to a future integrative framework.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **107** | Submission: **10237** | Sponsor(s): **(OMT, HCM, MC, ODC, PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM - 12:30PMET (UTC-4)**

**Professional Organization Research: Professionals and Their Work in the
Digital Era**
Professionals in the Digital Era



Chair: **David M. Brock**, *Ben-Gurion U.*
Presenter: **Masashi Goto**, *Kobe U.*
Presenter: **Markus Reihlen**, *Leuphana U. Lüneburg*
Presenter: **Yao Yao**, *Telfer School of Management, U. of Ottawa*
Presenter: **Hye Joon Park**, *Pennsylvania State U.*
Presenter: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Facilitator: **Claudia Cabbioneta**, *Newcastle U.*
Facilitator: **Kevin T Leicht**, *U. of Illinois at Urbana-Champaign*
Facilitator: **Elizabeth Goodrick**, *Florida Atlantic U.*

Research on professionals and their workplaces is becoming increasingly popular, reflecting the growing importance of experts and other knowledge workers in contemporary society (Empson, et al., 2015). Following successful PDWs over the last seven years on various topics within professional organization research, this year we turn our attention to the impact of contemporary information technology, artificial intelligence and digitalization on professionals and their work. This is a challenging set of issues for researchers and practitioners in these traditionally stable and institutionalized contexts. The PDW will begin with five brief presentations by our panelists, each outlining a research project that includes professionals facing the opportunities and/or threats of the digital era (details on topics and presenters below). Thereafter we will divide into a series of round tables, each around one of the panelists. The PDW will thus also afford opportunity for small group interactions with our expert panelists and organizers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **108** | Submission: **13394** | Sponsor(s): **(OMT, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM- 12:30PMET (UTC-4)**

Fake News: Implications for Management, Organization, and Society

Fake News, Management and Society



Participant: **Philemon Bantimaroudis**, *U. of Cyprus*
Participant: **Michael L. Barnett**, *Rutgers U.*
Participant: **Elanor Colleoni**, *U. of Milan*
Moderator: **Naomi A. Gardberg**, *City U. of New York, Baruch College*
Participant: **Laura Illia**, *U. de Fribourg / U. of Freiburg*
Participant: **Stelios C. Zyglidopoulos**, *Kedge Business School*

This symposium on fake news seeks to encourage research about a burgeoning phenomenon that poses significant implications for the management domain. Fake news has been defined as “fabricated information that mimics news media content in form but not in organizational process or intent”. It “overlaps with other information disorders, such as misinformation (false or misleading information) and disinformation (false information that is purposely spread to deceive people)” (Lazer et al., 2018: 1094). Although fake news has received attention due to its effect on politics and particularly the 2016 US Presidential election, its potential effects on business have only recently received attention from scholars in communications, information systems, and marketing. Therefore, this panel symposium’s purpose of is to engage a group of scholars in an informal, moderated, interactive discussion to (1) encourage research on the fake news phenomenon, (2) explore the potential effects of fake news on corporate reputations, businesses, and competition, (3) share methods (experiments, GPT-3 use) and findings (agendamelding, conspiracism) from the communications and journalism fields, and (4) discuss how we establish the impact of fake news on business through academic research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Climate Change and Emissions

Digital Session Chair: **Patrick J. Callery**, *Sprott School of Business, Carleton U.*

ONE: Induced Innovation in the Public Sector: Evidence from Landfill Methane Emissions Regulation

Author: **Patrick J. Callery**, *Sprott School of Business, Carleton U.*

The concept of induced innovation suggests the ability for policy makers to design and implement economically efficient regulation, both limiting negative environmental impacts from corporate activity and providing firms opportunities to improve performance through innovation in regulatory response. While extant research has substantially addressed aspects of both induced innovation among regulated private sector firms and managerial innovation among public sector organizations, we know relatively little about the nature of innovation taken by public sector entities in response to environmental regulation. An improved understanding of induced innovation in the public sector is important because public organizations are increasingly subject to regulation, with implications for regulatory efficiency and local government viability. We address the problem by analyzing prevalence and determinants of induced innovation among both publicly and privately owned entities subject to regulation in a unique context: methane emissions from municipal solid waste landfills in the United States. We find that induced innovation is more prevalent among public than private organizations, whereas private organizations are more effective at implementing induced innovation projects. We also find unexpected effects of various institutional factors on innovation uptake. The study contributes to literatures on induced innovation and public sector innovation, provides insights to guide future research, and offers guidance for efficient regulatory design.

Paper is Available to Meeting Registrants Only.

ONE: Moving Targets: Aggressiveness, Attainment, and Temporal Dynamics in Corporate Carbon Targets

Author: **Patrick J. Callery**, *Sprott School of Business, Carleton U.*
Author: **Eun-Hee Kim**, *Fordham U.*

Carbon emissions reduction targets are becoming a de rigueur component of corporate sustainability disclosures. We explore what carbon targets entail and whether they drive firms toward meaningful reductions of carbon emissions by analyzing target data disclosed by firms to CDP at multiple levels. We start by displaying first-order parameters that are directly disclosed by firms and then illustrate implicit, second-order factors derived from the first-order parameters, which provide a fuller picture of carbon targets and the aggressiveness of emissions reductions embodied therein. Further, we examine temporal dynamics by developing a target matching algorithm that enables us to more directly track targets across years since firms often report multiple targets in a given year and change target parameters over time, blurring comparisons and analyses at the firm-year-target level. We demonstrate that firms' self-reported claims of target attainment frequently contradict our calculations of actual target attainment based on disclosed carbon emissions and firms regularly alter target parameters from year to year with the adjusted targets becoming less aggressive over time.

Paper is Available to Meeting Registrants Only.

ONE: Moral hazard and the market-based method: Does using REAs affect corporate emissions performance?

Author: **Francisco Ascui**, *U. of Edinburgh*
Author: **Matthew Brander**, *U. of Edinburgh*
Author: **Theodor Cojoianu**, *Queen's School of Management, Queen's U. Belfast*
Author: **Qian Li**, *Cardiff Business School, Cardiff U.*

An increasingly widespread accounting practice for electricity (scope 2) emissions, known as the 'market-based method', is problematic as it allows companies to use purchased renewable energy attributes (REAs) to report lower emissions, which therefore no longer reflect the actual location-based electricity generation emissions resulting from the company's electricity consumption. Using REAs therefore may create a moral hazard, as companies using these arrangements are insulated from the consequences of their actions and may thus have less incentive to genuinely reduce their emissions. We construct a year-on-year matched sample of firms using/not using REAs (2,716 firms with 12,700 firm-year observations from 2006 to 2018) and apply a two-way fixed effects difference-in-difference (DiD) method to investigate the effects of REA use on emissions performance. We find that firms using REAs increase their absolute energy consumption and absolute emissions (scope 1 and 2) relative to companies that do not use REAs, while simultaneously reducing their relative emissions intensities per unit revenue, and that all effects are more significant after three or more years of REA use. The observed intensity reductions do not indicate genuine improved emissions performance, however, as firms using REAs do not improve their energy efficiency, but instead have higher revenue and tend to be located in countries with lower location-based grid emission factors. We conclude that companies, investors, and customers should beware the potential for moral hazard arising from the use of the market-based method, and should ensure that renewable energy purchasing drives additional renewable supply and does not distract firms from taking genuine mitigation actions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **110** | Submission: **10730** | Sponsor(s): **(RM, MOC, OB, OMT, CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM - 1:00PM ET (UTC-4)**

Navigating Qualitative Dissertations: Advice from the Experts

Navigating Qualitative Dissertations



Organizer: **Nathan Tong**, *U. of Hartford*
Organizer: **Bori Borbala Csillag**, *U. of Minnesota*
Organizer: **Aardra Chandra Mouli**, *U. College London, UK*
Organizer: **Ozumcan Demir Caliskan**, *U. College London*
Organizer: **Samantha Orlena Ortiz Casillas**, *EMLYON Business School*
Facilitator: **Callen Anthony**, *New York U.*
Facilitator: **Blake E. Ashforth**, *Arizona State U.*
Facilitator: **Jean M. Bartunek**, *Boston College*
Facilitator: **Matt Beane**, *U. of California, Santa Barbara*
Facilitator: **Tammy Elizabeth Beck**, *U. of Nebraska, Lincoln*
Facilitator: **Shelley Brickson**, *U. of Illinois at Chicago*
Facilitator: **Gary Thomas Burke**, *Aston U.*
Facilitator: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Facilitator: **Kevin G. Corley**, *Arizona State U.*
Facilitator: **A. L. Cunliffe**, *Fundacao Getulio Vargas*
Facilitator: **Martha S. Feldman**, *U. of California, Irvine*
Facilitator: **Colin Muneo Fisher**, *UCL School of Management*
Facilitator: **Lyndon Earl Garrett**, *Boston College*
Facilitator: **Aimee L. Hamilton**, *U. of Denver*
Facilitator: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Facilitator: **Spencer Harrison**, *INSEAD*
Facilitator: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Facilitator: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Panelist: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Facilitator: **Ruthanne Huising**, *EMLYON Business School*
Facilitator: **Jason Kanov**, *Western Washington U.*
Facilitator: **Shalini Khazanchi**, *Rochester Institute of Technology*
Facilitator: **Tine Koehler**, *U. of Melbourne*
Facilitator: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Facilitator: **Jamie Jocelyn Ladge**, *Northeastern U.*
Facilitator: **Kisha Lashley**, *U. of Virginia*
Facilitator: **Christi Lockwood**, *U. of Virginia - McIntire School of Commerce*
Facilitator: **Melissa Mazmanian**, *U. of California, Irvine*
Facilitator: **A. Wren Montgomery**, *Ivey Business School*
Facilitator: **Chad Benjamin Murphy**, *Oregon State U.*
Facilitator: **Amit Nigam**, *City U. London*
Facilitator: **Carrie Oelberger**, *U. of Minnesota*
Facilitator: **Gerardo Okhuysen**, *U. of California, Irvine*
Facilitator: **Jennifer Petriglieri**, *INSEAD*
Facilitator: **Kathleen Pine**, *Arizona State U.*
Panelist: **Michael G. Pratt**, *Boston College*
Facilitator: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Facilitator: **Tommaso Ramus**, *UCP - Católica Lisbon School of Business & Economics*
Facilitator: **Davide Ravasi**, *UCL School of Management*
Facilitator: **Trish Reay**, *U. of Alberta*
Facilitator: **Erin Marie Reid**, *McMaster U.*
Panelist: **Kevin W. Rockmann**, *George Mason U.*
Facilitator: **Kristie Rogers**, *Marquette U.*
Facilitator: **Bess Rouse**, *Boston College*
Facilitator: **Trish Ruebottom**, *Degroote School of Business, McMaster U.*
Facilitator: **Kira Franziska Schabram**, *U. of Washington*
Facilitator: **Beth Schinoff**, *Boston College*
Facilitator: **Mathew Laurence Sheep**, *Florida Gulf Coast U.*
Facilitator: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Facilitator: **J. Goosby Smith**, *Pepperdine*
Moderator: **John Paul Stephens**, *Case Western Reserve U.*
Facilitator: **Roy R. Suddaby**, *U. of Victoria*
Facilitator: **Heather Ciara Vough**, *George Mason U.*
Facilitator: **Charlene E. Zietsma**, *Penn State U.*
Facilitator: **Ann Langley**, *HEC Montreal*

“Navigating Qualitative Dissertations: Advice from the Experts” is a Professional Development Workshop aimed at providing doctoral candidates performing dissertations that incorporate inductive methods (i.e., mixed-method or purely qualitative dissertations) with focused and personalized feedback from experienced qualitative researchers.

The synchronous portion of the session, which does not require an application, will consist of a panel discussion featuring Jennifer Howard-Grenville, Mike Pratt, and Kevin Rockmann, and be moderated by John Paul Stephens. The discussion will address topics of interest to burgeoning qualitative scholars such as crafting an identity as a qualitative researcher, the benefits and challenges of inductive research, publishing qualitative work, and approaching the job market with a qualitative dissertation. Additionally, there will be smaller virtual breakout rooms, giving participants the opportunity to converse directly with faculty facilitators in a smaller setting.

Participation in the asynchronous portion of this session, which requires an application submitted on or before June 14, 2021, will include a focused, personalized discussion with a faculty facilitator tailored to each participant’s dissertation. Please email aomnqd21@gmail.com with any questions.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **111** | Submission: **10119** | Sponsor(s): (SAP, OMT, STR, CAR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM - 1:00PMET (UTC-4)**

International Early Academic Careers: How to Stand out in the Virtual Job Market?



International Early Academic Careers: Job market

Organizer: **Fannie Couture**, *U. of Sydney Business School*
Organizer: **Seray Ergene**, *U. of Rhode Island*
Organizer: **Rangapriya Kannan-Narasimhan**, *SAP*
Moderator: **Madalina Stoicovici Pop**, *Aarhus BSS, Aarhus U.*
Moderator: **Renate Kratochvil**, *BI Norwegian Business School*
Speaker: **Eero Vaara**, *U. of Oxford*
Speaker: **Charlotte Cloutier**, *HEC Montreal*
Speaker: **Karla Sayegh**, *U. of Cambridge*
Speaker: **Shenghui Ma**, *Fudan U.*

This Professional Development Workshop (PDW) will focus on the strategies for standing out in the virtual job market for early career academics working in an international context. It is tailored to PhD students and early career scholars in the Strategizing Activities and Practices (SAP) Interest Group and is designed to be part of the SAP Doctoral & Early Career Program 2020. The first part of the PDW is a facilitated panel discussion between six scholars with a range of experience, including early to mid-career academics and leading researchers from the SAP and qualitative research community. The use of virtual recruitment by Universities to counter COVID-19 makes it imperative for candidates to stand out in the virtual job market. The focus of the panel discussion is to share advice and experiences around how-to stand out in the job market. Panelists will answer a broad range of questions on the virtual job market focusing on key aspects of the job search process such as networking, job interviewing, and others. Then, each panelist will answer one question for which they had time to prepare before the PDW. In part two (restricted to invited attendees), participants will attend a pre-arranged roundtable which will provide an opportunity to delve more deeply into specific questions and for participants to share their own experiences. Participants will be asked in advance about their specific areas of interest and level of experience and we will use this to allocate attendees to roundtables. We will end the workshop with feedback from the roundtable discussions.

The PDW will include an expert panel discussion to share advice and experiences. In order to tailor this discussion to your needs, please briefly outline 1) where you are in your academic career, e.g., year 1 of PhD, 2) where you are currently studying or employed, and 3) one or two questions that you hope the session will address. Please send your comments to priya@sandiego.edu

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **112** | Submission: **15539** | Sponsor(s): (SIM, HCM, IM)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 11:00AM - 12:30PMET (UTC-4)**

Meaningful work in organizations    
Meaningful work in organizations

Organizer: **Sarah Kimakwa**, *U. of Texas Rio Grande Valley*
Participant: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Participant: **Hale Kaynak**, *U. of Texas Rio Grande Valley*
Participant: **Vincent O. Ogutu**, *Strathmore U.*
Participant: **José Pagán**, *New York U.*

This PDW brings together scholars, practitioners, and doctoral students from different management fields to discuss how workers derive meaning and purpose from their work. We bring together social entrepreneurship, international management, healthcare management scholars and academics to discuss this important issue. There is growing interest in meaningful work both from scholars and practitioners. People no longer consider monetary pay as the sole purpose of work, but also seek to find meaning in what they do. Moreover, there is a paradigm shift in businesses as organizations not only pursue economic value creation, but also seek to improve society. Employees are important in enhanced organizational performance; thus, it is paramount that organizations find ways in which they can increase employee job engagement and productivity. Meaningful work has been shown to be one way organizations can motivate and engage employees. Organizers will present an overview of meaningful work in their respective disciplines to generate discussion. Following their presentations, participants will breakout into groups based on topics of interest to discuss and suggest future research directions. Since participants will be drawn from scholars, practitioners and doctoral students, suggested research questions will be timely, appropriate, and relevant to scholarship and practice.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **113** | Submission: **10011** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 11:30AM - 1:00PMET (UTC-4)**

Humanistic Management Research and Pedagogy
Caucus
Humanistic Management



Chair: **Michael Andreas Pirson**, *Fordham U.*
Participant: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Participant: **Erica Steckler**, *U. of Massachusetts, Lowell*
Participant: **Osmar Arandia**, *U. de Monterrey*
Participant: **Jyoti Bachani**, *Saint Mary's College of California*
Participant: **Sandra A. Waddock**, *Boston College*
Participant: **Domenec Mele**, *Mele*
Participant: **David Wasieleski**, *Duquesne U.*
Participant: **Ernestina Giudici**, *U. of Cagliari*

To broaden our perspectives, we are offering this caucus as a space for the emerging group of humanistic management scholars that wish to co-create high impact research. It is also a space for those that wish to exchange and co-create novel pedagogical models for teaching a curriculum based on the protection of dignity and promotion of well being.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **114** | Submission: **16621** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:30AM - 1:00PMET (UTC-4)**

CMS Alternative Social Meeting *CMS Alternative Social Meeting*

Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*
Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Ajnesh Prasad**, *CMS*
Organizer: **Stephen Cummings**, *Victoria U. of Wellington*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Marie Hasbi**, *Vrije U. Amsterdam*
Organizer: **Alexandra Bristow**, *The Open U. Business School*

An alternative social event for the virtual conference

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **115** | Submission: **17392** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 11:30AM - 1:00PMET (UTC-4)**

Job Redesign

Digital Session Chair: **Paola Adinolfi**, *U. of Salerno*

OB: **Quality Research in the School Sector: A Job(Re)Design Perspective for Total Quality Management**

Author: **Paola Adinolfi**, *U. of Salerno*
Author: **Gabriella Piscopo**, *U. of Salerno*
Author: **Davide De Gennaro**, *U. of Salerno*
Author: **Valerio Giampaola**, *U. of Salerno*

The objective of this exploratory study is to address whether and how Total Quality Management (TQM) is influenced by top down, such as job design, or bottom up, such as job crafting, organizational practices, by examining the issue from two viewpoints: that of managers and that of employees. In particular, the leader-follower dichotomy is analyzed in the school sector, where school managers on the one hand, and teachers and secretarial employees on the other, aim at achieving quality in the educational service offered through a focus on excellence in teaching and learning, application of latest technology, and strong and purposeful leadership. An exploratory in-depth semi-structured interview-based approach in 14 secondary schools of Southern Italy has been employed to understand a rapidly evolving phenomenon as the current education organizational context. The results suggest that the organization of work, whether top down or bottom up, assumes critical importance in pursuing total quality. Behaviors such as job design by managers or job crafting by employees modify the behavioral approach and determine an orientation towards TQM by different types of workers.

Paper is Available to Meeting Registrants Only.

OB: **The dark side of autonomy: The role of autonomy facets and work intensification**

Author: **Tanja Bipp**, *Heidelberg U.*
Author: **Maren OBERLÄNDER**, *U. of Heidelberg*
Author: **Marvin Walczok**, *U. of Heidelberg*

Job autonomy is seen as a central work characteristic with positive effects on motivation and work outcomes. However, in today's world of work, excessive levels of job autonomy might also form a demand associated with negative consequences. In two studies, we investigated the detrimental effects of two autonomy facets with regard to work motivation. First, in a cross-sectional study with 501 employees, we found evidence that work methods and work scheduling autonomy might form demands at work. For both facets, we found support for a "too-much-of-a-good-thing" effect, as we identified non-linear relationships with work intensification. In a second, experimental study based on vignettes (N = 228 employees), we manipulated the autonomy facets by descriptions of a hypothetical work situation applying a 2x2 between-subject design (high vs. low work methods vs. work scheduling autonomy). We found evidence for contradicting effects, as the autonomy facets had positive and negative motivational effects. In particular, work scheduling autonomy led to higher levels of work intensification, at the same time hindering and stimulating work engagement. Although our findings did not fully replicate in our second study, nevertheless they provide much needed empirical evidence and an explanation approach for detrimental motivational effects of autonomy at work.

Paper is NOT Available. Please contact the author(s).

OB: **The Tasks at Hand: An Integrative Conceptual Review and Dimensional Scaling Framework**

Author: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*
Author: **Elizabeth Margaret Campbell**, *U. of Minnesota*

Tasks are formative to what every working individual does, yet there is increasing ambiguity amid the disjointed state of the task literature which demands a much-needed state of clarification and way to categorize all types of tasks (Grant, 2007; Hackman, 1969; Hackman & Oldham, 1976; Wood, 1986). To rectify this issue, we conduct an integrated conceptual review of the differing task typologies and dimensions that have been explored. In doing so, we first provide a consensus on the definition of tasks and how it should be used in our field. Second, we develop an integrated dimensional scaling framework in which tasks can be categorized based on the three dimensions of task complexity, task significance, and task scope. Finally, we demonstrate how this framework can be applied and expanded upon in research and practice moving forward. Collectively, we hope this elicits debate and continued advancement in our field as we move forward in furthering our understanding of tasks.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **116** | Submission: **11845** | Sponsor(s): **(OB, HR, STR, CM, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:30AM - 1:30PMET (UTC-4)**

Impacting Real Managers: How to Publish in HBR, SMR, CMR, & PSJ



How to Publish in HBR, SMR, CMR, & PSJ

Organizer: **Brad Winn**, *Utah State U.*
Organizer: **Margaret M. Luciano**, *Penn State U.*
Panelist: **Ania Wieckowski**, *Executive Editor at Harvard Business Review*
Panelist: **David Vogel**, *U. of California, Berkeley*
Panelist: **David Reimer**, *HR People + Strategy*
Panelist: **Allyson MacDonald**, -

Many research studies have commenced with the hope they will have significant theoretical and practical implications. Most researchers want to make a difference within their scholarly communities and within organizations for practicing managers. Yet, too often important research findings and insights are not read by “real world” managers, leaders and professionals. In our quest to be more inclusive in sharing our research, it is increasingly important to consider new ways of providing managers greater access to our research findings. The aim of this PDW is to discuss how researchers can have a greater impact on practice by publishing in journals that are circulated beyond the Academy. In this PDW, editors share tips on how to publish in journals that are read by both academics and practicing managers. The PDW is presented in two components including an asynchronous component and a synchronous component. In the asynchronous component, senior editors representing “bridging” journals (Harvard Business Review, MIT Sloan Management Review, People + Strategy Journal, California Management Review) will share insights on how to publish in venues that impact both academics and practitioners. In the synchronous component, these editors will lead a highly interactive and participative session that will also include smaller breakout room discussions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Combating Stigma after Incarceration: Employment Reentry *Stigma after Incarceration*

Digital Session Chair: **Kylie Jiwon Hwang**, *Columbia Business School*

 **OMT: Entrepreneurship as a Bridge to Employment? Evidence from Formerly Incarcerated Individuals** 

Author: **Kylie Jiwon Hwang**, *Columbia Business School*

Winner of the OMT Louis R. Pondy Best Paper Based on a Dissertation Award

William H. Newman Award Nominee

While entrepreneurship is increasingly seen as a career choice to move ahead, many entrepreneurs eventually transition back to wage-employment. This leads to an important question of whether entrepreneurship is, in fact, a desirable labor market choice in the long term, considering the impact it has on subsequent wage-employment outcomes. This paper explores this question by focusing on a population that is frequently pushed into entrepreneurship due to pervasive labor market discrimination in the United States: formerly incarcerated individuals. I argue that entrepreneurship will benefit, rather than harm, formerly incarcerated entrepreneurs in subsequent wage-employment outcomes, because the severe discrimination they face in the traditional wage-employment market mitigates concerns for fit and commitment to wage-employment and, instead, amplifies the positive signal from entrepreneurial experience. Results from the National Longitudinal Study of Youth 97 data suggest that, compared to formerly incarcerated individuals without any entrepreneurial experience, those with entrepreneurial experience have an increased likelihood of securing wage-employment, regardless of actual entrepreneurial success. Interestingly, this is particularly true when they are high school dropouts or racial minorities (Black and Hispanic Americans), suggesting that entrepreneurship provides long-term benefits to those who are especially lacking in other positive credentials and, thus, are the most stigmatized by employers. I provide mechanism checks that take advantage of an exogenous policy shock and conduct in-depth interviews with employers and formerly incarcerated individuals.

Paper is Available to Meeting Registrants Only.

 **OMT: Protective Halos, Experts' Justification for Failure and the "Job Readiness" of Returning Citizens**

Author: **Audrey Holm**, *Boston U.*

Finalist for the Louis R. Pondy Best Paper Based on a Dissertation Award

In this paper, I examine how and when experts draw upon the meanings present in their proximate environments to uphold their beliefs about the value of practices they associate with their expertise. The experts in this study are employment specialists tasked with helping formerly incarcerated jobseekers become "ready" for employment. I draw inductively from interviews, observations and archives associated with these specialists in two distinct institutional contexts: specialists who mostly work with correctional services and focus exclusively on reentry services for formerly incarcerated people, and specialists who work more broadly as social services to help vulnerable jobseekers. I identify how interdependencies with social actors within each context influence specialists as they develop interpretations of why clients risk failing to become "ready." I develop the notion of "protective halos" whereby experts draw meanings from their proximate environments to justify that they may fail to reach the results they aim for, thus protecting their own sense of expertise. My findings extend our understanding of how experts' proximate environments can protect – rather than threaten or alter – the beliefs and practices they associate with their expertise. I also discuss possible contributions to the study of labor market inequality and employment reentry.

Paper is Available to Meeting Registrants Only.

OMT: "Finding Employment Saved my Life": On the Stigma Navigation Work of Reentry Organizations. (WITHDRAWN)  

Author: **Jan Stephen Lodge**, *Cambridge Judge Business School*

One of the 'grand challenges' of our time, confronting societies around the world, is the sustained integration of stigmatized individuals into formal employment in organizations. Working in the context of people with criminal convictions, we explore how 'reentry organizations' – social enterprises working to support individuals' transitions back into society – function as central social-symbolic actors that engage to convince and convert employers to give individuals leaving prison a chance and prepare people with convictions for the job search process. Our study highlights the multidirectional role of stigma-reduction work by such 'ally' organizations and shows how they contribute to the stigma reduction for the stigmatized. Overall, we thus present a case of how social-symbolic work can promote the inclusion of stigmatized groups into society and reduce inequality.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Influence of Emotions *Influence of Emotions*

Digital Session Chair: **Kevin Woojin Lee**, *New York U.*

OMT: Anachronization: Loss as Lived Experience of the Changing Nature of Work

Author: **Kevin Woojin Lee**, *New York U.*

Author: **Beth Bechky**, *New York U.*

Commercialization has spread across nonmarket spheres of social life, altering the modus operandi of their members, organizations, and institutions. Scholarship has mainly emphasized people's cognition: how people living through commercialization have been thinking through this experience and its consequences. However, an emerging set of studies has uncovered deeply emotional instances of resistance to commercialization, suggesting a need to go beyond this cognitive institutional perspective. In this study, we examine an opera company which commercialized. Mirroring their field's emerging concerns about opera's ability to survive, the company's administrators made organizational changes that attempted to cut costs. However, these organizational and institutional changes compromised aspects of the company's work, which had been supported by its older institutional context. And in delving into company members' lived experience of these changes, we discovered their profound sense of loss, embodied in their intense feelings of frustration and sorrow. Looking closely at an organization's commercialization thereby allowed us analytical purchase on what we refer to as its members' "anachronization": they were left behind by the changing character of the times, were increasingly out of step with how their world – that is, their work and organization – was being structured, and were haunted by what had vanished. And in studying this experience, we found that value tethers people to institutions: its destruction evoked members' passionate refusal to let go, and their ardent repudiation of how the nature of their work was changing. We therein breathe meaning and feeling into our depictions of how people experience change by drawing attention to noncognitive aspects of life within organizations and institutions.

Paper is Available to Meeting Registrants Only.

OMT: Navigating the Moral Maze of an Escape Room: Bridging Cultural Spheres in a Political Art Project

Author: **Gloria Kutscher**, *Aalto U., Department of Management Studies*

Author: **Farah Kodeih**, *IIESEG School of Management*

Author: **Henri Schildt**, *Aalto U. School of Business*

Author: **Mia Raynard**, *WU Vienna U. of Economics and Business*

Organizations often combine cultural spheres to pursue goals which can elicit moral concerns and opposition in different actors. In this study we investigate challenges and moral transgressions that arise from blending distinct cultural spheres. We have conducted a longitudinal inductive study of an Escape Room art project that combined a humanitarian sphere with gaming and art. We found three categories of moral concerns, relating to the boundaries of cultural spheres, the integrity of each cultural sphere, and the integration of "voices" from each sphere. By distinguishing the operation of moral codes through moral intuitions through situated emotions, our study further clarifies the structural sources of moral transgressions.

Paper is NOT Available. Please contact the author(s).

OMT: Navigating Institutional Complexity and Collaboration Through Emotion Work

Author: **Anna-Lisa Schneider**, *U. Bundeswehr, Munich*

Author: **Verena Bader**, *Bundeswehr U. Munich*

Author: **Georg Loscher**, *Bundeswehr U. Munich*

Based on an ethnographic study, we explain how actors from disparate home logics fake, make and disrupt collaboration. We find that actors employ emotion work depending on their perceived level of institutional complexity. When they perceive the requirements of various emotional registers as strongly differing, actors fake collaboration by employing emotional contagion and suppression. When they perceive the requirements as similar, actors' emotional expressions are increasingly authentic and rich. When they are united under a common purpose, actors express emotional simplification and emotional dogmatism. They develop emotional power leaving no space for different logics of new participants and disrupting collaboration. Our findings contribute to the literature on institutions and emotions by analyzing how emotion work enables the cooperation of representatives from different logics, identifying dynamics that influence actors' displayed emotions and offering insights on the agentic consequences of employing emotion work for collaboration.

Paper is Available to Meeting Registrants Only.

OMT: The Importance of Being Earnest: The Role of Character, Competence, and Emotion in Reputation Change

Author: **Timothy David Hubbard**, *U. of Notre Dame*

Author: **Kevin Curran**, *U. of Amsterdam*

Good reputations are deemed vitally important to organizations. Utilizing an experimental approach, we examine how the characteristics (competence versus character violation) of adverse events affect reputation judgements by the general public towards high reputation organizations and how emotions play a role in this process. Results of an online experimental study (Study 1) using specially created TV news reports found character to be a critical factor in understanding changes in organizational reputation judgements. In Study 2, we used a biometric laboratory study to understand the emotive versus cognitive drivers of these negative judgements and studied participants physiological responses to the same TV reports. By combining electrodermal activity and facial expression analysis, we were able to show that when combined with a competence violation, negative character increases expressed negative emotions and levels of arousal. In Study 3, we re-test mediation using a larger sample of car owners in the United States using remote facial expression data collection. We find that negative emotions mediate the relationship between character and competence violations and changes in organizational reputation judgements. We contribute to research on reputation decline by providing a clearer understanding of the micro-level processes of reputational change and stakeholder's reactions to adverse organizational events.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership in Public and Nonprofit Organizations

Digital Session Chair: **Fnu Pallavi Awasthi**, *Nova Southeastern U.*

PNP: **Giving Sense about Paradoxes: Paradoxical Leadership in the Public Sector (WITHDRAWN)**   

Author: **Leonie Backhaus**, *U. of Hamburg*
Author: **Artur Reuber**, *U. of Hamburg*
Author: **Dominik Vogel**, *U. of Hamburg*
Author: **Rick Vogel**, *U. of Hamburg*

Although paradoxes are inherent to the public sector, few attempts have been made to better understand how to manage such competing yet interrelated demands effectively. This study examines how paradoxical leadership (i.e., leaders' sense-giving about organizational paradoxes) affects follower outcomes. Based on two-wave survey data from German district offices, structural equation modelling reveals that paradoxical leadership positively influences followers' job satisfaction and work engagement. Role ambiguity fully mediates the relationship between paradoxical leadership and perceived performance. Our study expands on the nomological network of public leadership and advances the notion that paradoxes bear potentials for leadership in ambiguous public settings.

Paper is NOT Available. Please contact the author(s).

PNP: **A Paradigm Shift: Investigating the Predictors of Servant Leadership in Public Service Organizations** 

Author: **Fnu Pallavi Awasthi**, *Nova Southeastern U.*
Author: **Fred Ochieng Walumbwa**, *Florida International U.*

This study examines servant identity and moral potency as predictors of servant leadership behavior among local government managers, using a mixed-method approach in two studies. Study 1 comprised an online survey of 228 employees and 99 managers serving in local government agencies in a large State in the United States. The Hierarchical Linear Modelling (HLM) results of the survey data revealed that both servant identity and moral potency positively and significantly relate to servant leadership behavior manifestation among local government managers. In Study 2, three qualitative case studies of the local government leaders who obtained high servant leadership scores in the online survey were conducted. Findings from case studies revealed that the leader's life experiences, beliefs, and values determine his or her servant identity to manifest servant leadership behavior. Overall, the results suggest that servant identity and moral potency are important individual leader attributes that predict the manifestation and development of servant leadership in public service organizations.

Paper is Available to Meeting Registrants Only.

PNP: **Implicit Public Leadership Theories as a Determinant of Followers' LMX and Work Engagement (WITHDRAWN)** 

Author: **Laura Werkmeister**, *U. of Hamburg*

William H. Newman Award Nominee

Organizational members' perceptions and meaning making play a crucial role in the emergence and outcomes of public leadership. Building on a socio-cognitive approach to public leadership, this study tests whether followers' prior expectations of ideal leaders, their implicit public leadership theories (IPLTs) operate as cognitive benchmarks against which followers evaluate their leaders. The study further investigates whether the outcome of this evaluation affects followers' perceptions of the leadership relationship quality and their work engagement. A sample of N=102 public employees took part in an experiment in which their IPLTs were assessed with the semantic misattribution procedure and employees' ratings of their actual leaders' characteristics. Structural equation modeling revealed that a match between participants' IPLTs and their real leaders' traits significantly increased the follower-rated quality of the leader-member-exchange relationship (LMX). While IPLT match did not have a direct effect on work engagement, LMX mediated the indirect effect of IPLT match on work engagement, thus pointing to the significance of a relational approach to public leadership. The implications of these findings for the conceptualization and outcomes of public leadership are discussed.

Paper is NOT Available. Please contact the author(s).

PNP: **An Inductively-Derived Process Model of Nonprofit Leadership Behaviors and Mechanisms**

Author: **Bekah Zorgdrager**, *U. of Colorado, Boulder*
Author: **David R. Hekman**, *U. of Colorado, Boulder*

Because nonprofit organizations solve many social problems yet are discouraged by funders from engaging in critical fundraising and marketing activities, we sought to generate a model of successful nonprofit organizational leadership. Drawing from 32 in-depth interviews with high-ranking nonprofit leaders, we developed a model of nonprofit leadership. Our inductive process revealed three key nonprofit leader behaviors linked together by three collective emergent states. Specifically, and contrary to existing for-profit leadership models, interviewee accounts revealed that successful nonprofit leaders actually began their leadership process by engaging in inclusive conduct, which was reported as increasing member psychological freedom which, in turn enabled leaders to interrogate organizational reality. When leaders interrogated reality, they challenged the status quo which led members to have a favorable outlook toward risk, which, in turn, enabled the leader to focus the mission outward, boost collective efficacy and ultimately organizational performance. Our model primarily contributes to nonprofit leadership research by uncovering the specific behaviors and emergent states involved in the nonprofit leadership process, however, our model also contributes to research on leadership more generally.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **120** | Submission: **15628** | Sponsor(s): **(CM, OB, OCIS)**

Virtual session type: **Synchronous Live Open**

Scheduled: **Friday, Jul 30 2021 12:00PM - 1:30PMET (UTC-4)**

Managing Misinformation: Belief and Beyond

Managing Misinformation: Belief and Beyond



Presenter: **Gordon Pennycook**, *Hill Levene School of Business*
Presenter: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Presenter: **Julia A. Langdon**, *London Business School*
Presenter: **Ezra Zuckerman**, *Massachusetts Institute of Technology*

Misinformation is driving important outcomes for organizations and individuals. In this symposium, four teams of scholars present research on misinformation explaining the psychological processes behind its proliferation and providing insight into what can be done to manage it. Gordon Pennycook begins the symposium with evidence for the role of lazy thinking as an alternative explanation for why people believe misinformation. He demonstrates that peoples' thinking styles dictate their susceptibility to believing false information. Next, Bella Ren takes us beyond belief, showing how social feedback plays an important role in whether people share conspiracy theories even when they acknowledge their inaccuracy. Subsequently, Julia Langdon explores how people judge the unethicity of spreading information that is explicitly demarcated as false. Her findings show that people condemn false information less when they have been exposed to similar, accurate information. Finally, Ezra Zuckerman Sivan submits research revealing how knowingly false statements can be interpreted as symbolic protests against the "establishment" enhancing their appeal. He shows how this phenomenon is partisan-motivated. His findings suggest that the role of belief in spreading misinformation might be more limited than we previously thought. Together these talks provide insights into the underlying psychological mechanisms driving the proliferation and influence of misinformation and what interventions can be used to manage it.

Lazy Thinking Drives the Spread of Fake News

Author: **Gordon Pennycook**, *Hill Levene School of Business*
Author: **David Rand**, *MIT Sloan School of Management*
Author: **Christie Newton**, *U. of Regina*

When They See Us – The Social Dimension of Conspiracy Theory Sharing

Author: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Author: **Eugen Dimant**, *U. of Pennsylvania*
Author: **Maurice Schweitzer**, *U. of Pennsylvania*

Two Truths and a Lie: A Falsehood is Less Unethical to Tell When Truths Make a Case for it

Author: **Julia A. Langdon**, *London Business School*
Author: **Daniel A. Effron**, *London Business School*

When Truth Trumps Facts: Three Studies on Partisan Evidence-Flouting in American Politics

Author: **Ezra Zuckerman**, *Massachusetts Institute of Technology*
Author: **Oliver Hahl**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Ethan Poskanzer**, *Massachusetts Institute of Technology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **121** | Submission: **16656** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 3:00PMET (UTC-4)**

ENT Division Early Career Consortium  
ENT Division Early Career Consortium

Host: **Jon C. Carr**, *North Carolina State U.*

This consortium is specifically designed to meet the needs of those scholars who are in the early stages of their academic career. This consortia activity adopts a highly interactive online format (small group discussions, personalized Q&A, etc.). Leading entrepreneurship scholars will provide practical advice and mentorship to help ENT early career scholars understand the research process, build their network, and manage the steps for their ongoing career.

By invitation only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Religious Expressions and Threat at Work

Digital Session Chair: **Tamer Koburtay**, *Assistant professor U. of Petra*

GDO: Islam and Female Leadership: Insights from Women Leaders and Muslim Scholars  

Author: **Tamer Koburtay**, *Assistant professor U. of Petra*
Author: **Tala Abuhussein**, *Assistant Professor - U. of Petra*

This paper seeks to study female leaders' beliefs and experiences and also Muslim scholars' views on how Islam and its interpretations impact women leaders. Drawing on in-depth semi-structured interviews with 11 female leaders and 6 Muslim scholars in Jordan, both groups indicate that Islamic guidelines support gender equality and reforming all types of gender discrimination. The findings also show that the hindering point to female leadership is the misinterpretation and false assumptions of Islamic principles and guidelines. To our knowledge, this is the first attempt that incorporates Muslim scholars' and female leaders' views in gender research that is specifically designed to research the Jordanian context. The salient novelty and significance of this study were achieved through challenging the existing conception of Islam as a source that holds women leaders back and therefore, it highlights the contextual applicability and extension of the Islamic feminist theory.

Paper is Available to Meeting Registrants Only.

GDO: When Women Can't Be Who They Are at Work: Religious-Based Identity Threat  

Author: **Bahareh Javadizadeh**, *Indiana State U.*
Author: **Carol Flinchbaugh**, *New Mexico State U.*
Author: **Yashar Salamzadeh**, *U. Sains Malaysia, Graduate School of Business*

Employees can be authentic at work only if they work within an organization, where they can freely behave in line with their core values. Over the last four decades, adherence to Islamic rules became a necessity in Iran's organizational environment. As a result, Iranian employees, especially women, continuously fail to enact their non-religious identity at work. Drawing on identity theory and social identity theory, this study examines the religious-based identity threat experienced by Iranian women and its effect on women's authenticity at work. We surveyed 177 Iranian women and examined a moderated mediation model. We predicted that accepting external influence as an individual trait moderates the mediating effect of authenticity at work on the association between religious-based identity threat and two organizational outcomes: turnover intentions and job satisfaction. Our findings show that female employees' perception of religious-based identity threat driven by their organization's religious rules, policies, and norms prevents them from expressing their authentic core values, resulting in increased turnover intention and decreased job satisfaction. We discuss managerial implications, limitations, and opportunities for future research.

Paper is Available to Meeting Registrants Only.

GDO: How French Muslim hijabis deal with the internal identity asymmetry and religious expression at work

Author: **Sarra CHENIGLE**, *U. Paris Est Créteil, LIPHA, France*; *U. Gustave Eiffel, LIPHA*
Author: **François Grima**, *UPEC*
Author: **Lionel PRUDHOMME**, *IGS*

Muslim women who wear the hijab (hijabis) frequently find the expression of their religious identity to be the subject of heated debate. In the workplace, that expression can lead to negative outcomes (Gebert et al., 2014). The literature shows that individuals have a need to be recognised for who they really are and to validate their need for authenticity (Swann, Johnson, & Bosson, 2009; Ménard and Brunet, 2012). Our research is based on qualitative interviews carried out with 35 hijabis. The object of our study is three-fold. First of all, we explore the causes of internal identity asymmetry experienced by hijabis. Next, we carry out a multi-level analysis of the moderators acting on the sense of misidentification (intra-personal level, inter-personal level and professional level). Lastly, we show how, despite the stereotypes depicting them as lacking in agency, hijabis navigate asymmetry at work through the deployment of response strategies. Our study shows that the moderators identified have a significant impact on the sense of misidentification: some reduce it while others increase it. Finally, our research provides a better understanding of the dynamics of identity negotiation at work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **123** | Submission: **16690** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 1:30PMET (UTC-4)**

Emerging Scholars Consortium - Afternoon Part 1 *Editors Panel*

Organizer: **Cheryl Rathert**, *Saint Louis U.*
Panelist: **Jill A. Marsteller**, *Johns Hopkins Bloomberg School of Public Health*
Panelist: **Larry R. Herald**, *U. of Alabama, Birmingham*
Panelist: **Timothy J. Vogus**, *Vanderbilt U.*
Panelist: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*

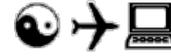
Editors Panel: Tips and Tricks for Turning Papers Into Published Articles. This session will feature a panel of editors from a variety of journals where health care management researchers aim to publish. Panelists will discuss trends, offer suggestions, and answer questions. (All are welcome to this year's Emerging Scholars sessions! Pre-registration is not required, but is encouraged. Email cheryl.rathert@slu.edu to register or for more information.)

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **124** | Submission: **12493** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 1:30PMET (UTC-4)**

State Capitalism, Crises, and Firms: Past, Present, and Future
State Capitalism, Crises, and Firms



Organizer: **Ilya Okhmatovskiy**, *Nova SBE, U. Nova de Lisboa*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Anna Grosman**, *Loughborough U.*
Panelist: **Aldo Musacchio**, *Brandeis U.*
Panelist: **Gerhard Schnyder**, *Loughborough U.*
Panelist: **Pei Sun**, *Alliance Manchester Business School, U. of Manchester*
Panelist: **Geoffrey T. Wood**, *U. of Western Ontario*

Crisis situations, which may range from natural disasters to military conflicts, from stock market crashes to life-threatening diseases, frequently trigger state interventions that can be described as using tools of state capitalism. State control over firms in crisis situations deserves a separate analysis because what has been written about the costs and benefits of state control under “normal” conditions does not necessarily apply when we consider state control over firms in crisis situations. In particular, it is important to explore to what extent the existing theories about the implications of state control are applicable in crisis situations. Recent studies have explored how state ownership of firms is associated with their corporate governance, social responsibility, internationalization, non-market strategies, etc. In this symposium, we will discuss how governance, strategies, and stakeholder relationships of state-controlled firms have been affected by crisis situations in the past and what lessons can be derived from these experiences for the future.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **125** | Submission: **16822** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 12:00PM - 1:00PM ET (UTC-4)**

Institutions and International Management

Digital Session Chair: **Cinara Gambirage**, *FGV EBAPE*

This session examines various issues related to institutions and international management. It contains papers related to rapid institutional changes and subsidiary performance, integrating Western and Eastern perspectives on development, global offshoring uncertain environments, and how territorial identity and social globalization impact cultural values.

IM: Rapid institutional changes and subsidiary performance: the impact of home and host country learning

Author: **Lucio Fuentelsaz**, *U. of Zaragoza*
Author: **Elisabet Garrido Martínez**, *U. of Zaragoza*
Author: **Minerva González**, *U. of Zaragoza*

This research focuses on the role played by home and host country learning in the relationship between the speed of institutional change and subsidiary performance. We posit a negative relationship between the speed of pro-market institutional change in the host country and subsidiary performance. We also argue that this relationship is contingent to the institutional learning that parent multinationals (MNEs) have previously obtained in other countries. By integrating the dynamic institution-based view and the organizational learning literatures, our analysis highlights the key role that the abilities and skills developed by MNEs to face rapid institutional changes has on the host countries where they operate. We test our theoretical model using a sample of 348 subsidiaries from 70 MNEs that operate both in emerging and developed economies for the period 2001-2017.

Paper is Available to Meeting Registrants Only.

IM: Capabilities and options in uncertain environments: A study of global offshoring

Author: **Tung-Min Hung**, *National Taiwan U. of Science and Technology*
Author: **Yi-Ju Lo**, *Yuan Ze U.*

While the impact of environmental uncertainty on the relationship between firm capabilities and firm performance is still unclear, we adopt the integrated perspective of dynamic capabilities and real options to explore this issue under the context of global offshoring. We propose that an offshoring firm could benefit from its offshoring capabilities to configure globally dispersed activities as options in uncertain environments. In addition, the managerial attention and discretion guided by a corporate strategy to implement offshoring, an execution of options, could help explain the variance of firm performance. As firms own equivalently offshoring capabilities and face the same level of environmental uncertainty, we further argue that the implementation of a corporate-wide offshoring strategy would result in better performance by capturing the value of options. Using the firm data from the Corporate Client Survey of Offshoring Research Network and the uncertainty measurement from the International Country Risk Guide, we find the empirical support for our premises.

Paper is NOT Available. Please contact the author(s).

IM: Globalization & Values: How Territorial Identity and Social Globalization Impact Cultural Values

Author: **Maria Luiza C.A. Pinho**, *Georgia State U., J. Mack Robinson College of Business*
Author: **Celso Pinho**, *Georgia State U.*

This paper investigates how territorial identity affects the survival/self-expression values, and if the presence of social globalization acts as a moderator of their relationship. Using the World Value Survey database at the individual level and the KOF Globalization database at the national level, we ran a multilevel analysis to test seven hypotheses developed with the support of the identity theory. The tests show that six out of seven hypotheses are statistically significant, shedding lights on how cultural shifts of survival and self-expression can be explained through territorial identity and social globalization.

Paper is Available to Meeting Registrants Only.

IM: Integrating Western and Eastern Perspectives on Development: Implications for US-China Trade War

Author: **Hwy-Chang Moon**, *Seoul National U.*
Author: **Wenyan Yin**, *Seoul School of Integrated Sciences and Technologies*

The US-China trade war shows that economic issues are often intertwined with political, thereby exacerbating the situation and increasing uncertainty about future intentions. The conflicts have caused significant economic losses to not only the parties involved but also to other countries. The sustainability should be built on inter-civilizational dialogue and mutual learning. To this end, this paper introduces an approach of integrating Western and Eastern perspectives on economic development for mutual benefit. The Western approach, demonstrated by economic and business scholars such as Paul Krugman and Michael Porter, emphasizes the importance of uniqueness that is difficult for rivals to imitate. In contrast, the Eastern approach or the Chinese traditional wisdom such as Confucius and Sun Tzu, stresses the importance of learning. Despite the differences between the Western and Eastern perspectives, they can be effectively integrated by exploiting both of their advantages. In providing useful implications for the US-China trade war, we introduce Porter's business model from the West and Sun Tzu's military strategy from the East. Based on this integrated approach, this paper argues that instead of pursuing trade retaliation, China should adopt a strategic approach of "winning without fighting" by making alliances with multinational corporations from a sustainable perspective.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **126** | Submission: **13816** | Sponsor(s): **(IM, STR, OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 12:00PM - 1:00PMET (UTC-4)**

Writing Better Theory 
Writing Better Theory

Panelist: **Tailan Chi**, *U. of Wisconsin, Milwaukee*
Panelist: **Klaus Meyer**, *Ivey Business School*
Panelist: **Anupama Phene**, *George Washington U.*
Panelist: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*
Panelist: **Laszlo Tihanyi**, *Rice U.*
Chair: **Juan Bu**, *Indiana U.*
Chair: **Stephanie L. Wang**, *Indiana U., Bloomington*

Writing good theory is the key to career success in our profession. However, less agreement exists about definitions of “theory”, and even less agreement exists regarding the meaning of a “theoretical contribution”. The purpose of this annual PDW since 2014 is to present the audience with the successful experiences and valuable insights on writing good theory by prominent scholars and editors. The panelists of this year include Professors Tailan Chi, Klaus Meyer, Anupama Phene, Jeffrey J. Reuer, and Laszlo Tihanyi. This PDW will be interactive and welcome questions from participants to stimulate relevant and meaningful discussion.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **127** | Submission: **16724** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 1:30PMET (UTC-4)**

MC Executive Committee Part 1
MC Executive Committee Part 1

Program Chair: **Daniel Degraev**, *California State U., Northridge*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **128** | Submission: **12394** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 1:30PMET (UTC-4)**

Management Education and Learning Writers Workshop
MED Writers Workshop



Chair: **Kathleen J. Barnes**, *Salem State U.*
Discussant: **Estelle Archibald**, *Organizational Behavior Case Western Reserve U.*
Discussant: **Joy E. Beatty**, *Eastern Michigan U.*
Discussant: **Alex Bolinger**, *Idaho State U.*
Discussant: **Todd Bridgman**, *Victoria U. of Wellington*
Discussant: **Debra Comer**, *Hofstra U.*
Discussant: **Diego Coraiola**, *U. of Victoria*
Discussant: **Jacob Eisenberg**, *UCD*
Discussant: **C Melissa Fender**, *Rutgers Business School*
Discussant: **Charles Fornaciari**, *La Salle U.*
Discussant: **William Foster**, *U. of Alberta*
Discussant: **Maria Riaz Hamdani**, *U. of Akron*
Discussant: **Joel I. Harmon**, *Fairleigh Dickinson U.*
Discussant: **Thomas F. Hawk**, *Frostburg State U.*
Discussant: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Discussant: **Sabine Hoidn**, *U. of St. Gallen*
Discussant: **Melissa L. Intindola**, *Bucknell U.*
Discussant: **Stephen J Jaros**, *Southern U.*
Discussant: **C Douglas Johnson**, *Georgia Gwinnett College*
Discussant: **Mary Dana Laird**, *U. of Tulsa*
Discussant: **Jennifer Leigh**, *Nazareth College*
Discussant: **Vicky Anne Lester**, *The Case Centre*
Discussant: **Laurie L. Levesque**, *Suffolk U.*
Discussant: **Vance Johnson Lewis**, *U. of Central Arkansas*
Discussant: **Sergio Madero**, *Tecnologico de Monterrey*
Discussant: **Richard McCracken**, *The Case Centre*
Discussant: **Michelle Amy Montague-Mfuni**, *PhD student at U. of Memphis*
Discussant: **Dirk C. Moosmayer**, *Kedge Business School*
Discussant: **Julie JP Palmer**, *Webster U.*
Discussant: **Alexia Panayiotou**, *U. of Cyprus*
Discussant: **Kanu Priya**, *Missouri State U.*
Discussant: **Christine Rivers**, *U. of Surrey*
Discussant: **Olga Igorevna Ryazanova**, *Maynooth U.*
Discussant: **Ana Sariol**, *Valparaiso U.*
Discussant: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
Discussant: **Tracey Honeycutt Sigler**, *Northern Kentucky U.*
Discussant: **George Smith**, *Albright College*
Discussant: **James C. Spee**, *U. of Redlands*
Discussant: **John B. Stark**, *California State U., Bakersfield*
Discussant: **Christine Quinn Trank**, *Vanderbilt U.*
Discussant: **Robert M. Yawson**, *Quinnipiac U.*
Discussant: **Carolyn Wiley**, *Roosevelt U.*
Discussant: **Robert Phillip Wright**, *Hong Kong Polytechnic U.*

This professional development workshop is designed to assist authors in preparing their management education and learning manuscripts for publication. The submitted manuscript can be in any stage of completion, but must have sufficient content for review and comment. A management education and learning manuscript that was submitted, but not accepted in the 2021 Academy of Management Education and Development Division conference program, may be submitted since the manuscript title will not appear in the program. Manuscripts will be grouped with similar management education and learning manuscripts with each author expected to review each manuscript, provide feedback to participants and journal editors and/or experienced reviewers will facilitate a discussion of all participants' manuscripts at their assigned table. This workshop is co-sponsored by the Organization Management Journal, Management Learning, the Journal of Management Education, the Case Centre, and the Academy of Management Learning and Education journal. Pre-registration for this workshop is required. Please e-mail a PDF copy of the most recent version of your management education and learning manuscript to mngntedlearnwritersworkshop@gmail.com by June 30, 2021 for inclusion in this important workshop. Search Terms: Writers Workshop | Manuscript Development | Writing Improvement

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **129** | Submission: **15082** | Sponsor(s): **(MH, GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 2:00PMET (UTC-4)**

History Is a Feminist Issue! Crises, Intersectional Injustice and Useable History for Social Change *Crises, Intersectionality and 'Useable Histories'*



Participant: **Lilia Giugni**, *U. of Cambridge*
Participant: **Neil Stott**, *U. of Cambridge*
Participant: **Simone Trixie Allison Phipps**, *Middle Georgia State U.*
Participant: **Laura Claus**, *U. College London*
Participant: **Laure Lelasseux**, *HEC Paris*
Participant: **Lucy Delap**, *U. of Cambridge*

Power relations shape the social construction of crises, and historically oppressed groups such as women and non-white people are often denied the opportunity to share their own experiences of critical events. Similarly, deep-seated manifestations of social injustice which could well be conceptualized as 'crises' (for example, gender-based violence and racialized police abuse) are not always identified as such. With this in mind, we propose a PDW that critically explores the notion of crisis and its implications towards gender, racial and social justice, using a 'useable history' perspective. Our proposed six speakers - a diverse group of scholars united by their interest in organizational history, social innovation and organizational activism - will reflect on histories of 'crises' as experienced by women, people of colour, and other historically marginalized groups. Panellists will then shed light on useable history (Bennett, 2006) as a tool for progressive social and organizational transformation, and discuss the impact of this approach on their work as researchers, teachers and change agents.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **130** | Submission: **10441** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 2:00PMET (UTC-4)**

Presenting in the Rough: The Art of the Academic Job Talk
Presenting in the Rough



Organizer: **Bess Rouse**, *Boston College*
Panelist: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Panelist: **Anthony Klotz**, *Texas A&M U.*
Panelist: **Siobhan O'Mahony**, *Boston U.*
Panelist: **Ryan L. Raffaelli**, *Harvard U.*

Presentation skills play a central role in the dissemination of knowledge. Are you a doctoral student or faculty member who studies cognition or related topics in organizations and are looking for ways to dynamically present your research? The purpose of this PDW is to bring together a group of scholars who are interested in finding new, innovative, and compelling ways to craft and deliver presentations. The theme for this year's PDW is "The Art of the Academic Job Talk." Panelists will present on specific topics such as how to architect a compelling slide deck, hone in on what to present, prepare and rehearse, engage a multi-disciplinary audience, and navigate a virtual job talk. The PDW will be conducted in three parts—a series of presentations, a moderated discussion, and breakout discussions during which participants will have the opportunity to engage with panelists. At the end of the workshop, we hope participants leave with a set of strategies to improve their presenting. Although the focus of this session is on job talks, many of the strategies can be applied more broadly. We plan for this to be an enriching PDW with a lively, interactive, and relaxed atmosphere.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **131** | Submission: **13576** | Sponsor(s): **(MOC, RM, STR, OMT, SIM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 2:00PMET (UTC-4)**

Content and Text Analysis in Organizational Research: Techniques and Applications



Content Analysis: Techniques and Applications

Organizer: **Michael Pfarrer**, *U. of Georgia*
Organizer: **Jason Kiley**, *Oklahoma State U.*
Presenter: **Farhan Iqbal**, *U. of Georgia*
Presenter: **Derek Harmon**, *U. of Michigan*
Presenter: **Hovig Tchalian**, *Drucker School of Management*
Presenter: **Andreas Sebastian Konig**, *U. of Passau*
Facilitator: **Aaron Anglin**, *Texas Christian U.*
Facilitator: **Jonathan Nicholas Bundy**, *Arizona State U.*
Facilitator: **John R. Busenbark**, *U. of Notre Dame*
Facilitator: **Daniel Gamache**, *U. of Georgia*
Facilitator: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Facilitator: **Joseph Harrison**, *Texas Christian U.*
Facilitator: **Timothy David Hubbard**, *U. of Notre Dame*
Facilitator: **Amy Ingram**, *Clemson U.*
Facilitator: **Aaron McKenny**, *Indiana U. - Kelley School of Business*
Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
Facilitator: **Lingling Pan**, *U. of Pittsburgh*
Facilitator: **Rhonda K. Reger**, *U. of North Texas*
Facilitator: **Shane Reid**, *Louisiana State U.*
Facilitator: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Facilitator: **Xinran Joyce Wang**, *U. of Missouri*
Facilitator: **Miles A. Zachary**, *Auburn U.*

This is a two-part PDW. Part 1 provides an introduction to content and text analysis as a research methodology. Presenters will discuss appropriate applications, reliability and validity concerns, data curation, programming, and different computer-aided content analysis tools. Experts will also walk through examples of content analysis techniques from published research and offer publishing tips. Part 1 is open to all AOM attendees and does not require pre-registration. Part 2 of the PDW models MOC's successful "Cognition in the Rough" PDW. Experts and authors will interact in small groups to discuss the content, structure, techniques, and potential journal outlets of submitted proposals. Part 2 requires pre-registration and a submission of a 2-3 page proposal to contentanalysis1@gmail.com. The deadline for proposal submissions is July 16. Details are available via AOM listservs or by contacting the organizers at contentanalysis1@gmail.com.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **132** | Submission: **10729** | Sponsor(s): **(OMT, MOC, OB, RM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 3:00PMET (UTC-4)**

Experiments in Institutional Theory and Strategy Research

Experiments



Organizer: **Oliver S. Schilke**, *U. of Arizona*
Organizer: **Alex B. Bitektine**, *JMSB, Concordia U.*
Facilitator: **Brandy Aven**, *Carnegie Mellon U.*
Facilitator: **Denis A. Gregoire**, *HEC Montreal*
Facilitator: **Derek Harmon**, *U. of Michigan*
Facilitator: **Aleksandra Joanna Kacperczyk**, -
Facilitator: **Hazhir Rahmandad**, *MIT Sloan School of Management*
Facilitator: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*

This workshop provides the opportunity for researchers with interest in experimental research on institutional theory and strategy to engage in dialogue, discuss research agendas and methods, and receive feedback on their ongoing work. The workshop begins with a panel discussion addressing the potential of experimental paradigms and measures to facilitate novel research on institutions and organizations and providing an overview of recent contributions of experimental methods to the advancement of our knowledge on institutions and organizational strategy. The workshop will also comprise a showcase presentation of an experimental research project as well as a paper development workshop, where participants will have the opportunity to get an in-depth feedback and mentoring on experimental research projects in progress from experienced facilitators.

If you are interested in receiving feedback on your work in progress and participating in the second segment (paper development), please submit your manuscript by email to both workshop organizers, Oliver Schilke (oschilke@arizona.edu) and Alex Bitektine (alex.bitektine@concordia.ca), no later than July 15, 2021.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CEOs, leadership and sustainability

Digital Session Chair: **Ajith Venugopal**, *Texas A&M International U.*

ONE: CEO Personality and Organizational Decoupling in the Context of Corporate Sustainability

Author: **Ajith Venugopal**, *Texas A&M International U.*
Author: **Sridhar Nerur**, *U. of Texas At Arlington*
Author: **Yasar Mahmut**, *U. of Texas At Arlington*
Author: **Wendy J. Casper**, *U. of Texas At Arlington*
Author: **Snehal Awate**, *Indian School of Business*

The gap between what firms say and what they do is referred to as organizational decoupling. Despite the fact that decoupling is a widespread phenomenon, there is a paucity of empirical studies that have examined individual level predictors of organizational decoupling, especially in the context of corporate sustainability. This paper examines the relationship between CEO personality and organizational decoupling in the context of corporate sustainability. Using the U.S. manufacturing firms in the S&P 1500 for a period of 10 years starting from 2009 to 2018, we find the support that the CEO personality traits of extraversion and neuroticism increase organizational decoupling. We explored the moderating role of board power on the above relationship but did not find any supporting evidence. This paper contributes to both the literatures on organizational decoupling and upper echelons theory. Examining CEOs' psychological characteristics as antecedents advances TMT research by moving beyond the reliance on demographic proxies that characterize most prior research.

Paper is Available to Meeting Registrants Only.

ONE: For Individuals or For Groups? The Influence of CEO Moral Foundations on Firms' ESG Performance

Author: **Eunice Ng**, *St.Gallen Institute of Management in Asia*
Author: **Riyang Phang**, *American U. of Central Asia*
Author: **Soon Lee Eugene Kang**, *Nanyang Technological U.*

ABSTRACT This study examines how chief executive officers' (CEOs') moral foundations (MF) – source of intuitions about what is right and wrong – influence their firms' environmental, social, and governance (ESG) performance. While some CEOs may view harm and injustice caused by their firms' activities as moral violations against unrelated others (i.e. individualizing MF), other CEOs may perceive adhering to their firm-identified primary stakeholder groups' expectations as their guiding moral principle instead (i.e. binding MF). Using a linguistic technique to assess MF from unscripted text spoken by 1,860 CEOs of S&P 1500 firms over five years, we show that CEOs with higher individualizing MF drive greater corporate ESG performance, while CEOs with higher binding MF negatively affect their firms' ESG performance. Moreover, we find that pressures from consumer and employee stakeholder groups negatively moderate the relationship between individualizing MF and firms' ESG performance. Our findings suggest that stronger stakeholder pressures can have unfavourable consequences, such as diminishing the expression of CEOs' personal values around firms' ESG outcomes. As a whole, our study highlights the significance of CEOs' morality in understanding corporate ESG performance and adds nuance to existing research around the value of stakeholder pressures in driving greater ESG performance.

Paper is NOT Available. Please contact the author(s).

ONE: Despotic Leadership, Negative Emotions and Project Success; the role of Mindfulness

Author: **Jabran Khan**, *U. Sains Malaysia*
Author: **Namra Mubarak**, *U. Sains Malaysia*
Author: **Mastura Jaafar**, *U. Sains Malaysia*

Project success is a real challenge for the project-based organizations. Employee's negative emotions disturb their normal activities in an organization, by creating obstacles in the normal operations of the project-based organization. Therefore, the organization should make efforts to decrease negative emotions of the employees in the organization. For this purpose, the present study tested the mediating role of negative emotions (NE) by linking despotic leadership (DL) with project success (PS) and testing the moderating role of employee mindfulness (EM). Data were collected in time lags from the information technology sector of Pakistan. Results were consistent with our hypothesized framework as despotic leadership increases the negative emotions of the employees that lead to a negative effect on project success. Moreover, mindfulness plays the buffering role in mitigating the damaging impact of despotic leadership on negative emotions. The findings of this study provide evidence that project-based organizations need to develop strategies to decrease employee's negative emotions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **134** | Submission: **16737** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 2:00PM ET (UTC-4)**

AMJ Networking Workshop for Women  
AMJ Networking Workshop for Women

Organizer: **Katherine Ann DeCelles**, *U. of Toronto*

Current and former female editors of the Academy of Management Journal invite female junior faculty (as well as those identifying as women and non-CIS gendered) to attend an advice and networking session. The program will include some short presentations by current/former editors reflecting about their “path to power,” as well as advice about high quality reviewing and obtaining editorial board memberships. We will conclude with breakout groups for networking. **PRE-REGISTRATION IS REQUIRED.**

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **135** | Submission: **12843** | Sponsor(s): **(SIM, ONE, RM, PNP, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:00PM - 1:30PMET (UTC-4)**

**“How Theories and Measurement of Social Impact Matter in
Research-Year 3” PDW**
Social impact measurement examples and discussion



Participant: **Hans Nikolas Rawhouser**, *U. of Nevada, Las Vegas*
Participant: **Alessia Argiolas**, *U. Cattolica del Sacro Cuore*
Participant: **Bryan W. Husted**, *Tecnologico de Monterrey*
Participant: **Arne Kroeger**, *Aalto U. School of Business*
Participant: **Haley Allison Beer**, *U. of Warwick*
Participant: **Alisa Sydow**, *ESCP Business School*
Participant: **Michael L. Barnett**, *Rutgers U.*
Participant: **Irene Henriques**, *York U.*
Participant: **Jessica Jones**, *U. of Tennessee*
Participant: **Simon JD Schillebeeckx**, *Singapore Management U.*
Participant: **Heli Tuulia Nissilä**, *Aalto U. School of Business*
Participant: **Marleen Wierenga**, *Nijmegen School of Management*
Participant: **Kendall Cox Park**, *Vanderbilt U.*
Participant: **Greg S. Molecke**, *U. of Exeter*

This PDW builds on similarly named PDWs in 2019 and 2020 in a continued effort to improve social impact research and build a community of social impact researchers. The PDW aims to further the sophistication of how social impact (broadly construed) is conceptualized and measured across many different research streams. Prior to the synchronous portion of the session, academic and practitioner participants (almost all new participants in this year's PDW) will record brief videos detailing their current and in-process research projects or real-world practice that involve conceptualizing and/or measuring social impact. Then, in the synchronous portion of the PDW an invited practitioner will reflect on some of the key issues facing social impact measurement practice. Then practitioners and researchers participate in a discussion panel, each responding to each others' previously recorded videos. Finally, panelists will respond to questions from the audience. To promote clarity, academic presentations will pay special attention to the definition of social impact used, theoretical foundations, type of data used (primary/secondary), and measurement type (single/multiple dimensions) measured. The results of an online survey of social-impact-related research by attendees will be shared following the PDW to help grow the community of social impact researchers.

Please listen to posted videos before (if available) entering synchronous session so that you have a baseline understanding of the speakers' background and perspectives.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Breakthrough Innovation

Digital Session Chair: **Paige Clayton**, *Georgia Institute of Technology*

TIM: A Tale of Two Origins: Tracing the Diffusion of University versus Firm Inventions

Author: **Paige Clayton**, *Georgia Institute of Technology*
Author: **Lauren Lanahan**, *U. of Oregon*
Author: **Andrew Nelson**, *U. of Oregon*

Knowledge diffusion drives both technical progress and economic growth. Underlying much diffusion scholarship is an assumption that organizational origin – that is, whether knowledge stems from a university or commercial firm – plays an important role. Universities are motivated to share and may thus catalyze diffusion, while profit-driven firms seek to protect private gains from new knowledge and thus may limit diffusion. However, very little work has directly compared diffusion patterns between these two origins. We present a unique comparative case study design that examines the diffusion of two comparable, foundational biotechnology inventions – recombinant DNA (rDNA) and polymerase chain reaction (PCR) – that originated in university and firm settings. Using a variety of metrics, we find robust evidence contrary to existing assumptions; the diffusion of PCR significantly outperforms rDNA along a range of metrics. Examining the historical record, we consider how early social networks and complementary assets may play an outsized role in shaping knowledge diffusion – and one that overwhelms the role of organization origin. We show that reliance on the university-firm dichotomy is insufficient in explaining knowledge diffusion; we argue for the exploration of underlying mechanisms in diffusion studies; and we highlight the utility of employing multiple complementary measures in diffusion research.

Paper is Available to Meeting Registrants Only.

TIM: A critical look at breakthrough innovation: Literature Review and Proposed Framework

Author: **Avimanyu Datta**, *Illinois State U.*

A surfeit of definitions for innovation types has resulted in the equivocal way breakthrough innovation is defined and used in the academic literature. The term breakthrough is often synonymously used with radical, disruptive, discontinuous, or stated to be results of radical innovations built to destroy past competencies. Such misperception may lead to several problems. First, it confuses breakthrough with competence destroying innovations, radical innovations, and product innovations. Second, if a breakthrough is equated with radical or competence destroying innovations, or new product launch, we assume that firms risk disbanding their existing technologies. Such activities without a clear path have shortcomings such as integration costs and information overload, leading to inconclusive results and the high complication of combining dissimilar innovation. Last, without proper definitions, we cannot have explicit cut assumptions and boundary conditions. This will cripple future research. To resolve this, I am proposing creating a nomenclature of innovations by breaking them into three categories: Innovation Configuration, which will comprise of architecture versus component innovations, and radical versus incremental; Innovation Application, which will look at product versus process innovations, and competence enhancing versus competence destroying innovations; and lastly Innovation Performance that looks if the innovation created a breakthrough in its performance. This model will reduce confusion between breakthrough, disruptive, and radical innovations and help future research understand breakthroughs from performance standpoints.

Paper is Available to Meeting Registrants Only.

TIM: The impact of breakthrough innovation on firm performance: evidence from China

Author: **Xuecheng Yang**, *U. of Electronic Science and Technology of China*
Author: **Yunfei Shao**, *U. of Electronic Science and Technology*
Author: **Bo Fan**, *U. of Electronic Science and Technology of China*

As breakthrough innovation as well as its successful commercialization is a critical driving force for competitive advantage and firm performance, we try to examine the factors and mechanism of breakthrough innovation from the perspective of profiting from innovation. To capture the underlying mechanism of asset-performance relationship, we explore how complementary assets affect firm performance. By testing the data collected from 230 firms in China, we find that (marketing and manufacturing) complementary assets both positively affect breakthrough innovation and firm performance, while the mediating role of breakthrough innovation between the two types of complementary assets and firm performance is different. To be specific, breakthrough innovation plays a full mediating role in the relationship between marketing complementary assets and firm performance while plays a partial mediating role between manufacturing complementary assets and firm performance. In doing this, we may make contributions to the intersectional research on complementary assets and breakthrough innovation, as well as extensive theoretical explanations of profiting from innovation theory. Besides, we also offer some theoretical guidance for firms to promote breakthrough innovation with nurturing complementary assets to achieve the success of its commercialization and improve firm performance.

Paper is NOT Available. Please contact the author(s).

TIM: The Evolutionary Nature of Breakthrough Innovation: Re-Evaluating the Exploration vs. Exploitation

Author: **Dominika Kinga Sarnecka**, *Harvard Business School*
Author: **Gary Pisano**, -

Over the past few decades, a consensus has emerged that breakthrough innovations emerge from exploration of novel terrain while more routine innovations are the product of exploitation. In this paper, we revisit this explore versus exploit dichotomy with an analysis of three decades of innovation histories of over two and a half thousand firms. Longitudinal firm-level data and a novel measure of search (Technological Focal Proximity) enable us to characterize corporate activity at a detailed level and examine both search strategies that lead to breakthroughs and those that do not. Contrary to the existing literature, we find that breakthrough innovations develop from a search process that evolves in phases and involves both exploration (initially) and exploitation (subsequently). In the early phases, firms explore unfamiliar terrain. However, as the process unfolds, firms shift their search strategies to focus on exploiting cumulative knowledge. Our findings call into question the strong dichotomy between exploration versus exploitation that has played such a prominent role in theories about the origins of breakthrough innovation, and have potential implications for strategy, organizational design, management practice, and corporate culture.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **137** | Submission: **13663** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 12:30PM - 2:00PMET (UTC-4)**

**The Global Human Resource Management
Casebook, Third Edition**
The Global HRM Casebook, Third Edition



Organizer: **Liza Castro Christiansen**, *U. of Reading*
Organizer: **Pawan S. Budhwar**, *Aston U.*
Organizer: **Elaine Farndale**, *Penn State U.*
Participant: **Wolfgang Mayrhofer**, *WU Vienna*
Participant: **Filip Lievens**, *Singapore Management U.*
Participant: **Marion Festing**, *ESCP Business School*
Participant: **Corine Boon**, *U. of Amsterdam*
Participant: **Deanne N. Den Hartog**, *U. of Amsterdam*
Participant: **Adam Smale**, *U. of Vaasa*
Participant: **Ingi Runar Edwardsson**, *U. of Iceland, School of Business*
Participant: **Anders Dysvik**, *BI Norwegian Business School*
Participant: **Lucia F. Miree**, *American U. in Bulgaria*
Participant: **Martina Fejfarova**, *Czech U. of Life Sciences*
Participant: **Peter Odrakiewicz**, *Global Partnership Management Institute and GSW Milenium U.*
Participant: **Kinga Kerekes**, *Babes-Bolyai U.*
Participant: **Anna Gryaznova**, *Moscow State U.*
Participant: **Robert Kase**, *U. of Ljubljana, SEB*
Participant: **Dorothy Mpabanga**, *U. of Botswana*
Participant: **Helen Shipton**, *Human Resources*
Participant: **Eleni Stavrou**, *full professor*
Participant: **John Chrysestomus Kigozi Munene**, *Makerere U.*
Participant: **Scott L. Martin**, *Zayed U.*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Participant: **Audrey Chia**, *National U. of Singapore*
Participant: **Chaturong Napathorn**, *Cornell U. / Thammasat U.*
Participant: **Andres Raineri**, *Pontificia U. Católica de Chile*
Participant: **Jacobo Ramirez**, *Copenhagen Business School*
Participant: **József Poór**, *J.Selye U.*

The main objective of this PDW is to officially plan the publication and “meet” the authors of the Third Edition of the Global Human Resource Management Casebook, whose First Edition, which was published in 2011, was the first project of the HR Division's Ambassadors Program. Since its establishment in 2008, the Ambassadors Program has been making an impact, not only in the HR Division, but also at the Academy of Management, as several other divisions have created their own ambassadors programs. The Second Edition of the Global HRM Casebook was published in 2018. In addition to the cases and case questions, which featured in the First Edition in 2011, teaching notes for educators are featured in the Second Edition. We plan to launch the Third Edition at the 2022 Annual Meeting, when we, hopefully, can hold a physical conference again. The First and Second Editions have been warmly received, they have sold well internationally, and Routledge has confirmed that they will support and publish the Third Edition. The HR Division remains as the sole benefactor of the Casebook's royalties.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **138** | Submission: **13494** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 12:30PM - 2:00PMET (UTC-4)**

**Bringing Leadership Back to Managers: How Leadership Theories
can Better Respond to Managers' Issues**
Bringing Leadership Back to Managers



Panelist: **Zahira Jaser**, *U. of Sussex Business School*
Panelist: **Melissa Carsten**, *Winthrop U.*
Panelist: **Michelle Bligh**, *Claremont Graduate U.*
Panelist: **Olga Epitropaki**, *Durham U.*
Panelist: **Hannes Leroy**, *Erasmus Research Institute of Management*

A long lineage of research marks a clear separation between the concept of “leader” and “manager”. This literature frames managers as strategic administrators, and leaders as inspirational influencers. It informs how leadership and management are taught in business schools, at MBAs and at executive development programs through practitioner and academic publications exploring “How managers become leaders” or “When managers become leaders”. Yet, managers are key tassels in the unfolding processes of leadership in organizations, they face complex leadership and followership challenges on a daily basis. In modern organizations, where complexity is so high, change a constant, and relationships so central, we ask ourselves: how can a manager be effective at influencing, implementing, persuading, without also being a good leader? Unsurprisingly, some scholars are starting to call out this division as obsolete, and even “questionable”. Instead, they call for leadership theories that can better respond to the challenges managers face in their complex day-to-day activities, bridging and buffering different, even contradictory, demands from their upper and lower partners in organizations (e.g. their own bosses, and their direct reports). This panel will explore leadership by considering managers as “connecting leaders” linking together different units, departments, relationships, asking novel questions: how can a manager concurrently co-enact the identity of leader towards their reports, and follower towards their boss? Why middle managers do not make better use of charisma? Why do we still use obsolete terminology as ‘subordinates’, instead than using more dynamic terms as ‘followers’? Why are we enamored with the concept of leader and not with that of manager? The panelists will unpack and debate these issues.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **139** | Submission: **10070** | Sponsor(s): **(OB, MOC, CM)**

Virtual session type: **Synchronous Live Presenter**

Scheduled: **Friday, Jul 30 2021 12:30PM - 2:00PMET (UTC-4)**

Bringing Leading Back in Leadership: Behavioral Approaches to Leadership *Behavioral Approaches to Leadership*

Organizer: **Karl Larsen**, *U. of Michigan, Ross School of Business*
Discussant: **David V. Day**, *Kravis Leadership Institute, Claremont McKenna College*
Presenter: **Ui Young Sun**, *U. of Illinois at Chicago*
Participant: **Robert C Liden**, *U. of Illinois at Chicago*
Presenter: **Danbee Chon**, *Duke U.*
Participant: **Sim B. Sitkin**, *Duke U.*
Participant: **Kimberly A Wade-Benzoni**, *Duke U.*
Presenter: **Jacob Brown**, *Boston College*
Participant: **Brad Paul Owens**, *Brigham Young U.*
Participant: **Jordon E. Swain**, *USMA*
Participant: **Jacob Bradley Howell**, -
Participant: **Mac Jeffrey Alexander Strachan**, -
Participant: **Cameron Perkins**, *Brigham Young U.*
Presenter: **Estelle Archibold**, *Case Western Reserve U.*
Participant: **Morela Hernandez**, *U. of Michigan, Ann Arbor*
Presenter: **Karl Larsen**, *U. of Michigan, Ross School of Business*
Participant: **Ethan Kross**, -

This symposium seeks to highlight recent trends away from stylistic approaches to more concrete behavioral approaches of leadership (van Knippenberg & Sitkin, 2013). Papers in this symposium advance knowledge in this area through a methodologically inclusive lens by synthesizing major streams of research on how leaders' blaming behavior affects followers, examining how leader awareness can affect organizational commitment, tackling the paradox of leader humility, expanding our understanding of how leaders can care for the well-being of others during times of suffering, and establishing ways leaders can increase their wise reasoning. The purpose of this symposium is to highlight emerging leadership research that utilizes behavioral approaches, with the aim of facilitating greater consideration of the possibilities and consequences around leadership behaviors and their implications for leadership development.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **140** | Submission: **11455** | Sponsor(s): **(OMT, SIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 12:30PM - 2:00PMET (UTC-4)**

The Social Construction of Organizational Deviance: A Multi-Actor View

Organizational Deviance



Organizer: **Rasmus Pichler**, *U. of Cambridge*
Organizer: **Thomas J. Roulet**, *U. of Cambridge*
Discussant: **Donald Palmer**, *U. of California, Davis*
Presenter: **Shu Zhang**, *U. of Wisconsin, Madison*
Presenter: **Rasmus Pichler**, *U. of Cambridge*
Presenter: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Presenter: **Jonathan Nicholas Bundy**, *Arizona State U.*
Presenter: **Farhan Iqbal**, *U. of Georgia*

The question of how and why social actors adhere to and violate societal norms has long fascinated management scholars and practitioners. Hardly a day goes by without newspapers, NGOs, or regulators calling out an organization or its members for behavior that breaks the law or violates ethical standards. In this symposium, we will explore how such instances of organizational deviance are socially constructed. Conceptualizing organizational deviance as socially constructed means that deviance is seen as behavior in or by an organization that actors outside the organization – such as government agencies, social movements, or media outlets – label as violating norms. The notion of organizational deviance as being socially constructed in this manner is well-established in neighboring disciplines such as sociology, but its implications have been neglected by management scholars. The projects in this symposium explore these implications to shed light on the social construction of deviance from different angles and in different contexts. Taken together, the work in this symposium pushes forward a multi-actor view on the social construction of organizational deviance, highlighting how deviance is created from the actions and interactions of multiple actors with distinct roles, and how this creation in turn influences these actors' behavior. In making these contributions, the papers in this symposium draw on novel contexts, such as the US Prescription Drug Epidemic and the #MeToo movement, and present a balance of empirical and theoretical analysis.

Where are all the Deviants? Liminal Prescribing Practices and the Prescription Drug Epidemic

Author: **Shu Zhang**, *U. of Wisconsin, Madison*
Author: **Aharon Cohen Mohliver**, *London Business School*
Author: **Marissa King**, *Yale U.*

How does a Wrongdoing Become a Wrongdoing? Social Control and the Labelling of Corporate Behavior

Author: **Rasmus Pichler**, *U. of Cambridge*
Author: **Thomas J. Roulet**, *U. of Cambridge*

Social Movements and Shifts in Legal Punishments for Contested Practices

Author: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Author: **Timothy Werner**, *U. of Texas at Austin*
Author: **Brayden G. King**, *Northwestern U.*

The Dilemma of Managing Multiple Social Evaluations in a Crisis

Author: **Farhan Iqbal**, *U. of Georgia*
Author: **Michael Pfarrer**, *U. of Georgia*
Author: **Jonathan Nicholas Bundy**, *Arizona State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Best Student Paper AwardDigital Session Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht***OSCM: The Impact of the COVID-19 Pandemic on Shareholder Value**Author: **Maximilian Klöckner**, *ETH Zürich*Author: **Christoph Schmidt**, -Author: **Stephan M. Wagner**, *Swiss Federal Institute of Technology Zurich, ETH*

The COVID-19 pandemic poses new challenges for firms worldwide on an unprecedented scale. This setting is structurally different from previously studied supply chain disruptions and corresponding mitigation strategies. In this study, we aim to empirically substantiate the ongoing and interdisciplinary debate on the COVID-19 pandemic. Based on a sample of 4,032 publicly listed U.S. and Chinese firms across six industries, we show that the magnitude of the shareholder value decline associated with the COVID-19 pandemic is -2.27% in the first month and -16.67% over a three months period. We show that there are substantial differences in the effect size of the shareholder value impact between U.S. and Chinese firms, and across industries. We further identify the firm factors that mitigate this negative impact, such as firm size, firm tangibility, trade cycle, vertical integration, and the digitization of work processes. These findings provide important guidance for managers with regard to the recovery of the COVID-19 pandemic and the implementation of mitigation measures for future large-scale disruptions.

Paper is Available to Meeting Registrants Only.**OSCM: On Examining The Influence of Marquee Sellers in B2B Secondary Market Platforms for IT Products**Author: **Abdullah Alhaili**, *U. of Maryland*Author: **Wedad Elmaghraby**, *U. of Maryland*Author: **Anand Gopal**, *U. of Maryland*

While digital platforms have become mainstream, there still remain some unanswered questions pertaining to managing platform ecosystems. One such unexplored question pertains to the effect of marquee sellers on the platform— marquee sellers arguably attract other sellers and buyers to the platform, thereby enhancing the platform's value. In this paper, we study how adding a marquee seller to a B2B secondary market platform for IT products affects other sellers, in terms of the prices they obtain for comparable products. Using proprietary data on B2B secondary market auctions obtained from a platform provider, we show that the entry of a marquee seller has a positive effect on the prices obtained by other sellers on the platform, reflecting a reference price effect. We further show that this positive effect on final prices is moderated by the extent to which bidders are active on multiple seller sites on the same platform, and the extent to which bidders participate in the marquee seller site. We explain these effects using theory in multi-homing and involvement, in terms of how reference prices are set. Our work extends the platforms literature by considering the specific influence of a marquee seller on other sellers, thereby informing platform owners on the implications of the advice to add more marquee sellers to platforms. We also contribute to the literature on secondary markets for durable, used IT products, which are instrumental in reducing e-waste and mitigating the environmental damage done by electronic products in landfills.

Paper is Available to Meeting Registrants Only.**OSCM: Supply-Network Effects on Supplier Environmental Disclosure**Author: **William Diebel**, *Ivey Business School*Author: **Jury Gualandris**, *Ivey Business School*Author: **Robert D Klassen**, *U. of Western Ontario*

We use unique, longitudinal supply-network data to identify how environmental disclosure norms spread from manufacturing firms to tier-1 Focal Suppliers. Our data suggest that the environmental disclosure practices of Focal Suppliers are only influenced by a small subset of direct buying firms, those that exhibit best-in-class environmental disclosure and profitability, while powerful buyers and average buyers are not likely to exert any influence. We also find that central suppliers, key supply-network brokers and critical stakeholders in further propagating environmental disclosure norms, are more sensitive to being influenced. Our findings inform climate change management and policy decisions.

Paper is NOT Available. Please contact the author(s).**OSCM: Developing and Implementing Business Ecosystem Strategies - A Performance Measurement Perspective**Author: **Gurpreet Muctor**, *Warwick Business School*Author: **Pietro G. Micheli**, *U. of Warwick***Carolyn Dexter Award Nominee**

An increasing number of firms are investing in the creation of business ecosystems to acquire novel capabilities to innovate increasingly complex products and services, and to achieve competitive advantage. Research highlights the importance for companies to develop and implement ecosystem strategies; however, it also notes that such strategies must be characterized by emergence, dynamism and network orientation, and be aimed at influencing, rather than controlling, ecosystem partners. We provide an in-depth analysis of ecosystem strategy development and implementation through a qualitative, longitudinal study carried out at a multinational technology corporation headquartered in Japan. We also identify several aspects related to governance and control— specifically performance measurement and management practices— that acted initially as barriers to ecosystem development and then as enablers. Our findings portray the process of creating the ecosystem strategy as contentious and iterative, and as eventually requiring the company to challenge some of its deeply held assumptions and approaches in order for the new strategy to be implemented. Moreover, even though the case company did not act as an “orchestrator,” it actively contributed to the development of a value proposition that was highly customer centric and dynamic, and that was not enforced by any other firm. In relation to performance measurement and management, we find that top-down, financially oriented approaches are likely to limit the growth of a business ecosystem and identify performance targets and indicators not just as tools used to gather data, but as key mechanisms to embody and express competing logics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **142** | Submission: **10149** | Sponsor(s): (CMS, GDO)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 1:00PM - 2:30PMET (UTC-4)**

Diversity in and Beyond Capitalism: Exploring Alternative Economic Practice for Social Justice

Alternative Economies, Diversity, Social Justice



Chair: **Myrtle P. Bell**, *U. of Texas At Arlington*
Chair: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Participant: **Daphne Berry**, *U. of Hartford*
Participant: **Craig Borowiak**, *Haverford College*
Participant: **Alexander Fleischmann**, *IMD Lausanne*
Participant: **Spencer James Fraseur**, *U. of Texas At Arlington*
Participant: **Joy Leopold**, *Webster U.*
Participant: **Stella M. Nkomo**, *U. of Pretoria*
Participant: **Oyinkasola Sodiya**, *U. of Texas At Arlington*

The solidarity economy refers to a diverse set of cooperative and community-based economic practices ranging from cooperatives and credit unions to community gardens. It also refers to an anti-capitalist transnational social movement that aims to promote such practices as a way to transform the larger economy to make it better sustain vibrant communities and the environment. This symposium contributes to the current debate on diversity through alternative modes of organizing the economy for social justice. First, it explores how the governance of organizations in alternative economies creates novel opportunities for historically subordinated and marginalized groups in the capitalist economy. The inadequacy of capitalist institutions has become particularly visible in the wake of the economic crisis of 2008 and, more recently, in the light of the harsh consequences of the COVID-19 pandemic, boosting wealth inequality, globally. These disparities have most strongly affected low wage workers, often women and racial and ethnic minorities, long marginalized in organizations. Second, we consider successes and known problems with alternative economies organizations. We also explore their homogeneity, how problematic such homogeneity is, what can be done to address these and other issues that may hinder the goals toward equity, and the reduction of poverty of the Solidarity Economy. We bring together a diverse group of scholars from diverse disciplines based in Austria, Belgium, South Africa, and the United States.

Diversity Beyond Capitalism? Exploring Vocabularies of Post-Capitalist Difference and Social Justice

Author: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*

Solidarity Economies and Racial Capitalism: Fault Lines, Border Zones, and Bulwarks

Author: **Craig Borowiak**, *Haverford College*

Prefiguring Equality? Exploring Discursive Stances Intersecting Diversity and Alternative Organizing

Author: **Alexander Fleischmann**, *IMD Lausanne*

Shared Ownership in Worker-Owned Low-Pay Industries

Author: **Daphne Berry**, *U. of Hartford*
Author: **Joy Leopold**, *Webster U.*

Stokvels in South Africa as Instruments of Community Building and “Credit” for Poor Households

Author: **Stella M. Nkomo**, *U. of Pretoria*
Author: **Oyinkasola Sodiya**, *U. of Texas At Arlington*
Author: **Spencer James Fraseur**, *U. of Texas At Arlington*
Author: **Myrtle P. Bell**, *U. of Texas At Arlington*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **143** | Submission: **10755** | Sponsor(s): **(GDO, HR, CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:00PM - 2:30PMET (UTC-4)**

Remote Work and Women's Career Equality: How to Move Forward Without Falling Behind?
Remote Work and Women's Career Equality



Organizer: **Ellen Ernst Kossek**, *Purdue U.*
Organizer: **N. Sharon Hill**, *George Washington U.*
Chair: **Isabel Villamor**, *George Washington U.*
Moderator: **Tracy Dumas**, *Ohio State U.*
Panelist: **N. Sharon Hill**, *George Washington U.*
Panelist: **Frances J. Milliken**, *New York U.*
Panelist: **Matthew B. Perrigino**, *Iona College*
Panelist: **Ellen Ernst Kossek**, *Purdue U.*
Panelist: **Joyce Bono**, *U. of Florida*

The consequences of COVID-19 (including working remotely) on women's career equality have received significant media and scholarly attention. While some experts claim that remote work hurts women's career equality, others argue it may decrease the discrimination that women often face in the workplace. Pre-pandemic studies suggest that the growth in remote work might be a double-edged sword for women with mixed career benefits and detriments. As organizations increasingly implement remote work, it is critical to understand the implications for women's career equality—including and beyond the pandemic. We have convened a panel of dynamic scholars who study varied aspects of remote work and its impact on women's career equality. In the proposed panel symposium, our panelists will address the following questions: (1) How has the growth in remote work affected women's career equality, and what impacts are overarching vs. unique across contexts (e.g., academia, business)? (2) What theories and perspectives are relevant to understanding the short- and long-term effects of this growth in virtual work on women's career equality? (3) What factors has research shown can mitigate the negative effects? (4) What are important future research directions, and what future managerial, organizational, and policy interventions are needed to enhance the benefits and mitigate the negative effects of remote work on women's career equality? Our moderator will facilitate discussion with the panelists and audience to uncover the career challenges and opportunities that women face in remote work to advance future research and practice..

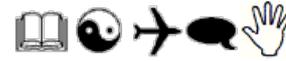
Synchronous live open session format

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **144** | Submission: **13251** | Sponsor(s): **(MED, INDAM, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:00PM- 3:00PMET (UTC-4)**

**Wisdom of The Bhagavad Gita Inspiring Frontline
Managers and Workers In Post Pandemic Workplace**
Gita's Guidance Inspiring Managers and Workplace



Chair: **R Ray Gehani**, *U. of Akron*
Organizer: **Satinder Dhiman**, *Woodbury U.*
Participant: **Nathalie Shapiro**, *Vedanta Institute Los Angeles*
Participant: **Sylvia Burgess**, *One Step at a Time Consulting*
Participant: **Vikram Gulati**, *Maharishi International U.*

In the current Corona pandemic crisis, millions of frontline managers, care-givers, and service-providers (including faculty like us) are plagued and paralyzed by catastrophic stress and concerns about our own and others' survival and well-being. We are unable to act effectively as the conventional management theories and practices have ceased to provide us much guidance. The Bhagavad Gī'tā can serve as a healing balm and a powerful tool for our full engagement in transformational change management. This innovative and interactive PDW will help AOM participants and fellow service providers experientially discover holistic and integral solutions. All the presenters, with shared interest in the wisdom of the Gī'tā, and caring for alleviating the frontline managers' and their clients' burnout, will present from their diverse disciplines and deep experiential backgrounds. In the Gī'tā, the frontline warrior leader Arjuna too was distressed in the middle of an existential battlefield. We would re-examine with our participants how frontline managers can be inspired like Arjuna was, and be resilient to do their dutiful actions without attachment to their actions and outcomes. With two small-group activities and a large-group briefing, the participants will be guided to explore and practically apply the key principles of Gī'tā to illuminate how frontline managers and service providers can engage their inner spirit fearlessly, with single-pointed determination against unsurmountable odds. The AOM participants will also practice the principles and philosophies of the Gī'tā that frontline manager Mahatma Gandhi used to lead millions towards their liberation and freedom.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Theology, Philosophy and Principles

Digital Session Chair: **Danny Sandra**, *U. of Antwerp*

MSR: **The Metascience of the Academy of Management: Supporting the Global Manager**      

Author: **Charles Thomas Tackney**, *Copenhagen Business School*

This is a theory and evidence-based exploration of the emerging Academy of Management metascience as an historical, international organization and social institution. Informed by industrial relations method for inquiry into the “web of rules” governing organizations and insight-based critical realism, I describe two parameters for situating research within the 26 divisions and interest groups (DIGs). First, there developed a horizontal research parameter between organizations and markets. The second vertical parameter ranges between individual and societal level analytics, such as between individual educational predictors for academic success to macro level societal studies. This parameter enables a criterion-predictor empirical modelling approach that appears to be a newly emergent feature of the Academy’s metascience. My exploration first clarifies these parameters. The Academy founding principles are then reviewed, along with a content analysis of Academy journal editor retrospectives. These trace a decades long privileging of quantitative, quasi-experimental design policy favoring statistical modelling. A convenience sample of business statistics texts indicates that the quasi-experimental design vocabulary of dependent – independent style psychological modelling is the dominant methods language available in current training texts. The criterion-predictor alternative for qualitative or quantitative inquiry described is wholly overlooked, although it offers an engaged epistemology for strategizing value-informed outcomes. From predictors of student academic success, to spirituality or religious assessments of workplace authenticity, to goals associated with diversity and change management and sustainability criteria like the triple-bottom line (TBL), this exploratory study captures key methods elements about the Academy’s dynamic, emerging metascience, enabling further dialogue to advance its historical, global mission.

Paper is Available to Meeting Registrants Only.

MSR: **Imitating institutional leadership—How values work of leaders bring past and future together**

Author: **Gry Espedal**, *VID Specialized U.*

This study conceptualizes the phenomenon of imitating institutional leadership. The study suggests that a relationship is to be found in the imitating work of leaders mirroring each other’s ideals and practices. The study is a unique study bringing the manager back in management by analyzing two leaders from two different centuries’ contribution to the development of imitating institutional leadership. Time plays a role in bringing forward the agency of history to establish continuity and meaning to the present members of the organization. The mechanisms of the temporal work are building on discursive, relational, and material elements. The mimetic imitation of the leaders organizing the value of compassion is brought further by reintroducing the grand narrative of the founder and performing values work of taking care of the marginalized throughout history.

Paper is Available to Meeting Registrants Only.

MSR: **The Purpose of Business from a Catholic Social Teaching Perspective**

Author: **Domenec Mele**, *Mele*

Different proposals on the purpose of the firm include maximizing shareholder value, creating value for all stakeholders, creating shared value, and optimizing collective value. In contrast, Catholic social teaching suggests that the purpose of a business firm is being a community of persons who in various ways are endeavoring to satisfy their basic needs, and who form a particular group at the service of the whole of society. Profits are important but they are only instrumental for higher ends. This paper discusses the CST view on the purpose of the firm, and how it differs from the other approaches mentioned.

Paper is Available to Meeting Registrants Only.

MSR: **From Classical Oikonomia to Christian Oikonomia: The Revolution of the Common Good** 

Author: **Sara Mandray**, *ESCP Business School*

In this developmental paper we propose to investigate the notion of the common good. This notion of growing interest in management sciences is intrinsically problematic, and many tensions underly its definition. In this article, we propose to distinguish the common good from other similar concepts, in particular from general interest. The study will consider large historical horizons, from Ancient Greek Aristotle to twentieth-century ideologies (Marxism, Totalitarianism). Finally, we may draw two trends, based on two different visions of economy: the Classical oikonomia and the Christian oikonomia. Following those two trends, we try to analyse the emergence of the concept of the common good and its confrontation to three major revolutions: the advent of the Christian age, the discovery of the New World, and the industrial revolution.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **146** | Submission: **12183** | Sponsor(s): **(OB, MED, CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:00PM- 3:00PMET (UTC-4)**

Getting Your Writing Done: Crafting a Generative Writing Practice *Getting Your Writing Done*



Presenter: **Rena Seltzer**, *Leader Academic*
Panelist: **Modupe Akinola**, *Columbia U.*
Panelist: **Niro Sivanathan**, *London Business School*
Panelist: **Sekou Bermis**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Panelist: **Elizabeth Margaret Campbell**, *U. of Minnesota*

Whether you are an assistant professor looking to publish your way to tenure or a seasoned faculty member who wants to re-invigorate your writing process, this interactive PDW will support you in crafting a more productive writing practice. The workshop will be facilitated by a coach who supports professors at major research universities to accelerate their rate of writing and publishing, along with a panel of successful professors who will share concrete examples of how they craft their writing habits to get more done. Participants will also work cooperatively to plan specific strategies they will use following the conference to become more prolific writers. The program draws on research about the patterns of the most generative academic writers, ideas from positive organizational scholarship, and the experiences of scores of professors who have overcome challenges and achieved their writing goals. The format includes individual presentations, small group discussions, and large group dialogue.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **147** | Submission: **12154** | Sponsor(s): **(OMT, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:00PM - 2:30PMET (UTC-4)**

OMT New and Returning Member Networking and Research Forum
OMT New and Returning Members



Organizer: **Wesley Helms**, *Brock U.*
Facilitator: **Marya Besharov**, *Oxford U., Saïd Business School*
Facilitator: **Joseph P. Broschak**, *U. of Arizona*
Facilitator: **Tina Dacin**, *Queen's U.*
Facilitator: **Scott Graffin**, *U. of Georgia*
Facilitator: **Bryant A. Hudson**, *IESEG School of Management*
Facilitator: **Patricia H. Thornton**, *Texas A&M U., College Station*
Facilitator: **Marvin Washington**, *Portland State U.*
Facilitator: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*
Organizer: **Emily S. Block**, *U. of Alberta*
Organizer: **Hovig Tchalian**, *Drucker School of Management*
Organizer: **Shelby Gai**, *Michigan State U.*
Organizer: **Madeline Toubiana**, *U. of Alberta*
Facilitator: **Michel Anteby**, *Boston U. Questrom School of Business*
Facilitator: **Forrest Briscoe**, *Pennsylvania State U.*
Facilitator: **Lisa Ellen Cohen**, *McGill U.*
Facilitator: **Peer Fiss**, *U. of Southern California*
Facilitator: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Facilitator: **Wendy K. Smith**, *U. of Delaware*

If you are new to the Organization and Management Theory (OMT) division, are interested in joining OMT, or are an established member who has been away for a while, then this forum is for you! This forum was created especially to help members to feel “at home” in the OMT division. We have designed the forum so that you can meet leading scholars in the OMT division, meet other new members of the division, and discuss research with other scholars who share similar interests. The forum will include a welcome and overview of the OMT Division and research discussions moderated by renowned scholars who actively conduct research in a particular area of interest. As a participant in the forum, you can self-select into several research themes of your choice. Research themes will be organized by theory, context and methodology.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **148** | Submission: **11870** | Sponsor(s): **(RM, MOC, OB, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:00PM- 4:00PMET (UTC-4)**

What Were You Thinking?: Developing Cognitive Sensibilities for Inductive Coding

What Were You Thinking?: Inductive Coding



Organizer: **Jessi Hinz**, *Case Western Reserve U.*
Organizer: **Silja Hartmann**, *Freie U. Berlin*
Facilitator: **Arne Carlsen**, *BI Norwegian Business School*
Facilitator: **Martha S. Feldman**, *U. of California, Irvine*
Facilitator: **Claus Rerup**, *Frankfurt School of Finance & Management*
Facilitator: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Facilitator: **Kristina Marie Workman**, *Cornell U.*
Facilitator: **Heather Ciara Vough**, *George Mason U.*

The act of inductively coding qualitative data can be daunting for early stage researchers. While some students gain tacit knowledge about coding through training with a qualitatively-oriented mentor, many more students struggle to code their data without mentorship or adequate training. The few prescriptive resources that are available introduce general strategies for coding, but do not explain the cognitive processes that are involved in executing these techniques. To address this lack of coding resources, we propose a virtual PDW in which experienced, as well as more early-career, qualitative scholars will introduce their methods for analyzing qualitative data. Importantly, they will not only discuss how they code data, but will also explain their thought processes, so participants can begin to develop the cognitive sensibilities necessary to examine data in their own projects. To facilitate the development of these cognitive skills, the proposed virtual PDW will involve an interactive component in which participants code text provided by one of the facilitating scholars, discuss their specific experiences coding, and receive feedback from the scholars about how to improve their coding skills in future work.

Thank you for your interest in this two part PDW. The first half of the PDW will be a panel discussion and is open to anyone to attend. The second part of the PDW requires prior registration and is an experiential learning session which requires participants to complete a brief coding exercise ahead of time. You will then have the opportunity to work in a small group with your facilitator of choice where you can ask more specific questions about the scholar's coding process, discuss your coding experience, and learn from others' coding experiences. To reserve your place in a breakout room with a qualitative scholar, please complete the following steps: 1. Fill out this brief application with your research interests and facilitator preferences at <https://forms.gle/h5PpH9zyYfuB42DA> by 11:59pm on Sunday, June 20th. 2. Complete and submit a brief coding exercise (facilitator assignments and pre-work instructions will be sent to you in late June) by 11:59pm on Monday, July 19. *Please note that the second half of this workshop is limited to 36 participants. Acceptance notices will be sent on a rolling basis. We will do our best to match participants to roundtables based on their expressed preferences and research interests. We look forward to receiving your application!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **149** | Submission: **10114** | Sponsor(s): **(RM, OB, MOC, STR, OSCM, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:00PM - 4:00PMET (UTC-4)**

A Best-Practice Guide for Publishing Registered Reports in Management Research



Publishing Registered Reports: Best-Practice Guide

Organizer: **Roman Briker**, *Maastricht U.*
Presenter: **Jon Michael Jachimowicz**, *Harvard Business School*
Presenter: **Fabiola Heike Gerpott**, *WHU - Otto Beisheim School of Management*
Presenter: **Charles A. Dorison**, *Northwestern Kellogg School of Management*
Presenter: **John Antonakis**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Presenter: **Joyce He**, *U. of California, Los Angeles*

Management research aims to produce trustworthy and replicable scientific output. A promising approach to better achieve this goal and counteract questionable practices in the field is the publication model of Registered Reports, i.e., the submission and peer review of a manuscript containing hypotheses, planned methods, and analysis plan before collecting data. This publication model offers exciting opportunities to tackle replication problems and ensure methodological rigor, gain a job market advantage, produce more relevant insights for practice, and adhere to new funding requirements for open science. Indeed, an increasing number of top-tier journals such as *Nature Human Behavior*, *Journal of Experimental Social Psychology*, and *The Leadership Quarterly* now offer Registered Reports. Building on developments in other fields, this PDW seeks to focus on how to plan, (where to) submit, and successfully publish a Registered Report. As such, this PDW has three main goals: First, we will provide a hands-on introduction to registered reports. Particularly, we will explain (a) what Registered Reports are, (b) why and how Registered Reports can complement existing management research, and (c) which management journals (and journals in related fields) offer Registered Reports. Second, experienced authors and an editor who handles Registered Reports (John Antonakis, *The Leadership Quarterly*) will present best-practice guides and share (successful) publication stories of Registered Reports, do's and don'ts, as well as common pitfalls. Third, participants will have the opportunity to share their ideas for Registered Reports, discuss possible concerns about this publication model, and contribute to a panel discussion on the future of Registered Reports in management research. Overall, participants will learn how to better approach Registered Reports, find out if this publication model might suit their research questions, and learn where and how to publish them.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Caucus**
Program Session: **150** | Submission: **10009** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

Virtual Work: Broadening the Research Agenda  
Virtual Work Research

Organizer: **Sumita Raghuram**, *San Jose State U.*
Organizer: **N. Sharon Hill**, *George Washington U.*

Virtual work research has developed in siloes (e.g. telework, virtual teams, computer-mediated work). Consequently, there are missed opportunities for leveraging cross-disciplinary developments. This caucus aims to identify opportunities to bridge research across different virtual work domains by bringing together scholars who focus on different aspects of virtual work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Volunteering and Philanthropy

Digital Session Chair: **Marlene Walk, IUPUI**

PNP: Volunteers as Shapers of their Work: Job Crafting in Satisfaction and Organizational Identification

Author: **Marlene Walk, IUPUI**
Author: **Emily Peterson, IUPUI**

Volunteer satisfaction is a significant concern because volunteers tend to “vote with their feet” and leave nonprofit organizations when they are dissatisfied. Volunteer management predominantly focuses on the implementation of management practices aiming to improve volunteer outcomes. This study alters the perspective and focuses on volunteers as active participants in their volunteer experience. We propose that volunteer proactivity is an important, yet overlooked, factor in volunteer outcomes such as satisfaction and organizational identification. Further, we posit that those volunteers who perceive their volunteer work as meaningful are more likely to engage in proactive behavior. We test and (partially) confirm our hypotheses using a sample of 678 volunteers in one youth-serving nonprofit organization in the Midwest region of the United States.

Paper is Available to Meeting Registrants Only.

PNP: Unemployment rates and nonprofits' volunteer use: A study of U.S. charitable organizations (WITHDRAWN)

Author: **Jeongyoon Lee, U. of Kentucky**
Author: **Young Joo Park, U. of New Mexico**
Author: **Sungeun Kim, Oakland U.**

As a community's unemployment rate increases, financial supports for nonprofits drop, service demands for nonprofits increase, and potential volunteers' supply increases. Nonprofits find volunteers to be a vital asset and collaborative partners. Guided by resource dependence and transaction costs theory and resource-based view, this study examines how a community's unemployment rates influence nonprofits' volunteer use and how some nonprofits use more volunteers as critical resources than others in times of a community's financial hardship. Using IRS 990 and U.S. Census data (2010-2012), our longitudinal analysis finds that 1) nonprofits situated in communities with higher unemployment rates use fewer volunteers; 2) nonprofits having higher resource management competencies use more volunteers; 3) nonprofits having higher financial resource management competencies use more volunteers in communities with higher unemployment rates. These findings will help pinpoint how volunteers can best be deployed as a substitute for financial resources, production cost-saving human resources, and social resources in times of economic challenges.

Paper is NOT Available. Please contact the author(s).

PNP: The Effect of Corporate-Nonprofit Partnerships on Intention to Donate and Volunteer

Author: **Rong Wang, U. of Kentucky**
Author: **Michelle D. Shumate, Northwestern U.**

Increasingly, nonprofits and corporations publicly communicate about their partnerships. Guided by information integration theory, this paper examines how information about a nonprofit's partnership with a corporation influences individuals' intention to donate and volunteer. This research used a two-study experimental design. Study 1 (N = 966) examined how explanations for the partnership and partnership evaluation influenced the two outcomes. Study 2 (N = 970) further examined whether specific information about partnerships, including type, duration, and communication source, was integrated with existing knowledge to influence the outcomes. Partnership evaluation consistently impacted stakeholder's intention to support nonprofits, and it mediated the effect of partnership explanations on the intention to volunteer. Furthermore, partnership type significantly influences the two outcomes while duration and source of communication had no impact. (124 words)

Paper is Available to Meeting Registrants Only.

PNP: Drawn In or Crowded Out? Do Funding Signals Have the Same Effect in Nonprofit Contexts?

Author: **Cavin Joseph Williamson, U. of Tennessee, Knoxville**
Author: **David Gras, U. of Tennessee**

In for-profit organizing, financial support from third parties signals capability to other prospective financial backers, leading to further resource acquisition. In nonprofit organizing, however, signals of financial support potentially have a more complex relationship with future funding, as the financial support of one party has been shown to crowd out support from other parties in nonprofit giving. In this study, therefore, we pose competing hypotheses on the effect of financial support signals in nonprofit contexts, summarizing evidence in support of the crowding out and capability signaling perspectives. Using tax filing data from a population of Canadian nonprofits, we examine the effect of signals of financial support on subsequent donations from other sources. Findings suggest that signals of financial support positively predict future funding from other sources in general, but that this effect is contingent on organization size. Large and small organizations' financial support tends to positively predict future support, while midsize organizations' financial support is far more of a ‘mixed bag’, including several negative and significant effects in predicting future support. Our findings deepen understanding of signaling dynamics in nonprofit contexts, and provide guidance for nonprofit fundraisers.

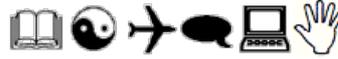
Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **152** | Submission: **16352** | Sponsor(s): **(CAR, MED, OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:30PM- 3:00PMET (UTC-4)**

**Writing and Publishing Teaching Cases on
Careers: a tool for Academics and Practitioners**
Writing Teaching Cases on Careers



Organizer: **Tania Casado**, *U. of Sao Paulo (FEA/USP)*
Organizer: **Erica Berte**, *Metropolitan State U.*
Facilitator: **Michael B. Arthur**, *Suffolk U.*
Facilitator: **Marilyn L Taylor**, *U. of Missouri, Kansas City*
Facilitator: **Vijaya Narapareddy**, *U. of Denver*
Facilitator: **Theresa Taylor-Coates**, *Limestone College*
Facilitator: **Cynthia A. Ingols**, *Simmons U.*
Facilitator: **Holly Slay Ferraro**, *Seattle U.*

This PDW focuses on showing academics how they can advance their career through the Scholarship of Teaching and Learning (SoTL) by writing and publishing cases studies on the career field. The session is designed for those who are interested in the Teaching Careers field and want to use teaching strategies that engage students, promote critical thinking, clarify careers theories, assist professors to reach the class learning outcomes and high student's score evaluations. In addition, the session is addressed to those academics that are concerned in how they can advance their career, by publishing in reputable journals building their case for tenure and promotion. The workshop is organized in a way to actively involve participants in writing Teaching Cases, exploring fundamental issues on case writing, covering main aspects of this pedagogical technique, and ultimately, its publication. It's organized and facilitated by experienced and award-winning case scholars, from different countries and universities, members of associations and groups focused on new approaches on Teaching Careers. Also, this PDW brings back an important initiative of the Career Studies Teaching Community.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **153** | Submission: **16691** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:30PM- 3:00PMET (UTC-4)**

**Health Care Management Division Senior Scholars Coffee Chat (Mentoring,
Friday)**
HCM Division Senior Scholars Coffee Chat

Representative-at-Large: **Nicholas Edwardson**, *U. of New Mexico*
Representative-at-Large: **J'Aime Jennings**, *U. of Louisville*

The leadership of the HCM division has created a Senior Scholars Mentoring Coffee Chat. In this virtual environment, it has made it particularly difficult for doctoral student early in their academic career to interact with colleagues in the field in usual ways, building up connections and exchanging ideas and research. The goal of this program is for HCM doctoral students, post-docs, and junior faculty to have the opportunity to communicate and exchange thoughts with peers from other schools and countries with the guidance of a senior health care management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **154** | Submission: **16474** | Sponsor(s): **(HCM, SIM, ONE, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:30PM - 3:00PMET (UTC-4)**

**Preparing healthcare leaders to become good ancestors:
Implications for teaching**
Healthcare leaders as good ancestors



Chair: **Andrew N. Garman**, *Rush U.*
Facilitator: **Ryan Armbruster**, *U. of Minnesota*
Facilitator: **Katherine A. Meese**, *U. of Alabama, Birmingham*
Facilitator: **Paula Song**, *Virginia Commonwealth U.*

In 2008, Donald Berwick and colleagues published a seminal paper outlining what came to be known as the “Triple Aim” (Berwick, Nolan, & Whittington, 2008). The article articulated the critical interplay between care quality, access and cost, and how the U.S. health system could not make progress unless it pursued all three aims simultaneously. Since that time, health systems have been trending toward a greater focus on the health of the communities they serve, expanding the complexity of healthcare leaders’ roles to include a focus not just on community welfare, but also on advocacy. In the decade to come, this focus is predicted to expand further, to include what might be characterized as an “employer triple aim,” involving the intersection of well-being, socio-economic justice, and climate change. The proposed workshop features experienced academics working in each of these three areas, who will discuss their work preparing students for the next-generation challenges they may face in each of these three areas. The second half of the workshop will involve break-out sessions, in which participants can pursue a deeper dive into two of the three topics of their choosing, exploring strategies for bringing these critical topics into the classroom.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **155** | Submission: **16726** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:30PM - 3:00PMET (UTC-4)**

MC Distinguished Scholar Presentation
MC Distinguished Scholar Presentation

Program Chair: **Daniel Degraevl**, *California State U., Northridge*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **156** | Submission: **11859** | Sponsor(s): **(MED, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:30PM - 3:00PMET (UTC-4)**

Board(room) games: An interactive symposium exploring the use of gaming in management

Board(room) games



Panelist: **Ian Stuart Mercer**, *Auburn U.*
Panelist: **Gabrielle Swab**, *Towson U.*
Panelist: **John N. Harris**, *Georgia Southern U.*
Panelist: **Paul Johnson**, *U. of Mississippi*
Panelist: **David Tomczyk**, *Quinnipiac U.*
Panelist: **Jason Morningstar**, *Bully Pulpit Games*

MED Best Symposium in Management Education and Development Award sponsored by McGraw Hill/Irwin for the symposium that offers the most significant contribution to advance management education and development.

This panel symposium explores the use of gaming in management research, education, and practice. Bringing together management researchers with experience of the gaming industry, and industry professionals who are active in supporting gaming in learning and education, we generate an interactive discussion of the implications of using games within research and management education. We specifically discuss the use of games within educational settings, highlighting how we have used a variety of games in several different management courses including Leadership, Organizational Behavior, Human Resource Management, Entrepreneurship and Strategic Management as experiential learning activities. In doing so, we discuss how commercially available game scan be modified and adapted for management education and how games and game design can be implemented to illustrate management course material. This symposium session will also involve hands on experience for attendees to use different games in a virtual format, highlighting how such use can creatively enforce terms and concepts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **157** | Submission: **17366** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:30PM- 3:00PMET (UTC-4)**

Words Matter: The Role of Rhetoric in Organization Behavior



Digital Session Chair: **Kristina Wald**, *U. of Chicago Booth School of business*

OB: Making a Boast Believable: Disclaimers Increase the Effectiveness of Seemingly Untrue Brags

Author: **Kristina Wald**, *U. of Chicago Booth School of business*
Author: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
Author: **Jane Risen**, *U. of Chicago Booth School of business*

Communicating about one's accomplishments and abilities to others is an important part of navigating the social world, yet people are not always believed when making self-promotional claims. In this research, we investigate how people can brag about themselves more effectively when their audience is not likely to find their claim very credible. In particular, we examine, and find support for, the efficacy of disclaimers—phrases that attempt to prevent negative judgments from the speaker's forthcoming statement (e.g. "This may sound strange to you, but..." or "I'm not that smart, but...")—as an effective tool that can address a brag's lack of believability and thereby improve perceptions of the brag. However, we also find evidence that such disclaimers are ineffective, and sometimes even harmful, when the speaker is already perceived as credible in their claim. Finally, we find that other types of disclaimers (that address other negative aspects of the statement besides the lack of believability) are ineffective regardless of speaker credibility. Results are discussed in terms of the disclaimer's effect on perceived speaker self-awareness and sincerity.

Paper is Available to Meeting Registrants Only.

OB: Watch your language! What CEO tweets tell about firm performance and how they change due to COVID-19

Author: **Sabine Bergner**, *U. of Graz*
Author: **Karl Kreiner**, *AIT Austrian Institute of Technology*

Language is the primary tool for business communication and exerts its influence during both times of crisis and stability. This study examines the power of CEO language and investigates its link to firm performance, firm reputation and crisis management. Therefore, the language style of 144 CEOs was analyzed using their messages on Twitter before and during the COVID-19 crisis. In essence, CEOs who tweet more often about their achievements and motivational drive and who use more assertive and community-related language manage financially more successful firms. Notably, CEO language directly relates to various financial indices of firm performance including assets, profit or revenue. The findings reveal that the power of CEO language partly lies in its effect on firm reputation. When CEOs send tweets rich in achievement-oriented, assertive, driven and community-orientation expressions they nourish the firms' reputation, which then feeds the firms' financial performance. Notably, CEOs adapt their language on Twitter in critical times, such as during the COVID-19 crisis, and use more personal and socio-relational expressions with an emphasis on affiliation and community but also on negative emotions like anger during the crisis. Concluding, this study demonstrates the power of CEO language on social media and provides insights on how it changes in times of crisis. Its implications are discussed in light of the upper echelons theory and impression management theory.

Paper is Available to Meeting Registrants Only.

OB: Linking Daily Intercultural Communication to Creative Behavior: A Job Demands-Resources Perspective

Author: **Cheng-Huan Liu**, *Rutgers U., School of Management and Labor Relations*
Author: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*
Author: **David T. Wagner**, *U. of Oregon*

Although multicultural interactions are purported to offer creative potential, this creativity often goes unrealized. Our research takes a within-person approach to unravel the conundrum of creativity in cultural diversity. To do so, we focus on intercultural communication quality and examine how it facilitates day-to-day creativity in a multicultural workplace. Drawing on the motivational process of Job-Demands-Resources and conservation of resources theories, we propose that daily quality of intercultural communication indirectly enhances an individual's creative behavior the following day through work-related rumination and work engagement. Results from an experience sampling study of 136 employees who work outside their home country generally supported our model. Specifically, employees experiencing daily high-quality intercultural communications reduced affective rumination in the evening and enhanced their next-day work engagement and creative behavior. Overall, this study enriches our understanding of multicultural interactions and creativity by adopting an intra-individual approach.

Paper is Available to Meeting Registrants Only.

OB: Happy Talk: Is Common Diversity Rhetoric Effective Diversity Rhetoric?

Author: **Lisa Michelle Leslie**, *New York U.*
Author: **Elinor Flynn**, *New York U.*
Author: **Olivia Foster-Gimbel**, *New York U.*
Author: **Colleen Flaherty Manchester**, -

Despite increased emphasis on diversity, diversity initiatives often evoke negative employee reactions, which undermine their effectiveness. We investigate leaders' diversity rhetoric—defined as how leaders talk about diversity—as a tool for increasing employees' diversity support. We identify three diversity rhetoric types: value-in-diversity (diversity creates value), challenge-in-diversity (diversity creates challenges), and contingent diversity (diversity creates value if the challenges are overcome). Drawing from theory on communication norms, we predict value rhetoric is most common. Drawing from theory on persuasion and goal setting, we predict contingent rhetoric is most effective. An archival study of company websites reveals value rhetoric is most common, but contingent rhetoric has the strongest positive effect on diversity rankings (Study 1). A survey of employees of an agriculture company reveals leaders use value rhetoric most often, but contingent rhetoric has the strongest positive effect on employees' behavioral diversity support (Study 2). Finally, an experiment reveals diversity rhetoric has causal effects and perceived goal difficulty explains why contingent rhetoric is most effective (Study 3). Collectively, these studies uncover a descriptive-prescriptive paradox—the most common diversity rhetoric is not the most effective—and suggest leaders can increase diversity support by changing the way they talk about diversity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **158** | Submission: **10384** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 1:30PM - 2:30PMET (UTC-4)**

Organizational Behavior Division Awards Ceremony
OB Division Awards

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **159** | Submission: **14242** | Sponsor(s): **(OB, GDO, CM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 1:30PM - 3:00PMET (UTC-4)**

An Examination of Why Diversity Initiatives are Implemented and How To Do So Effectively

Diversity Initiative Implementation and Outcomes



Discussant: **Merrick Osborne**, *USC Marshall School of Business*
Organizer: **Francesca Gino**, *Harvard U.*
Presenter: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Participant: **Tiffany Smith**, *The Wharton School, U. of Pennsylvania*
Presenter: **Lyangela Gutierrez**, *U. of California, Los Angeles*
Participant: **Kaylene McClanahan**, *U. of California, Los Angeles*
Participant: **Samantha Kellar**, *UCLA Anderson School of Management*
Participant: **Hannah Birnbaum**, *Northwestern Kellogg School of Management*
Presenter: **N. Derek Brown**, *Haas School of Business, UC Berkeley*
Participant: **Drew Jacoby-Senghor**, -
Presenter: **Olivia Foster-Gimbel**, *New York U.*

As the workforce becomes increasingly racially diverse, creating spaces to discuss and address issues surrounding racial diversity has become an important aspect of modern organizational life. However, organizations have to consider how to create these spaces in ways that do not promote backlash. Extant work has demonstrated that, in many ways, this can be challenging as discussing race and racism can garner feelings of resistance among discussants, reducing their desire to improve diversity. Thus, to better prepare organizations and leaders to address diversity, this symposium presents research that develops insights into how diversity concerns are addressed, and the ramifications for different approaches to addressing them. This symposium will begin by exploring how organizational leaders' engagement with race and racism shapes if, and how, they address it in their organizations. A common way for organizational leaders to address racism is by implementing a diversity initiative; consequently, this symposium will also seek to understand the elements of diversity initiatives that influence how employees respond to these initiatives. After the presentations, there will be a group discussion, facilitated by PhD candidate Merrick Osborne, that will develop concrete recommendations for managers and organizations moving forward.

Why and How Global Organizations Pivot Their Perspectives on Race and Racism in the Workplace

Author: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Author: **Tiffany Smith**, *The Wharton School, U. of Pennsylvania*

The Business Case for Diversity Leads to the Dehumanization of Racial Minorities

Author: **Lyangela Gutierrez**, *U. of California, Los Angeles*
Author: **Kaylene McClanahan**, *U. of California, Los Angeles*
Author: **Samantha Kellar**, *UCLA Anderson School of Management*
Author: **Hannah Birnbaum**, *Northwestern Kellogg School of Management*

Majority Group Members Misperceive the Effects of Diversity Policies That Benefit Them

Author: **N. Derek Brown**, *Haas School of Business, UC Berkeley*
Author: **Drew Jacoby-Senghor**, -

Evidence for a Curvilinear Effect of Psychological Discomfort on Dominant Group Members' Engagement

Author: **Olivia Foster-Gimbel**, *New York U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **160** | Submission: **15697** | Sponsor(s): (SIM, MSR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:30PM- 3:00PMET (UTC-4)**

**Toward the Humanistic Manager and Transformative
Management & Organizing: Editors Panel & Let's Go!**
Toward the Humanistic Manager: Editors Panel & Go!



Organizer: **Erica Steckler**, *U. of Massachusetts, Lowell*
Organizer: **Elizabeth A. Castillo**, *Arizona State U.*
Distinguished Speaker: **Anita McGahan**, *U. of Toronto*
Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Shelley Brickson**, *U. of Illinois at Chicago*
Panelist: **Christopher Michaelson**, *U. of St. Thomas*
Panelist: **Michael Andreas Pirson**, *Fordham U.*
Panelist: **Christopher I. Rider**, *U. of Michigan, Ross School of Business*
Panelist: **Elizabeth Eve Umphress**, *U. of Washington*
Panelist: **David Wasieleski**, *Duquesne U.*
Facilitator: **Laura Albareda**, *LUT U., School of Business and Management*
Facilitator: **Wolfgang Amann**, *HEC Paris*
Facilitator: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*
Facilitator: **Osmar Arandia**, *U. de Monterrey*
Facilitator: **Oana Branzei**, *Ivey Business School*
Facilitator: **Elizabeth A. Castillo**, *Arizona State U.*
Facilitator: **Celeste Diaz Ferraro**, *Pennsylvania State U.*
Facilitator: **David Greenway**, *UMass Lowell Manning School of Business*
Facilitator: **Reut Livne-Tarandach**, *Manhattan College*
Facilitator: **Elissa Magnant**, *UMass Lowell Manning School of Business*
Facilitator: **Michael D. Santonino**, *Embry-Riddle Aeronautical U. – Worldwide*
Facilitator: **Erica Steckler**, *U. of Massachusetts, Lowell*
Facilitator: **James A F Stoner**, *MSR*
Facilitator: **Clark H. Warner**, *Toulouse School of Management*

Super-wicked problems of our time (Levin et al., 2012) have caught the attention of the organization and management scholarly community (Howard-Grenville et al., 2019). As we turn the corner into the '20s, many recognize the necessity for transformative leadership and organizing. In this PDW we explore humanistic approaches that encourage and empower managers and their organizations to focus on addressing the major challenges of our era by considering human and societal needs and propagating remedies rooted in principles of dignity and well-being. Drawing on humanistic perspectives of management that prioritize the protection of human dignity and promotion of well-being (e.g., Pirson, 2017), this PDW constructs a high engagement space to seed interdisciplinary dialog across social, environmental, political, and economic dimensions. The PDW features opening keynote remarks by management thought leader Anita McGahan, past president of the Academy of Management (AOM), who calls for innovative managerial approaches and enlightened organizational action on issues including social justice and immigration (McGahan, 2020). In addition, editors from top management journals will share insights and discuss publication strategies in support of scholarly efforts that prioritize and amplify the best of humanity in managing and organizing. The session concludes with facilitated breakout conversations for developing and implementing humanistic resources that inspire novel thinking and energize solution-generation among managers, and that advance research and impact across management scholars.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Managers & Decisions for Innovation

Digital Session Chair: **Nadine Hietschold**, *Bern U. of Applied Sciences*

TIM: Why do innovation managers put a premium on premium?

Author: **Mario Schaarschmidt**, *Paderborn U.*
Author: **Gianfranco Walsh**, *Friedrich Schiller U. Jena*
Author: **Ariane Segelitz-Karsten**, *Friedrich Schiller U. Jena*
Author: **Nadine Hietschold**, *Bern U. of Applied Sciences*
Author: **Sebastian Gurtner**, *Bern U. of Applied Sciences*
Author: **Ronny Reinhardt**, *Friedrich Schiller U. Jena*

Researchers and practitioners call for innovation that is affordable to consumers with a low willingness or ability to pay. However, many affordable innovation ideas may never come to fruition because they do not get past important innovation gatekeepers; managers and decision-makers' individual-level preferences and attitudes may hinder the development of affordable innovation. This research identifies affordable innovation rejection attitudes among decision managers as a major obstacle in developing affordable innovation and proposes a scale to measure them. Across a series of qualitative and quantitative studies, this research develops and validates a parsimonious psychometric scale to measure decision-makers' affordable innovation rejection (AIR) attitudes. The resulting six-item scale is based on a tripartite conceptualization of AIR and proves to be valid in terms of convergent, experimental, nomological, and test-retest reliability. We discuss possible applications of the scale in light of a short future research agenda.

Paper is Available to Meeting Registrants Only.

TIM: The role of group composition for cognitive collaborative foresight processes

Author: **Melanie Wiener**, *WU Vienna U. of Economics and Business*
Author: **Regina Gattringer**, *Johannes Kepler U. Linz*

Corporate foresight is said to be a promising approach to reduce or handle uncertainty arising from fast changing, complex environments. The added-values mentioned in literature are among others, that it prepares for the future by challenging dominant mental models that decision-makers have adopted from the past and helping them to overcome the inertia inherent in their beliefs. The literature review shows that collective cognition – and in this regard group composition – plays an important role in how far proposed qualities of cognitive foresight can be met and cognitive biases (e.g. group polarization phenomenon, confirmation bias) can be overcome. This research investigates how group composition (in terms of homogeneity versus heterogeneity) affect cognitive foresight processes and how cognitive pitfalls are likely to be overcome. Based on an integrated literature review, we propose a conceptual framework of a collaborative foresight that benefits from inter-organizational diversity and offer suggestions to guide future empirical and theoretical research.

Paper is Available to Meeting Registrants Only.

TIM: Competing Logics of Structure and Stakeholders for New Product Development in a Corporate Makerspace

Author: **Cole Crider**, *Florida Gulf Coast U.*
Author: **Russell E. Browder**, *U. of Oklahoma Price College of Business*
Author: **Robert P. Garrett**, *U. of Louisville*

The purpose of this study is to understand the competing logics at work in an internal corporate venture (ICV) structure focused on the new product development process (NPD). Through an ethnographic approach, we explore how one large corporation launched an ICV with a unique structure and innovation processes in the form of a corporate makerspace. We analyze the competing logics of ICV and parent company through four iterations of the NPD process, explaining how each product cycle surfaced conflict between logics and led to structural changes for different sets of stakeholders.

Paper is Available to Meeting Registrants Only.

TIM: The Impact of a Central Functional Department for Innovation Management on Firms' NPD Performance

Author: **Fabian Reck**, *U. of Bamberg*
Author: **Philipp Caspar Wiesenfeldt**, *U. of Bamberg*

In this paper, we examine if and by which mechanisms the presence of a functional department for innovation management at the corporate level (IMD) impacts firms' NPD performance. Drawing on the RBV and the notion of organizational structure as a venue for capability development, we propose that the presence of a central IMD helps the firm cultivate valuable capabilities that facilitate new product development. Distinguishing between execution-oriented and entrepreneurial roles of corporate functions, we extend this baseline argument and specify five capabilities that we expect to be influenced by IMD presence: three of them corresponding to the execution-oriented role of the IMD (project selection and evaluation, project implementation, project coordination), and two corresponding to the entrepreneurial role (innovation orientation, openness to external knowledge). We test the resulting mediation model based on survey data from a sample of 124 manufacturing and service firms using PLS-SEM. Our results demonstrate that IMD presence positively affects the firm's capabilities for selecting, implementing, and coordinating NPD projects, but has no significant effect on innovation orientation and openness to external knowledge. By this, IMD presence benefits the firm's NPD efficiency. Regarding NPD effectiveness, however, our results indicate that IMD presence might be a double-edged sword.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **162** | Submission: **11846** | Sponsor(s): **(CAR, HR, OB, RM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 2:00PM- 3:30PMET (UTC-4)**

Sequence Analysis in Career & HRM Research: Techniques and Practical Applications

Sequence Analysis



Organizer: **Katja Dlouhy**, *U. of Mannheim*
Organizer: **Torsten Biemann**, *U. of Mannheim*

This is an introductory workshop on sequence analysis, specifically on optimal matching analysis. Optimal matching analysis can be used to assess similarity of sequence data, and to find patterns in longitudinal nominal data. The workshop is targeted at researchers and doctoral students who want to get started with this method. The objective of the workshop is to encourage and enable participants to apply sequence analysis in their own research. After introducing fundamentals of the method, we will provide examples of its use in empirical career studies. Attendees will then develop practical, hands-on skills for using optimal matching analysis by analyzing a sample data set with career sequences. We will discuss important practical issues and introduce some advanced applications, giving enough room for discussion and questions. After registration, participants will be provided with a download link to the free software R, sample data, and some syntax for R that can serve as a blueprint for their own future analyses.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Voice in Context: The Influence of Situational Opportunities & Constraints on Employee Voice

Employee Voice in Context and as Context



Chair: **Giselle Elaine Antoine**, *U. of Washington, Seattle*
Chair: **Crystal I Chien Farh**, *U. of Washington*
Discussant: **Elizabeth Wolfe Morrison**, *New York U.*
Participant: **Hyunsun Park**, *U. of Maryland*
Participant: **Subrahmaniam Tangirala**, *U. of Maryland*
Participant: **E. S. Srinivas**, *Indian Institute of Management, Bangalore*
Participant: **Limei Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Participant: **Vijaya Venkataramani**, *U. of Maryland*
Participant: **Liang Jian**, *Tongji U.*
Participant: **Jing Wu**, *BI Norwegian Business School*
Participant: **Ethan Burris**, *U. of Texas at Austin*
Participant: **Taeya Howell**, *Brigham Young U.*
Participant: **Stephen Stubben**, *U. of Utah*
Participant: **Kyle Welch**, *George Washington U.*
Participant: **Zhanna Novikov**, *Stanford U.*
Participant: **Rangaraj Ramanujam**, *Vanderbilt U.*

Employee voice is critical to organizational functioning. A recent line of inquiry has begun to explore how context -- situational factors external to the voicer -- influence when and whether employees speak up. Predominantly, this research has focused on the role of the leader in eliciting or discouraging voice. This symposium explores research on voice and context beyond the influence of leadership to other critical aspects in the context. This symposium expands theory and research on the unexplored ways context influences when, how and whether members voice, along with the downstream consequences of voice.

Fail to See Problems, Fail to Speak Up: How Trustworthy Leaders Inhibit Employee Voice

Author: **Hyunsun Park**, *U. of Maryland*
Author: **Subrahmaniam Tangirala**, *U. of Maryland*
Author: **E. S. Srinivas**, *Indian Institute of Management, Bangalore*

Who Speaks to Whom? How Voice Flows Within and Across Demographic Faultlines in Teams

Author: **Limei Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Vijaya Venkataramani**, *U. of Maryland*
Author: **Subrahmaniam Tangirala**, *U. of Maryland*
Author: **Liang Jian**, *Tongji U.*
Author: **Jing Wu**, *BI Norwegian Business School*

Hearsay, Rumor, and Speaking Up About Other Employees' Issues

Author: **Ethan Burris**, *U. of Texas at Austin*
Author: **Taeya Howell**, *Brigham Young U.*
Author: **Stephen Stubben**, *U. of Utah*
Author: **Kyle Welch**, *George Washington U.*

More Than Words: A Theory of Context Dependent Communication Style & Employee Voice

Author: **Giselle Elaine Antoine**, *U. of Washington, Seattle*
Author: **Crystal I Chien Farh**, *U. of Washington*

Anxiety and Errors at Work: The Moderating Role of Promotive Team Voice

Author: **Zhanna Novikov**, *Stanford U.*
Author: **Rangaraj Ramanujam**, *Vanderbilt U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **164** | Submission: **16659** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM- 3:30PMET (UTC-4)**

ENT Division Late Career Consortium 
ENT Division Late Career Consortium

Host: **Jon C. Carr**, *North Carolina State U.*

This consortium is specifically designed to meet the needs of those scholars who are in the later stages of their scholarly career. This consortia activity adopts a highly interactive online format (small group discussions, personalized Q&A, etc.). Leading entrepreneurship scholars will provide practical advice and mentorship to help late career ENT scholars manage the on-going and new stages of their career.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Incivility and Microaggressions at Work

Digital Session Chair: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*

GDO: Silenced by Incivility: People, Especially Women, Voice Less in Uncivil Groups  

Author: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*
Author: **Kathryn A. Coll**, *U. of Utah*
Author: **Kristin Bain**, *Rochester Institute of Technology*
Author: **Tamar Admati Kreps**, *U. of Hawaii*

Researchers have discovered inconsistent relationships between voice and gender. Drawing on the theoretical perspectives of voice climate and backlash anticipation, we propose that uncivil social interactions between workgroup members can affect decisions to voice, and that they do so differently for men and women. In two immersive online experiments with over 2,000 participants, we find that those assigned to participate in uncivil versus civil groups were less willing to voice, and that the silencing effect was stronger for women than men. We also find evidence that two aspects of group voice climate—psychological safety and impact—were parallel mediators explaining the effect of incivility on voice. Further, we show that these effects can be mitigated if group members support each other, even when they are otherwise uncivil. This work adds to the field's understanding of voice by demonstrating how decisions to engage in extra-role behavior can depend on peer interactions in small workgroups, and that these interactions can affect some people more than others.

Paper is Available to Meeting Registrants Only.

GDO: Disrupting the effects of gender microaggressions: Allies as triggers of redemptive sense-making  

Author: **Jennifer Kim**, *Tufts U.*
Author: **Alyson Meister**, *IMD Business School*

Women continue to remain underrepresented in Science, Technology, Engineering, and Math (STEM), and this gender disparity is particularly pronounced in leadership positions. Through in-depth, qualitative interviews of 39 professional women in STEM careers, we explore how experiencing gender microaggressions in the workplace can shape the experiences and leadership outcomes for women leaders in STEM. Our findings highlight the various types of gender microaggressions women most often confront, and how and when these microaggressions are likely to occur. We discover the negative impact that experiencing microaggressions can have on women's work identities, and in particular how it can trigger a cycle of rumination and self-doubt. Importantly, we surface the interventional and empowering role that allies play in triggering a redemptive sense-making process that can ultimately support women to build resilience and counter the negative effects of this experience.

Paper is Available to Meeting Registrants Only.

GDO: Coping Strategies and Sensemaking for Microaggressions  

Author: **Nisha Nair**, *U. of Pittsburgh*
Author: **Deborah Good**, *U. of Pittsburgh*

Microaggressions can have damaging health impacts on minorities experiencing exclusion through such forms of discrimination and bias (Nadal, Griffin, Wong, Davidoff, & Davis, 2017; Sue, Capodilupo, & Holder, 2008). Using focus groups of different marginalized groups and through in-depth interviewing, we analyze the ways in which marginalized identities respond to and deal with microaggressions. Through a qualitative analysis of microaggression experiences along race, gender, sexual orientation and religion, we explore the sensemaking process and coping mechanisms employed by recipients of the microaggressions. Our results indicate some underlying patterns of sensemaking, categorized as coping by a) resisting or reclaiming voice, (b) retreating, reframing or withdrawing, (c) rejecting or stonewalling, (d) restraining and internalizing, (e) receiving support and reconnecting (with safe spaces), and (f) redoubling (effort).

Paper is NOT Available. Please contact the author(s).

GDO: The Impact of Subordinate Incivility on Male and Female Leaders' Well-Being: An Experimental Study

Author: **Rhea Paskel Stronach**, *Saint Mary's U., Canada*
Author: **Camilla M. Holmval**, *Saint Mary's U.*

Utilizing a between-subjects (N = 125) laboratory experiment, we investigated whether subordinate incivility impacts leader well-being (operationalized as state affect), whether this relationship is mediated by relatedness and competence needs frustration (Baard, Deci, & Ryan, 2004), and whether these mediation effects are stronger for females than for males. Results demonstrated that: (1) subordinate incivility caused lower positive affect for both genders and higher negative affect for male leaders only; (2) subordinate incivility impacted leader affect via relatedness need frustration for both genders; and (3) subordinate incivility impacted leader affect via competence need frustration for male leaders only. Existing research exploring subordinate incivility is primarily correlational; we provide causal evidence of the impacts of disrespectful subordinate behaviour on leader well-being and find evidence for the mediating role of needs frustration variables, and the moderating role of gender, in understanding leader reactions to mistreatment from their employees.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **166** | Submission: **10197** | Sponsor(s): **(GDO, CM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM- 4:00PMET (UTC-4)**

Are We Even On the Same Side?: Pitfalls to Allyship
Are We Even On the Same Side: Pitfalls to Allyship



Organizer: **Michael Rosenblum**, *NYU Stern School of Business*
Participant: **Jaelyn Lisnek**, *U. of Virginia*
Participant: **Michelle Lee**, *New York U.*
Participant: **Olivia Foster-Gimbel**, *New York U.*

In pursuing societal change, members of dominant groups are often called to act as allies to disadvantaged groups. Four talks highlight how and why such alliances are often fraught: prejudices leak from the allies' words, groups differ in perceived harm, and coalition members' motives are questioned. The first talk shows that Black Americans infer the underlying prejudices of Whites who declare themselves to be nonprejudiced and egalitarian, and that their interpersonal evaluations and behavioral trust are shaped by Whites' underlying prejudice. The next talk examines a tendency of conservatives to see men as the true victims of the #MeToo movement, thereby inhibiting allyship. The third talk discusses how White coalition members (relative to racial minorities) may be perceived to have ulterior motives for allyship in interracial political coalitions, which influences observers' intentions to join such coalitions. The last talk investigates how organizational actors understand their own allyship efforts and how this affects the development of employee allyship programs in organizations. These talks highlight the complexity of cultivating and signaling allyship, noting potential pitfalls.

If our symposia is not asynchronous, our time preference is for "16:00 – 20:00 UTC-5/GMT-5" Thank you!

It's Not What You Said, It's How You Said It: Black Americans' Perceptions of White Egalitarianism

Author: **Michael Rosenblum**, *NYU Stern School of Business*

Backlash Against the #MeToo Movement: Conservative Men as Failed Allies

Author: **Jaelyn Lisnek**, *U. of Virginia*

Perceptions of White Allies' (Ulterior) Motives in Racially Diverse Political Coalitions

Author: **Michelle Lee**, *New York U.*

To Be an Ally or Not to Be? A Qualitative Exploration of Allyship Development at Work

Author: **Olivia Foster-Gimbel**, *New York U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **167** | Submission: **10642** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM- 3:30PMET (UTC-4)**

**HR Division Innovative Teaching Award Presentation and Teaching
Committee Listening Session**
HR Teaching Award and Listening Session



Chair: **Philip L. Roth**, *Clemson U.*
Organizer: **Frederick Scott Bentley**, *Binghamton U.-State U. of New York*
Organizer: **Karen Landay**, *U. of Missouri - Kansas City*
Organizer: **Amanda Shantz**, *Trinity College Dublin*
Participant: **Brian Harney**, *Dublin City U.*
Organizer: **Cody Jackson Reeves**, *Brigham Young U.*

This PDW serves two purposes. First, the session will honor the prior year's HR Division Innovative Teaching Award winner, who will share his teaching innovation in a presentation. Second, members of the HR Division teaching committee will hold a listening session in which they actively solicit and explore PDW teaching needs of the division membership. This session is expected to be highly interactive with a focus on ascertaining the needs for future PDW teaching sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **168** | Submission: **13501** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM - 4:00PMET (UTC-4)**

Supporting Self-Regulated Learning: Increasing Student Feedback Through Comparison Activities

Supporting Self-Regulated Learning



Presenter: **Martin R. Fellenz**, *Trinity College Dublin*

Presenter: **Michelle MacMahon**, *Trinity Business School, Trinity College Dublin - U. of Dublin*

Comparison activities, such as comparing a code against peers' code, rubric, exemplar or other are found to be an effective teaching strategy for building programming skills. Comparison activities support self-regulated learning through a process of abstraction. That is, students are facilitated to engage in a conversation with their work and produce inner feedback that becomes the raw material for their learning and development (Nicol, 2020). This workshop is designed to support educators in their designing and implementing effective comparison activities and administering the process to facilitate student self-regulation. This highly interactive and collaborative workshop will provide participants with materials and ideas that are immediately useable and applicable to a wide variety of teaching practices. We guide participants in their developing insights about comparison activities for students self-regulated learning; we describe and discuss ubiquitous, implicit comparison opportunities, and facilitate participants identifying concrete opportunities for explicitly implementing comparison activities within their teaching practice; we introduce participants to a framework that guides their decisions on design and implementation; and provide case examples. These segments will be interspersed with reflective and experiential exercises to highlight the benefits and processes of comparison-based internal feedback. Comparison activities can be deployed across all learning settings including in classroom settings, individual and group assignments, and online tasks and interactions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **169** | Submission: **10152** | Sponsor(s): **(MOC, RM, OB, OMT, CAR, CM, ODC, SIM, AAM, INDAM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM- 4:00PMET (UTC-4)**

Reviewing in the Rough: A Professional Development Workshop for Doctoral Students and Junior Faculty *Reviewing in the Rough*



Organizer: **Steve Granger**, *U. of Calgary*
Organizer: **Cristiano L. O Guarana**, *Indiana U. - Kelley School of Business*
Organizer: **Celia Chui**, *HEC Montreal*
Presenter: **Michael G. Pratt**, *Boston College*
Presenter: **Matthew Grimes**, *Cambridge Judge Business School*
Presenter: **Burak Oc**, *Melbourne Business School, U. of Melbourne*
Facilitator: **Christian Resick**, *Drexel U.*
Facilitator: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Facilitator: **Frits Pil**, *U. of Pittsburgh*
Facilitator: **Hana Johnson**, *Washington State U.*
Facilitator: **John Paul Stephens**, *Case Western Reserve U.*
Facilitator: **Kristie Rogers**, *Marquette U.*
Facilitator: **Shalini Khazanchi**, *Rochester Institute of Technology*
Facilitator: **Violet Ho**, *U. of Richmond*

Reviewing is a critical “professional responsibility” and an integral part of participating in the academic community (Trevino, 2008). Yet Tsang and Frey (2007: 129) noted that “there is no formal training for referees who usually pick up their review skills through learning by doing.” This raises a perplexing question for doctoral students and junior faculty: how to develop critical reviewing skills with so few opportunities to practice the art of reviewing? This PDW provides participants with a rare opportunity to learn and practice the art of reviewing. Prior to the conference, participants will be asked to prepare a practice review of the manuscript by Oc, Bashshur, and Moore (2019) titled, “Head Above the Parapet: How Minority Subordinates Influence Group Outcomes and the Consequences They Face for Doing So” published in the *Journal of Applied Psychology*. The actual workshop will consist of two parts: (1) presentation on the reviewing process from editor’s, reviewer’s, and author’s perspectives, as well as (2) interactive breakout rooms. The panel will provide participants an opportunity to gain key insights about the review process and quality reviewing from scholars who have served as Associate Editors and Editorial Board Members at leading journals in our field. In the interactive breakout rooms, Oc (representing the author team) will provide background information about the original submission of their manuscript. Participants will then break into small groups, each facilitated by an experienced faculty member, to discuss and receive feedback on their formal reviews. The PDW will conclude with Oc sharing actual reviews the author team received and how they helped shape the final manuscript.

To reserve your spot for Part 2 of the PDW, please complete the following steps: 1. Send an e-mail to mocreview@gmail.com to request a copy of the manuscript. 2. Complete a formal review of this manuscript (i.e., approximately two single-spaced pages). 3. E-mail your completed review to mocreview@gmail.com. 4. If review is accepted, we will send you a confirmation email. Please note that spots in Part 2 of the workshop will be allotted to the first 27 doctoral students and junior faculty members who submit completed reviews before June 30th. Please reach out early as spots tend to fill up quickly!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

innovative Methodologies for Studying Careers and Work Arrangements

Digital Session Chair: **Soorjith Illickal Karthikeyan**, *Indian Institute of Management, Udaipur*

OB: 'Tis Neither Here nor There! A Process Model of Liminal Experience in the Context of 'Bench' Employee

Author: **Soorjith Illickal Karthikeyan**, *Indian Institute of Management, Udaipur*
Author: **Srinivasan Tatachari**, *T A Pai Management Institute*
Author: **Divya Pant**, *Indian Institute of Management, Udaipur*

This paper develops a process model of employee liminal experience inside organizations. We focus on the employees in an Information Technology Company who were on 'bench', i.e., the downtime between projects, for different durations to study the unfolding of their liminal experience. The process model presented in this paper tracks the evolution of employee liminal experience through the stages of opportunity, drift, and crisis, and their constituent contributing factors. A process perspective is applied in the analysis of narrative data collected from the employees on bench.

Paper is Available to Meeting Registrants Only.

OB: The Future of Work: Mental Representations of a Changing World of Work 

Author: **Lauren Christine Howe**, *U. of Zurich*
Author: **Leonie Jolanthe Hentrup**, *U. of Zurich*
Author: **Jochen I. Menges**, *U. of Zurich*

The future of work is central to discussions in society, but surprisingly absent as a theme in management scholarship. Although there is scattered research on topics related to the future of work, conceptually there is a lack of clarity about what "the future of work" means and entails, and empirically, its temporal positioning in the future has made it challenging to gather data in the present. We resolve these issues by drawing on literature on prospective cognition to offer a novel conceptualization of the future of work as an individual's mental representation of how work will change; these representations can be assessed in the present. Here we build theory about and study empirically whether people systematically differ in how they feel about, prepare for and thus ultimately shape the future of work. Across a series of archival, survey, and experimental studies focused specifically on skills needed in the future of work, we find general support for our theoretical framework that people overrepresent technical (as opposed to socioemotional) aspects, that this systematic distortion has adverse emotional effects on women (but not men), and that shifts in mental representations can change how people feel about and prepare for the future of work.

Paper is Available to Meeting Registrants Only.

OB: The Pain and Possibility of Departure: Meaningful Work Shapes Leader Exit From Organizations

Author: **Elizabeth Trinh**, *U. of Michigan, Ross School of Business*
Author: **Krystal Laryea**, *Stanford*

Organizational exits are an inevitable part of work life, yet leaving is not an easy process for people who have achieved a deep and meaningful connection with their work. Departures can be especially challenging for leaders, as exits have implications not only for the leaders themselves but also their organizations. We draw on the meaning of work literature in order to uncover why some leaders leave well while others overstay to the organization's detriment. In an inductive, qualitative study of 43 executive directors in the nonprofit sector, we identify three sources of meaning that influence leadership orientation and find that organizational leaders' experiences meaningful work ultimately affects how they navigate leaving their organizations. We propose three distinctive departure processes and develop a model that ties meaning-making to the processes of departure. In doing so, we contribute to the literatures on meaningful work and leader departure.

Paper is NOT Available. Please contact the author(s).

OB: The Impact of Digital Technologies on Employee Performance and Strain: An Experience Sampling Study

Author: **Christina Desernot**, *Ruhr-U. Bochum*
Author: **Sascha Alavi**, -
Author: **Matthias Weiss**, *Ruhr-U. Bochum*

New digital technologies, originally introduced to enhance productivity, not always live up to expectations when being introduced in organizations. To gain a better understanding of the contingencies determining the performance-related consequences of employees' use of digital technologies, we draw on organizational information processing theory and literature on technostress. We examine task type and technology induced competitive climate as moderators of the digital technology use – employee performance relationship. We test our conceptualization using an experience-sampling study with 709 daily observations nested in 104 employees and perform various robustness checks to control for methodological issues such as endogeneity or autocorrelation. The results advise managers that a technology-induced competitive climate is conducive to effective technology deployment in creative tasks, but detrimental in analytical tasks.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: 171 | Submission: 10761 | Sponsor(s): (OB, HR, MOC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM - 3:30PMET (UTC-4)**

A Leader-centric Approach to Leader Well-being: How Leaders' Behaviors Affect Their Own Well-being

A Leader-centric Approach to Leader Well-being



Organizer: **Katherine Kay Bae**, *U. of Michigan, Ross School of Business*
Organizer: **David Mayer**, *U. of Michigan*
Discussant: **Brent Scott**, *Michigan State U.*
Presenter: **Henry Robin Young**, *Eli Broad School of Business, Michigan State U.*
Participant: **Russell Eric Johnson**, *Eli Broad School of Business, Michigan State U.*
Participant: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Presenter: **Katherine Kay Bae**, *U. of Michigan, Ross School of Business*
Participant: **David Mayer**, *U. of Michigan*
Presenter: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Participant: **Sooyeol Kim**, *National U. of Singapore (NUS)*
Presenter: **Remy E. Jennings**, *U. of Florida*
Participant: **Klodiana Lanaj**, *U. of Florida*

In the past year, the devastating COVID-19 crisis has rapidly aggravated the dire problem of leadership burnout and propelled it to the forefront of organizational concerns. On a regular basis but particularly during times of uncertainty and hardship, the myriad daily demands and responsibilities involving high stakes decisions can easily deplete and distress managers, as they are expected to tackle strategic decisions while also caring for the well-being of their followers and guiding work teams. Unfortunately, experiencing low (emotional) well-being—depleted energy and the lack of positive emotional experiences—has been linked to lower performance and effectiveness. Thus, it is crucial and timely to better understand how leaders can effectively regulate themselves to recover their own sense of well-being—whether this recovery takes place at or outside of work (i.e., at home)—especially during challenging times when leaders' well-being is most likely to be precarious. Traditionally, researchers have focused largely on a “follower-centric” perspective and focused less on a “leader-centric” perspective. While the former emphasizes the interpersonal consequences of leader behaviors on their followers, a small but emerging literature takes the latter approach, seeking to understand the intrapersonal consequences of leaders' behaviors—that is, how the behaviors that leaders engage in affect their own emotions, attitudes, and/or leadership behaviors (e.g., Foulk, Lanaj, Tu, Erez, & Archanbeau, 2018; Lanaj, Johnson, & Lee, 2016; Lin, Scott, & Matta, 2019). Given the tenor of our time and in line with the 2021 AoM theme, “Bringing the Manager Back in Management,” our symposium takes a leader-centric perspective and explores how leaders' behaviors at and outside of work are associated with their experience of well-being. Going further, we also investigate (a) boundary conditions (i.e., moderators) and (b) how, in turn, leaders' experience of well-being affects their leadership attitudes (e.g., leader identity) and/or behaviors (e.g., procedural justice, transformational leadership behavior, effort-based performance). To provide a comprehensive examination of the phenomenon of leader well-being, our symposium addresses three complementary questions guided by our leader-centric approach: (1) How does a leader experiencing low well-being (i.e., depletion) affect the leader's (subsequent) leadership behaviors? (Young, Lee, & Johnson) (2) How do leader behaviors at work, especially during times of hardship, affect the leader's experience of well-being? (Bae & Mayer; Lee & Kim) (3) How do leader behaviors outside of work (i.e., at home after work) affect the leader's (next day) experience of well-being at work? (Lanaj & Jennings). By answering these questions, our symposium sheds light on the intrapersonal consequences of leader behavior. In doing so, we uncover what kinds of leader behaviors, both at work and at home, help to sustain leaders' (emotional) well-being.

Influence and Adjustment: Examining the Role of Ideal Affect for Leader Self-Regulation

Author: **Henry Robin Young**, *Eli Broad School of Business, Michigan State U.*
Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Author: **Russell Eric Johnson**, *Eli Broad School of Business, Michigan State U.*

Pepped Up or Petered Out: An Examination of the Energizing Effects of Leaders Giving Pep Talks

Author: **Katherine Kay Bae**, *U. of Michigan, Ross School of Business*
Author: **David Mayer**, *U. of Michigan*

Finding Hope in Times of Hardship: A Daily Investigation of the Benefits of Reflective Conversation

Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Author: **Sooyeol Kim**, *National U. of Singapore (NUS)*

The Importance of Leader Recovery Activities for Leader Identity and Behavior

Author: **Klodiana Lanaj**, *U. of Florida*
Author: **Remy E. Jennings**, *U. of Florida*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **172** | Submission: **11436** | Sponsor(s): **(ODC, MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM- 4:00PMET (UTC-4)**

Organization Development Education Association (ODEA):
Educating Integrated Scholar Practitioners
ODEA: Educating Scholar Practitioner Change Agents



Organizer: **Deborah A. O'Neil**, *Bowling Green State U.*
Organizer: **Corrie Voss**, *Bowling Green State U.*
Distinguished Speaker: **David Jamieson**, *Jamieson Consulting Group*
Organizer: **Jackie Milbrandt**, *U. of St. Thomas*
Distinguished Speaker: **Claudy Jules**, *Google Inc*

For the 81st Annual Meeting of the Academy of Management, we are asked to consider how management studies might bring more scholarly attention to the manager in organizations. Hillman (2020) suggests that one opportunity may lie in management education and how we better prepare our graduates to collaborate with managers in times of increased ambiguity, complexity, and uncertainty in service of creating healthier human systems. In the field of Organization Development (OD), we are uniquely positioned to contribute to this opportunity because our field spans the boundaries between the worlds of theory and practice. While certain foundational ideals of the field, i.e., our dedication to humanistic values and our belief in the potential of the human system (Jamieson & Worley, 2008) support continued collaboration with managers, it may be time to challenge other enduring assumptions. One of these assumptions is how we continue to frame the division between scholarship and practice. Collaborating in uncertain times will require the strategic integration of our professional identities, along with the intentional integration of evidence-based knowledge from scholarship and practical insights from organizational experience and application. As representatives of the ODEA, a consortium of OD faculty educating scholar-practitioners, we propose to convene a workshop to explore the further development and education of integrated scholar-practitioner leaders and change agents. We believe that by exploring these integrative practices in the OD field we can help support and develop change agents who rely on both scholarship and practice to thrive in a complex and competitive environment.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **173** | Submission: **16739** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM - 5:00PMET (UTC-4)**

Publishing in AMJ: Tips from the Editors 
Publishing in AMJ: Tips from the Editors

Organizer: **Laszlo Tihanyi**, *Rice U.*
Organizer: **Elizabeth Eve Umphress**, *U. of Washington*
Organizer: **Matthew Semadeni**, *Arizona State U.*

All are welcome to attend.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **174** | Submission: **10105** | Sponsor(s): (SAP, RM, OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM - 5:00PMET (UTC-4)**

Qualitative Analysis Boot Camp VI: Coding Traditions and Practices

Qualitative Analysis Boot Camp VI



Distinguished Speaker: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*
Distinguished Speaker: **Tine Koehler**, *U. of Melbourne*
Distinguished Speaker: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Distinguished Speaker: **Gail T. Fairhurst**, *U. of Cincinnati*
Participant: **Rose Ntondumu Bote**, *Grenoble Ecole de Management*
Participant: **Daniel Gaeckle**, *U. of Stuttgart*
Participant: **Yanis Hamdali**, *European Uni Viadrina, Frankfurt (Oder)*
Participant: **Christopher Hazlehurst**, *King's College London*
Participant: **Matthew James Hurst**, *Warwick Business School*
Participant: **Yunus Emre Isik**, *Oxford U., Saïd Business School*
Participant: **Oleksandra Kochura**, *Toulouse Business School*
Participant: **Renate Kratochvil**, *BI Norwegian Business School*
Participant: **Grace Magama**, -
Participant: **Kanishka Prashant Mendhekar**, *MAY*
Participant: **Tobias Michael Palm**, *PhD Candidate, U. of St. Gallen*
Participant: **Madalina Stoicovici Pop**, *Aarhus BSS, Aarhus U.*
Participant: **Julia Katharina Rank**, *U. of Regensburg*
Participant: **Stefanie Remmer**, -
Participant: **Salma Salem**, -
Participant: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Participant: **Laura Taylor-Kale**, -
Participant: **Sandra Vaughan**, -
Participant: **Shuyun Zhao**, *Estonian Business School*
Participant: **Fabio Damm**, *JKU Linz*

This PDW will help researchers develop and expand their qualitative data analysis skills, specifically in relation to coding data in meaningful ways. This session focuses specifically on different ways of coding data and the implications of this for the analytic process. This virtual session will involve an asynchronous participant-led coding session, followed by a detailed debrief by experienced qualitative scholars representing various coding traditions and practices. In the debrief, the panel members will work through and reflect upon their practice of coding, draw comparison between the various different approaches to coding and the outcomes they produce, and respond to specific audience questions. The session is thus divided into two parts. Part I comprises an asynchronous coding exercise for participants, guided by expert (video) instructions. Part II comprises a synchronous coding debrief and expert discussion, guided in part by participant questions. While the two parts are clearly linked, it is possible for participants to partake in any part separately. For instance, one may simply attend Part II of the session, observing the experts taking turns to move through various 'bits' of data to illustrate the diverse coding techniques available to participants. The purpose of this session is to demystify the process of coding and helping participants understand the various conditions of coding and their value. This PDW is thus specifically designed to help researchers identify practical ways to improve their analytical strategies when working with qualitative interpretive data.

PART I: CODING EXERCISE [OFFLINE] Coding instructions Video All 15 minutes Coding exercise Offline activity Participant-led 75 minutes PART II: CODING DEBRIEF [ONLINE: Start at 2 pm] Introduction Livestream Koehler 10 minutes Individual debrief Livestream Fairhurst, Koehler, Lê, Smith 60 minutes Audience Q&A Livestream Q&A 45 minutes Total Time 205 minutes (90 offline, 115 online)

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **175** | Submission: **11415** | Sponsor(s): (STR, OMT, TIM, RM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:00PM- 4:30PMET (UTC-4)**

Deciphering Managerial Cognition: New Methods & Opportunities for Studying Strategic Decision Making *Deciphering Managerial Cognition*



Organizer: **Mana Heshmati**, *U. of Michigan*
Organizer: **Carolyn Fu**, *MIT*
Speaker: **Felipe Csaszar**, *U. of Michigan*
Speaker: **Jerker C. Denrell**, *U. of Warwick*
Speaker: **J.P. Eggers**, *New York U.*
Speaker: **Elizabeth Pontikes**, *UC Davis*
Speaker: **Mary Tripsas**, *U. of California, Santa Barbara*
Speaker: **Dennis A. Yao**, *Harvard U.*

Despite the recognition of the critical role that cognition plays in managers' strategic decision making, little research has systematically assessed the role of managerial cognition in firm outcomes. This PDW recognizes that a key reason for this gap is the methodological challenge of understanding and analyzing cognition. Thus, this workshop brings together a group of scholars from diverse theoretical and methodological backgrounds to share their expertise on managerial cognition and strategic decision making, generate discussion on how advanced tools can be used to overcome the aforementioned methodological challenges, and provide a forum to facilitate future research on this important topic. The PDW will follow a two-part format. In the first part, six leading scholars will share insights on some of the key current topics and methodologies for studying strategic decision making followed by a brief Q&A with the audience. The second part will consist of two rounds of break-out room discussions with the panelists from Part I. In order to ensure an interactive discussion and a good fit between break-out room participants in the second part, we ask that interested individuals please complete the following brief google form: <https://forms.gle/Vi9kgbWDQ6njkvY1A>. The deadline for pre-registration applications is Friday, July 9, 2021 and acceptance notifications will be sent by Friday, July 16, 2021. Please contact Mana Heshmati (heshmati@umich.edu) or Carolyn Fu (cjfu@mit.edu) with any questions about the PDW or application process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Perceptual Bases of Inequality in Organizations

Perceptual Bases of Inequality in Organizations



Organizer: **Phoebe Strom**, *Cornell U.*
Organizer: **Einav Hart**, *George Mason U.*
Presenter: **Phoebe Strom**, *Cornell U.*
Participant: **Einav Hart**, *George Mason U.*
Participant: **Ishan Sharma**, *Cornell U.*
Participant: **Ariel Avgar**, *ILR at Cornell*
Presenter: **Dylan Wiwad**, *Northwestern Kellogg School of Management*
Participant: **Jon Michael Jachimowicz**, *Harvard Business School*
Participant: **Shai Davidai**, *Columbia Business School*
Presenter: **Sa-kiera Hudson**, *Yale U.*
Participant: **Mina Cikara**, *Harvard U.*
Participant: **Jim Sidanius**, *Harvard U.*
Presenter: **Daniela Goya-Tocchetto**, *Fuqua School of Business, Duke U.*
Participant: **Aaron Kay**, *Duke U.*
Participant: **Keith Payne**, *U. of North Carolina, Chapel Hill*

Despite growing workforce diversity, organizational attention, and social pressure (e.g., #MeToo), inequalities along axes of race, gender, class, sexual orientation, and ability remain a persistent challenge for most modern workplaces. Recent research has suggested that one key way these inequalities are perpetuated is through misperception, in which individuals fail to see, choose to ignore, misconstrue, or build narratives around them. However, though this work documents the importance of individuals' subjective understandings of inequality, how those understandings are formed—and thus how they might be altered—remains largely unclear. In the proposed symposium, we address this open question: We present a collection of novel empirical papers examining how the way people perceive aspects of organizational life (specifically, opportunity for upward mobility, meritocratic processes, relationships with other groups, and conflict) directly shapes their tolerance for and perpetuation of various types of inequality. Drawing from both experimental and field data and focusing on a range of different types of inequality (e.g., socioeconomic, racial) at work, these studies highlight that individuals' perceptions about inequality are (1) potentially malleable, (2) critical vehicles through which today's nuanced, relationally-enforced inequality is sustained, and (3) must be taken as seriously as the outcomes they foster.

The Perceived Potential for Promotion: Upward Workplace Mobility and Acceptance of Pay Disparities

Author: **Dylan Wiwad**, *Northwestern Kellogg School of Management*
Author: **Jon Michael Jachimowicz**, *Harvard Business School*
Author: **Shai Davidai**, *Columbia Business School*

Bounded Meritocracy

Author: **Daniela Goya-Tocchetto**, *Fuqua School of Business, Duke U.*
Author: **Aaron Kay**, *Duke U.*
Author: **Keith Payne**, *U. of North Carolina, Chapel Hill*

The Connection Between Preferences for Hierarchy and Empathic/Counter- Empathic Emotions

Author: **Sa-kiera Hudson**, *Yale U.*
Author: **Mina Cikara**, *Harvard U.*
Author: **Jim Sidanius**, *Harvard U.*

Colored Lenses: Perceptions of Conflict & the Perpetuation of Workplace Racial Disparities

Author: **Phoebe Strom**, *Cornell U.*
Author: **Ishan Sharma**, *Cornell U.*
Author: **Ariel Avgar**, *ILR at Cornell*
Author: **Einav Hart**, *George Mason U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **177** | Submission: **12674** | Sponsor(s): **(MSR, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:30PM - 4:30PMET (UTC-4)**

Mister Rogers: A Spiritual Management Sage for Managers
Mister Rogers: A Spiritual Management Sage



Participant: **Judith A. Neal**, *Edgewalkers International*
Participant: **Ian Mitroff**, *U. of California, Berkeley*
Participant: **Donna Mitroff**, *The Kidvocate Group, LLC*

Mister Rogers (Fred) was a spiritual sage for all times. He was an ordained Presbyterian minister and children’s television was his ministry. He helped us when we were children, and he can help us when we are adults. Indeed, he’s needed more than ever for the troubled times in which we live. The kids who watched him are now today’s managers. Therefore, he serves as a wonderful exemplar and our students and clients can find him very relatable and inspirational. Participants in this PDW will: a) Learn the seven key spiritual principles of Mister Rogers that are useful to managers, b) Experience two approaches to applying these principles (video analysis and storytelling), c) Participate in active dialogue about spiritual managerial principles in research and teaching, and d) Develop professional relationships and connections with fellow workshop participants through the experience of multiple intelligences.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Anger at Work

Digital Session Chair: **Lauren Kaufmann**, *The Wharton School, U. of Pennsylvania*

OB: Why Punishing Bystanders is Psychologically Different than Punishing Transgressors

Author: **Lauren Kaufmann**, *The Wharton School, U. of Pennsylvania*

Anecdotal evidence suggests that people have a desire not only to punish transgressors but also some of their bystanders. Remaining unknown are how the demand for punishing bystanders relates to existing theories of altruistic punishment against transgressors, and what psychological rationale might account for any differences observed. We show (Study 1) that people exhibit consistently lower demand for punishing bystanders than transgressors. We argue that the psychological mechanism underlying this pattern could also help explain why some bystanders are seen as more blameworthy than others. We develop and test the theory that differences in expectations influence intent-related cognition, and this accounts for differences in punishment across targets. In Study 1, we gather process evidence that participants judging bystanders, who are less likely to be seen as having violated expectations, have longer reaction times, perceive lower clarity in judging intent, and more easily generate exonerating thoughts. In Study 2, we show that participants are also less likely to spontaneously generate thoughts about the intent of the bystander, but increasing the accessibility of thoughts about negative (positive) intent leads to increased (decreased) punishment for the bystander. Manipulating the accessibility of intent-related thoughts can reduce differences in punishment between bystanders and transgressors. Additionally, we show that this psychological mechanism explains variation in different people's responses to the same bystander. This research provides insight into why people condemn some bystanders while accepting the silence of others and expands the scope of the current discussion on altruistic punishment.

Paper is NOT Available. Please contact the author(s).

OB: I Lost My Temper! An Intrapersonal Perspective on the Consequences of Leader Anger Expression

Author: **Xuting Jiang**, *Nanjing U.*

Author: **Wei He**, *Nanjing U.*

Author: **Kong Zhou**, *School of Management, Huazhong U. of Science and Technology*

Although prior research has examined the social influences of leader anger expression on employees' psychological and behavioral outcomes, little attention has been given to understanding leaders' own responses to their anger expression. Integrating implicit leadership theory with identity threat theory, we develop an intra-personal model that considers anger expression as a trigger of the leader's perceived threat to the leader role identity. We further theorize that angry leaders tend to downplay leadership behaviors (i.e., initiating structure and consideration) and escalate anger expression to cope with the threatened leader role identity. A three-wave experience sampling method (ESM) study with data collected from 107 leaders provided support to the detrimental intra-personal consequences of leader anger expression. Moreover, consistent with the life span arguments, older leaders were found to exhibit stronger perceptions of leader role identity threat associated with anger expression than younger leaders. Theoretical and empirical implications of these findings were discussed.

Paper is Available to Meeting Registrants Only.

OB: The Social Consequences of Anger Expression: An Interpersonal Perception Perspective

Author: **Xuting Jiang**, *Nanjing U.*

Author: **Wei He**, *Nanjing U.*

Author: **Xueling Fan**, *School of Business, Nanjing U.*

Previous research has paid much attention to whether leader anger expression is effective in enhancing leadership effectiveness, but the social consequences of anger expression for ordinary employees have seldom been examined in organizational context. Integrating emotion-as-social information (EASI) theory with social perception theory, we propose two conflicting mechanisms contributing to the ambivalent influences of anger expression on expressers' leader emergence. Specifically, we theorize that anger expression has a positive (and a negative) indirect effect on leader emergence by increasing coworkers' perceptions of expressers' competence (and warmth). Furthermore, apology after anger expression (anger apology) benefits leader emergence via warmth as perceived by others. The results from two vignette experiments provided convergent support for the role of warmth in mediating the negative effect of anger expression and the positive effect of anger apology on leader emergence. Contrary to our prediction, anger expression had a negative (Study 1) and a nonsignificant (Study 2) effect on observers' perceived competence and leader emergence when the appropriateness of anger expression was low (Study 1) and high (Study 2). These findings were replicated in Study 3 with the critical incident technique. The theoretical and practical implications are discussed in relation to the organizational context of Chinese firms.

Paper is Available to Meeting Registrants Only.

OB: How does Leader Anger Expression towards Unethical Behavior Impact Team OCB?

Author: **Shimin Zhang**, *Hong Kong Polytechnic U.*

Author: **Shenjiang Mo**, *Zhejiang U.*

Based on fairness heuristic theory, this study examines how and when leader anger expression towards unethical behavior influences team OCB. Team-level data are collected at three time points from 453 employees in 93 work teams. Results show that distributive justice climate mediates the positive relationship between leader anger expression towards unethical behavior and team OCB. Moreover, leader moral decoupling weakens the positive impact of leader anger expression towards unethical behavior on team OCB via distributive justice climate. The findings suggest the importance of adopting a fairness perspective to understand the collective level consequences of leader anger expression.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **179** | Submission: **16693** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 2:45PM- 6:00PMET (UTC-4)**

Emerging Scholars Consortium - Afternoon Part 2 *Online Teaching; Hot Topics in HCM Research*

Organizer: **Cheryl Rathert**, *Saint Louis U.*
Panelist: **Tracy Hopkins Porter**, *Cleveland State U.*
Panelist: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Panelist: **Daan Westra**, *Maastricht U.*
Chair: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*
Chair: **Josué Patien Epané**, *U. of Nevada, Las Vegas*
Chair: **Soo-Hoon Lee**, *Old Dominion U.*
Chair: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Facilitator: **Ariel Avgar**, *ILR at Cornell*
Facilitator: **Gregory Bigley**, *U. of Washington*
Facilitator: **Jody Hoffer Gittel**, *Brandeis U.*
Facilitator: **Wiljeana Jackson Glover**, *Babson College*
Facilitator: **Farbod Hagigi**, *ClinicalBox, Inc*
Facilitator: **Timothy Hoff**, *Northeastern U.*
Facilitator: **Adam Seth Litwin**, *ILR at Cornell*
Facilitator: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Tina R. Opie**, *Babson College*
Facilitator: **Ina Sebastian**, *Massachusetts Institute of Technology*
Facilitator: **Jay Shaw**, *U. of Toronto*
Facilitator: **Timothy J. Vogus**, *Vanderbilt U.*

This consortium includes two popular topics: “Online Teaching” from 2:45 – 4:15 EDT, and “Hot Topics in HCM Research” from 4:45 – 5:45 EDT. A 30 minute break between the sessions will allow for “hallway time” in which attendees can network and chat informally. Session 1 is “Online and Disconnected: The Importance of Social Presence in Online Teaching Connections.” The purpose of this session is to discuss facilitation methods for creating faculty-student and student-student connections when teaching in an online environment. The Covid-19 pandemic led many higher education institutions to quickly pivot from an in-person format to a virtual format, resulting in many students feeling isolated. Given that many institutions may choose to continue virtual classes past the period of the pandemic, the concept of “connectedness” is important. This panel will share research on how best to facilitate “connectedness,” share success stories, and discuss new ideas to try as we move forward. Session 2 (4:45 - 5:45 EDT) is the always popular “Hot Topics in Health Care Management: Research Roundtables.” As the health care industry undergoes dramatic shifts in response to changes in population needs, policy reform, fiscal constraints and technological developments, the need for more research on key topics has become apparent. This session invites participants to engage in discussion of four of the “hot topics” in health care management research and practice: 1) the changing nature of work; 2) crisis resiliency and recovery; 3) equity and disparity; and 4) telemedicine, health care technology/digitalization. Participants will gather at virtual “research roundtables” where they will meet other researchers who share similar interests and discuss with them the state of research on their shared topic, challenges in conducting research on this topic, and future research. Participants will self-select into breakout rooms where discussion will be facilitated by three accomplished scholars with active research on the hot topic. This session will offer participants the opportunity to engage in rich research discussions, share new ideas, and make meaningful connections with potential collaborators. (All are welcome to this year’s Emerging Scholars sessions!)

Pre-registration is not required, but is encouraged. Email cheryl.rathert@slu.edu to register or for more information.)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **180** | Submission: **10012** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 3:00PM- 4:30PMET (UTC-4)**

30 Years of Absorptive Capacity: Celebrating Contributions and Envisioning its Future

Celebrating 30 Years of Absorptive Capacity



Organizer: **Craig Armstrong**, *U. of Alabama*
Participant: **Wesley Cohen**, *Duke U.*
Participant: **Daniel Levinthal**, *U. of Pennsylvania*
Participant: **Shaker A. Zahra**, *U. of Minnesota*
Participant: **Gerard George**, *Georgetown U., McDonough School of Business*
Participant: **Peter J. Lane**, *U. of New Hampshire*
Organizer: **Paul L. Drnevich**, *U. of Alabama*

Last year marked the 30th anniversary of the construct of absorptive capacity. We explore its origins and future through narratives provided by some of the construct's most influential scholars, to include Wesley Cohen, Daniel Levinthal, Shaker Zahra, Gerry George, and Peter Lane, and engage discussion of future research opportunities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **181** | Submission: **16629** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 3:00PM - 4:30PMET (UTC-4)**

Meet EGOS@OMT
Meet EGOS@OMT

Program Chair: **Eva Boxenbaum**, *Copenhagen Business School*
Division Chair: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Digital Curator: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Professional Development Workshop Chair: **Forrest Briscoe**, *Pennsylvania State U.*
Division Chair-Elect: **Martin J. Kilduff**, *UCL School of Management*
Past Chair: **Peer Fiss**, *U. of Southern California*
Representative-at-Large: **Lisa Ellen Cohen**, *McGill U.*
Representative-at-Large: **Dahlia Mani**, *Indian Institute of Management, Bangalore*
Representative-at-Large: **Santi Furnari**, *City, U. of London*
Representative-at-Large: **Pablo Martin De Holan**, *HEC Paris*
Representative-at-Large: **Marya Besharov**, *Oxford U., Saïd Business School*
Representative-at-Large: **Paul Tracey**, *U. of Cambridge*
Representative-at-Large: **Yutaka Yamauchi**, *Kyoto U.*
Representative-at-Large: **Michel Anteby**, *Boston U. Questrom School of Business*
Representative-at-Large: **Aleksandra Joanna Kacperczyk**, -
Participant: **Hovig Tchalian**, *Drucker School of Management*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Kevin Woojin Lee**, *New York U.*
Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Shipeng Yan**, *City U. of Hong Kong*
Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*

Come join EGOS and OMT for our Meet EGOS@OMT event. This social activity is a great opportunity to meet and network with EGOSians, OMT members and Academy members in a casual and fun virtual setting.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Stakeholders in Innovation

Digital Session Chair: **Chenxiao Wang**, *Harbin Institute of Technology*

TIM: How does Corporate Social Responsibility Influence Disruptive Innovation? A Stakeholder Theory View  

Author: **Chenxiao Wang**, *Harbin Institute of Technology*

Author: **Israr Qureshi**, *Australian National U.*

Author: **Feng Guo**, *Tianjin U.*

Author: **Qingpu Zhang**, *Harbin Institute of Technology*

How does corporate social responsibility affect disruptive innovation? Leveraging stakeholder theory, we expect that corporate social responsibility (CSR, including internal CSR and external CSR) facilitates disruptive innovation and the effects are contingent on environmental turbulence (market turbulence and technology turbulence). Based on a sample of 226 firms, our empirical results indicate that internal CSR and external CSR are positively related to disruptive innovation. Meanwhile, technology turbulence positively moderates the relationship between internal CSR, external CSR and disruptive innovation. In addition, market turbulence negatively moderates the relationship between external CSR and disruptive innovation. The theoretical contributions, practical implications, limitations and future research are also discussed.

Paper is Available to Meeting Registrants Only.

TIM: Blockchain Meta-Organizations: A New Context For Stakeholder Management

Author: **Barry Varys-Scudder-Davis**, *Bentley U.*

Author: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*

Blockchain technology has the potential to enable new forms of economic and social organization that create a new context for stakeholder management. Rules and laws set in code, alongside automated smart contracts, allow for networks of organizations to communicate, coordinate, and collaborate, without the need for trust between entities. This can allow diverse networks of stakeholders to organize using blockchain technology, forming a blockchain meta-organization comprised of multiple legally autonomous participants and other social and economic entities. While there are many benefits to blockchain, this new organizational form creates opportunities and challenges for traditional stakeholder management. We propose a different stakeholder approach, launching off of an issue-based conceptualization of stakeholder management, to show how blockchain meta-organizations can bring multiple stakeholders together for value creation, as well as to address industry-level and societal level wicked problems, including sustainability issues.

Paper is Available to Meeting Registrants Only.

TIM: A Blockchain-based inter-organisational relationships: Social and innovation implications

Author: **Maksym Koghut**, *Kent Business School, U. of Kent*

Author: **Omar Al-Tabbaa**, *U. of Kent, Canterbury*

Author: **Soo Hee Lee**, *U. of Kent, Canterbury*

Author: **Martin Meyer**, *Kent Business School, U. of Kent*

Contemporary businesses increasingly adopt algorithmic technologies to facilitate inter-organisational coordination. One example of this trend is a blockchain-based smart contracting, also known as smart contracting, which autonomously executes actions when encoded conditions are satisfied. While an emerging body of literature provides some evidence of positive associations between smart contracting and operational performance reflected in the reduction of transaction costs and improvement of transaction efficiency, research has yet to explore how these novel, technology-based governance mechanisms can affect relational resources, mainly social capital, often required to produce innovation performance. Therefore, by adopting the social capital lens, this study investigated the social and performance implications of smart contracting. Adopting a mixed-methods strategy, data collection included collecting insights from field experts, using the Delphi method, followed by semi-structured interviews with executives of firms that either use this technology or facilitate its implementation. The findings revealed that smart contracting directly affects the formation and structure of inter-organisational social capital, which can subsequently contribute to innovation performance. We also developed an evidence-based model that critically integrates factors influencing the relationship between social capital and innovation performance. Interestingly, system trust, as trust in technology, is found to be the key contextual factor, driving most aspects of inter-organisational collaborations. The study advances our understanding of how inter-organisational relationships can evolve in the smart contracting settings.

Paper is NOT Available. Please contact the author(s).

TIM: Platform Governance in the Sharing Economy  

Author: **Christina Kyprianou**, *IE Business School*

Author: **Chad Navis**, *Clemson U.*

Dominant theories of platform governance—focused on innovation platforms and the technical compatibility of platform producers as a value creation imperative—overlook the importance of fostering the relational compatibility of both platform producers and consumers in sharing economy platforms. To address this oversight, we develop a theoretical framework of platform governance that accounts for the unique features and challenges of platform-based value creation in the sharing economy. Our framework is grounded in two essential governance levers shown to have general relevance to platforms: the selection of platform participants and the structuring of platform participant interactions. We build on these foundational levers to develop new theory, and provide examples of the distinct governance practices that sharing economy platforms utilize to ‘pull’ these two levers to opposing levels of intensity to create value. To further demonstrate the usefulness and novelty of our framework, we develop propositions linking attributes of transactions common in the sharing economy to the platform governance approach most suitable for fostering relational compatibility. Our work offers a conceptual foundation for future research interested in developing new knowledge on the heterogeneous governance practices of platforms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **183** | Submission: **16660** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 3:30PM - 5:30PMET (UTC-4)**

ENT Division Consortia Social
ENT Division Consortia Social

Host: **Jon C. Carr**, *North Carolina State U.*

This social is for consortia participants. By invitation only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **184** | Submission: **10275** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 3:30PM - 5:00PMET (UTC-4)**

“Hello? Is Anyone Out There?” Lessons Learned from Teaching Online and Blended Courses



Lessons Learned from Teaching Online and Blended

Chair: **Karen Landay**, *U. of Missouri - Kansas City*
Panelist: **Frederick Scott Bentley**, *Binghamton U.-State U. of New York*
Panelist: **Michal Biron**, *U. of Haifa*
Panelist: **Steven Charlier**, *Georgia Southern U.*
Panelist: **John Francis McMackin**, *Dublin City U. Business School*
Panelist: **Cody Jackson Reeves**, *Brigham Young U.*
Panelist: **Amanda Shantz**, *Trinity College Dublin*

The COVID-19 pandemic is arguably the biggest shock to the institution of higher education in decades. A significant challenge facing faculty in all disciplines is how to successfully transition coursework to a bewildering variety of online and blended formats while simultaneously supporting students. However, faculty must also leverage these experiences in order to prepare for what is potentially a long-lasting or even permanent shift away from a reliance on traditional, face-to-face approaches for instruction. Furthermore, beyond immediate challenges, these experiences also provide a valuable opportunity for faculty to reflect on their teaching practices and how the needs of increasingly digitally savvy students can be met in new and innovative ways. Thus, the purpose of this professional development workshop (PDW) is to offer AOM members the opportunity to share lessons learned from experiences teaching in non-traditional formats during the pandemic that may be applied both now and in the (hopefully more “normal”) future. This interactive session will be comprised of two parts. First, a diverse panel of six HR faculty will participate in a moderated discussion. The panelists represent both US and non-US countries, have taught at the undergraduate and graduate levels, and have experienced a variety of blended and fully online formats. Second, attendees will participate in two breakout room sessions, each led by a member of the panel. This will allow for more nuanced discussion and exchange of ideas among panelists and attendees.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Interpersonal Workplace Communication Challenges: An Interaction-Focused Perspective

Navigating Workplace Communication Challenges



Chair: **Hayley Blunden**, *Harvard Business School*
Discussant: **Francesca Gino**, *Harvard Business School*
Presenter: **Basima Tewfik**, *MIT Sloan School of Management*
Presenter: **Timothy Kundro**, *U. of Notre Dame*
Presenter: **Philip Tetlock**, *U. of Pennsylvania*
Presenter: **Preeti Srinivasan**, *Stanford Graduate School of Business*
Presenter: **Jennifer Abel**, *Harvard Business School*
Presenter: **Juliana Schroeder**, *U. of California, Berkeley*
Presenter: **Frank Flynn**, *Stanford U.*
Presenter: **Nicole Abi-Esber**, *Harvard Business School*
Presenter: **Alison Wood Brooks**, *Harvard U.*
Presenter: **Ethan Burris**, *U. of Texas at Austin*
Presenter: **Jeff Steiner**, *Harvard Business School*
Presenter: **Paul Isaac Green**, *U. of Texas at Austin*
Presenter: **Francesca Gino**, *Harvard Business School*
Presenter: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
Presenter: **Valeria Burdea**, *Ludwig Maximilian U. of Munich*

As work becomes more subjective and colleague evaluations play an increasing role in one's opportunities for advancement, maintaining positive relationships with one's colleagues has never been more critical for success. Yet building and maintaining positive workplace relationships can be challenging in the face of difficult interpersonal communications employees regularly face. Employees are called on to deliver critical feedback that will help others develop, speak up when they have an idea that can improve the status quo, and prioritize targeted work goals above secondary activities like investing time in a colleague's help request, with benefits flowing to organizations when they engage in these challenging interactions. In this symposium, we take an interaction-based view of workplace relationships to illuminate how employees can navigate the necessary, but challenging, interactions that present themselves as employees go about their daily work.

Are Referrals Better Than Apologies When Declining to Fulfill a Help Request? Expertise as Moderator

Author: **Basima Tewfik**, *MIT Sloan School of Management*
Author: **Timothy Kundro**, *U. of Notre Dame*
Author: **Philip Tetlock**, *U. of Pennsylvania*

The Role of Perceived Legitimacy in Interpersonal Advice Interactions

Author: **Preeti Srinivasan**, *Stanford Graduate School of Business*
Author: **Jennifer Abel**, *Harvard Business School*
Author: **Juliana Schroeder**, *U. of California, Berkeley*
Author: **Frank Flynn**, *Stanford U.*

Eye Gaze: Increasing Participation and Empowering Voice

Author: **Nicole Abi-Esber**, *Harvard Business School*
Author: **Alison Wood Brooks**, *Harvard U.*
Author: **Ethan Burris**, *U. of Texas at Austin*

Confronting Poor Performers: Information-Seeking vs. Information-Providing Feedback Mindsets

Author: **Jeff Steiner**, *Harvard Business School*
Author: **Paul Isaac Green**, *U. of Texas at Austin*
Author: **Francesca Gino**, *Harvard Business School*

I'm Sorry If You Are: How Mutual Apologies Involve Risky Choice

Author: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
Author: **Valeria Burdea**, *Ludwig Maximilian U. of Munich*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Gender Equity at Home and at Work

Digital Session Chair: **Sara Hendrick**, *Emory U.*

GDO: Unemployment Flips Effects of Parenthood on Life Satisfaction, Benefitting Women More Than Men

Author: **Sara Hendrick**, *Emory U.*
Author: **Melissa J. Williams**, *Emory U.*
Author: **Emily Bianchi**, *Emory U.*

Past research suggests that parenthood has more positive effects on life satisfaction for men than for women. We propose that during periods of unemployment this pattern will reverse. Drawing on gender theory, we suggest that during unemployment, the parental role will act as a psychological buffer for women, but will challenge men's identities as breadwinners, thus improving life satisfaction for mothers, but worsening it for fathers. Using data from the Survey of Unemployed Workers in New Jersey (N = 2,848), which followed Americans collecting unemployment insurance benefits over 12 weeks, we find that being a parent predicted greater life satisfaction for women, but less life satisfaction for men. We highlight important implications for scholarship on parenthood, gender, and unemployment and lend fresh insight into how, during unemployment, women and men continue to construe their parenthood identities through the lens of restrictive gender roles.

Paper is Available to Meeting Registrants Only.

GDO: (Don't) Mind the Gap: Reframing Re'sume's Facilitates Mothers' Work Re-entry

Author: **Ariella Kristal**, *Harvard Business School*
Author: **Leonie Nicks**, *Behavioural Insights Team*
Author: **Jamie L. Gloor**, *U. of St. Gallen*
Author: **Oliver Hauser**, *U. of Exeter Business School*

Becoming a mother and taking care-related leaves from work contribute to economic gender inequality: Employers' gender role stereotypes ascribe mothers less qualification and ambition (i.e., agency), which are reinforced by employment gaps in their re'sume's. We integrate the judgment and decision-making literature to redesign mothers' re'sume's in a way that reduces mothers' barriers to work re-entry. More specifically, integrating signal detection theory, we theorize that by replacing employment dates with the number of years the applicant worked in each job, applicants can better convey their relevant professional abilities and ambition to employers (i.e., signals) without disclosing these distracting employment gaps (i.e., noise). In a large-scale randomized field experiment (N = 9,022), results showed that mothers with this redesigned re'sume' received more callbacks than those whose re'sume's showed employment dates. In an online experiment (N = 667), we replicated and extended these findings to show explicit evidence of our theorized mechanism: applicant agency. By integrating these literatures, we proposed and tested a cost-free, low-effort intervention to reduce inequality by reducing mothers' re'sume' gap-related agency penalties and facilitating their return to work.

Paper is NOT Available. Please contact the author(s).

GDO: Gender Equality in Organizations: The Dynamics of Space

Author: **Carol T. Kulik**, *U. of South Australia*
Author: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Author: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Author: **Sarah Alison Jarvis**, *U. of South Australia*

Gender equality goals have proven to be difficult for organizations to achieve. Management scholars attribute gender equality's intractability to decoupling: Organizations adopt structures, policies and programs that fail to deliver their intended outcomes. We present a conceptual framework that draws on recent developments in spatial configurations and institutional logics. The framework portrays organizational activities as operating across three distinct spaces (physical, mental, and social), but the management literature has historically emphasized activities originating in the physical space. We use case examples to illustrate how organizations might avoid decoupling by simultaneously attending to all three spaces. The framework identifies opportunities for organizations to harness cross-space dynamics, embrace divergent institutional logics, and enable progress toward gender equality.

Paper is Available to Meeting Registrants Only.

GDO: Gender equality in the workspace: A literature review and a research agenda

Author: **Alessandra Migliore**, *Politecnico di Milano*
Author: **Chiara Tagliaro**, *Politecnico di Milano*
Author: **Cristina Rossi Lamastra**, *Politecnico di Milano School of Management*
Author: **Gianandrea Ciaramella**, *Politecnico di Milano*

This paper proposes a comprehensive literature review, exploring how workplace strategy influences female workers and, more generally, impact on gender equality. This promising strand of the literature is acquiring more and more attention among scholars, but it is still nascent. The literature shows a general conviction that the workspace affect women and men to different extents and that the issue is emerging across different fields, but a transversal and inter-disciplinary stance would be desirable to identify a broader spectrum of gender-related issues in the workspace. We performed a systematic review of 86 papers published in the last ten years (2010 – 2019). We built a conceptual framework of analysis in order to categorize emerging issues and subjects that differently affect women, including both workspace design and workspace organization of the workplace. Our research will benefit scholars, executives and designers that deal with workplace management and are keen on finding tools and policies for improving gender equality in the workplace.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **187** | Submission: **10648** | Sponsor(s): (MOC, ODC, OB)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 4:00PM- 6:30PMET (UTC-4)**

**Together Remotely: Seeding and Cultivating a Sense of
Community in a Virtual World**
Building Community Experiences in a Virtual World



Organizer: **Reut Livne-Tarandach**, *Manhattan College*
Organizer: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*
Organizer: **Lyndon Earl Garrett**, *Boston College*
Organizer: **Hilary M. Hendricks**, *U. of Michigan*
Organizer: **Neil M. Boyd**, *Bucknell U.*
Facilitator: **Gretchen Marie Spreitzer**, *U. of Michigan*
Facilitator: **Peter Bacevice**, *U. of Michigan, Ross School of Business*
Facilitator: **Katelyn Zipay**, *U. of Oregon*
Organizer: **Sophie Pychlau**, *U. of Oregon*
Organizer: **Richard H. Jonsen**, *Rowan U.*
Panelist: **Dana Sinay**, *Dot Comm- Internal-organizational communities consultant*
Panelist: **Monica C. Worline**, *Stanford U. Center for Compassion and Altruism Research*
Panelist: **Tuan Ha**, *LinkedIn*
Organizer: **Kimberly Rocheville**, *Boston College*
Facilitator: **Nam Kyoan Kim**, *Ivey Business School*

In this year's AOM call for submissions on "Bringing the Manager Back in Management," Vice President and Program Chair Amy Hillman asks: "In an increasingly distanced world, how does one create relationships, cultures of care, and concern while holding employees, peers, and supervisors to a higher standard of accountability?" The present PDW is designed to address this important and timely question, as a central component of a sense of community is responsibility (i.e., a commitment to the well-being of the group and its individual members). Given that the fragmentation, disconnection, and loneliness that typically exist in society have been amplified due to the COVID-19 pandemic, now, more than ever, we have the opportunity to help navigate cultivating a sense of community in our virtual worlds. This PDW invites participants to seize the opportunity to adopt the role of community builder in their organizations, classrooms, and neighborhoods. To this end, in this PDW we bring together leading practitioners from industry and top educators to share their insights on building community in their respective virtual contexts. Following a panel discussion, participants will have an opportunity to attend a breakout room discussion with one of the expert panel members on building community in remote teams, digital communities, and in the classroom. The PDW will end with a large group discussion on where we go from here in bringing community to our online communities. Participants will leave this PDW having identified concrete tools that will assist them in connecting in our distanced world.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **188** | Submission: **10803** | Sponsor(s): **(OB, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 4:00PM - 5:30PMET (UTC-4)**

**The Struggle of Employment: Stigmatized Individuals' Experiences of
Moving into and Being in Work**
Stigmatized Individuals' Struggle with Employment.



Organizer: **Jan Stephen Lodge**, *Cambridge Judge Business School*
Discussant: **Blake E. Ashforth**, *Arizona State U.*
Presenter: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Presenter: **Linda K Trevino**, *Pennsylvania State U.*
Presenter: **Brent John Lyons**, *Schulich School of Business, York U.*
Presenter: **Kristie Rogers**, *Marquette U.*
Presenter: **Niki Den Nieuwenboer**, *U. of Kansas*
Presenter: **Christine Anna Mihelcic**, *Penn State Smeal College of Business*
Presenter: **Dane Cannon**, -
Presenter: **Kristina Tirol-Carmody**, *U. of Kansas*
Presenter: **Nicole C. Young**, *Franklin & Marshall College*
Presenter: **Catrina Palmer Johnson**, *Rutgers U., Newark*
Presenter: **Camellia Bryan**, *Schulich School of Business*

One of the "grand challenges" of our time confronting societies around the world is the transition and integration of stigmatized individuals into formal employment in organizations. While studies have started to show that engaging in employment can have many different positive implications for stigmatized individuals, these benefits may depend in significant ways on how these individuals transition and integrate into organizations. In this symposium, we draw attention to the processes, experiences, and outcomes surrounding this often challenging endeavor.

Degrees of Incarceration: Navigating Barriers to Employment

Author: **Catrina Palmer Johnson**, *Rutgers U., Newark*
Author: **Nicole C. Young**, *Franklin & Marshall College*

Tactics for Destigmatization: The Case of Workers with Intellectual Disabilities

Author: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Author: **Christine Anna Mihelcic**, *Penn State Smeal College of Business*
Author: **Dane Cannon**, -

The Dyslexic Struggle for Dignity in the Workplace

Author: **Niki Den Nieuwenboer**, *U. of Kansas*
Author: **Kristina Tirol-Carmody**, *U. of Kansas*
Author: **Kristie Rogers**, *Marquette U.*
Author: **Linda K Trevino**, *Pennsylvania State U.*

Dominant Group Identity Threat as a Source of Support for Stigmatized Groups in Organizations

Author: **Camellia Bryan**, *Schulich School of Business*
Author: **Brent John Lyons**, *Schulich School of Business, York U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **189** | Submission: **10043** | Sponsor(s): **(ONE, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 4:00PM - 5:30PMET (UTC-4)**

Is Sustainability a Journey or a Destination and Why It Matters for Theory and Practice



Sustainability Journey or Destination

Organizer: **Nicholas Poggioli**, *U. of Michigan*
Organizer: **Julie Bernard**, *U. Laval*
Organizer: **Lara Liboni**, *U. of Sao Paulo (FEA/USP)*
Organizer: **Rosalie Luo**, *Ivey Business School*
Organizer: **Nagendra S M**, *Indian Institute of Technology Ropar*
Distinguished Speaker: **Joel Gehman**, *U. of Alberta*
Distinguished Speaker: **Diane-Laure Arjalies**, *Ivey Business School*

How we define sustainability affects how scholars and managers understand, study, and practice sustainable organization. A dominant definition views sustainability as a journey of continuous improvement toward better environmental practices. However, the journey definition obscures the limits organizations face on their use of economic, social, and environmental systems before those systems transform or collapse. For such systems, sustainability is a destination or, in other words, a dichotomous property of the system: a fishery is either sustainable or unsustainable. There is a clash between the journey and destination definitions that threatens to limit theories of sustainable organization. This PDW explores that clash by supporting research on the meaning of sustainability. We focus on three definitions: sustainability is (1) a journey, (2) a destination, and (3) both a journey and destination. We convene a panel discussion and roundtable feedback sessions for scholars working on the effect of sustainability assumptions on our understanding and practice of sustainable organizing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **190** | Submission: **11023** | Sponsor(s): **(ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 4:00PM - 5:30PMET (UTC-4)**

Step ONE: Starting Your Sustainability PhD Journey with ONE
Step ONE: Starting Your Sustainability PhD Journey



Organizer: **Jessica Jones**, *U. of Tennessee*
Organizer: **Katrin Heucher**, *U. of Michigan*
Organizer: **Kevin Chuah**, *London Business School*
Organizer: **Lucrezia Nava**, *Cambridge Judge Business School*
Organizer: **Sara Graves**, *Simon Fraser U.*
Speaker: **Jeff York**, *U. of Colorado, Boulder*
Speaker: **Grace Augustine**, *Cass Business School, City U. London*

Step ONE is a moderated PDW to support early-stage sustainability PhD students to begin and bolster their journey with the Organizations and the Natural Environment Division. It is a precursor to the ONE Doctoral Consortium, which is targeted at later-stage doctoral researchers. In times of virtual meetings, it is especially challenging for these early-stage PhD students to not only get involved with academic communities but also to stay committed. As a group of five late-stage doctoral researchers and early-career scholars, we wish to create a safe and inclusive space for early-stage PhD students and first-time AOM ONE participants. With this PDW we aim to (1) cultivate a passion and purpose for sustainability research, particularly through encouraging participation in a welcoming research community; (2) guide PhD students in navigating, participating in, and thriving at AOM, and as part of ONE; and (3) develop students' interests in ONE-related topics, by helping them articulate their research purpose in sustainability, as well as to identify potential theoretical lenses, collaborators, and pathways that will help to engender and amplify that purpose. With Jeffrey York and Grace Augustine as invited keynote speakers to help contextualize the relevance of our program, we offer opportunities for participants to listen, engage, and become part of an inclusive global academic community.

Participation will be based on pre-registration. We will pre-register participants on a first-come, first-served basis.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **191** | Submission: **16603** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 4:00PM - 5:30PMET (UTC-4)**

SIM Social Gathering
SIM Social Gathering

Program Chair: **Colin Patrick Higgins**, *Deakin U.*
Program Chair: **Cristina Neesham**, *Newcastle U.*
Division Chair: **Andrew C Wicks**, *U. of Virginia Darden School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workers & Skills

Digital Session Chair: **Aman Asija**, *U. Ramon Llull, ESADE Business School*

TIM: Anticipated Knowledge Worker Mobility And R&D Dynamism: Evidence From A Natural Experiment

Author: **Aman Asija**, *U. Ramon Llull, ESADE Business School*
Author: **Dimo P. Ringov**, *ESADE Business School*

This study examines how the threat of knowledge worker mobility affects the dynamics of firm R&D. We argue that the appropriability challenges posed by the threat of knowledge worker mobility give rise to a “caution effect” on firm R&D strategy. In particular, we posit that the threat of losing knowledge workers dampens R&D dynamism, i.e., reduces the volatility of firm R&D expenditure. Yet, the dampening of R&D dynamism is less pronounced for firms that have alternate mechanisms for mitigating the threat of knowledge worker mobility, such as firms that have established a reputation for litigiousness. Using a natural experiment and a difference-in-differences methodology in the context of the US manufacturing industry over the period 1991-2018, we empirically test and find evidence supporting our hypotheses.

Paper is Available to Meeting Registrants Only.

TIM: Technology diffusion and changing skill demands

Author: **Sirui Wang**, *The Wharton School, U. of Pennsylvania*
Author: **Prasanna Tambe**, *The Wharton School, U. of Pennsylvania*

Using an expansive data set on job listings and skill requirements, we document the entry of the Swift programming language for developing mobile applications into the labor market and how employers choose to hire workers for this emerging technology. We find that the first employers of Swift tend to be firms that are characterized by having general and diverse skill demands while firms that hire on less common skills or on specific bundles of skills have a lower tendency to engage with Swift until much later. This heterogeneity among firms in when they invest in human capital associated with emerging technologies results in a shift in the types of Swift jobs that are demanded in the market over time. We are able to attribute this shift to the decisions of employers rather than the skill since we do not observe comparable trends in a functionally equivalent but more mature mobile application programming language, Objective-C. Our findings are consistent with how organizational inertia can inhibit prompt adoption of new technologies. Implications for technology adoption, hiring, and labor shortages are discussed.

Paper is Available to Meeting Registrants Only.

TIM: Examining the Knowledge Leadership, Knowledge Sharing and Work-Related Curiosity on Project success

Author: **Namra Mubarak**, *U. Sains Malaysia*
Author: **Jabran Khan**, *U. Sains Malaysia*
Author: **Mastura Jaafar**, *U. Sains Malaysia*

Project success (PS) appears to be one of the most studied variables in the project management literature, but project performance is, unfortunately, unsatisfactory in the Pakistani Project-Based Organisations (PBOs). Although the technical and behavioural aspects of PS have been given due attention by previous scholars, the behavioural aspect demands more attention since the project manager and its employees play a crucial role in determining the success of a project and its organisation. Therefore, this study tested the relationship between knowledge leadership (KL) and PS, along with the mediating role of knowledge sharing (KS) and the moderating role of employees' work-related curiosity (WRC) on the KS-PS correlation. Data were collected in three-time lags from 258 employees from information technology (IT) organisations across Pakistan. The results support the proposed model. It was found that KL facilitated subordinates and created a KS environment that enabled the co-workers to share their expertise to accomplish tasks. Implications for researchers and practitioners are discussed at the end of this paper. There is no previous study identifying the relationship between knowledge leadership and project success. However, Innovativeness requires refined mechanisms of knowledge sharing for continuous improvement and corrections.

Paper is Available to Meeting Registrants Only.

TIM: Building capabilities for external knowledge sourcing: Training and Innovation in Small firms

Author: **Licia Cerini**, *Department of Management and Technology, Bocconi U.*
Author: **Nilanjana Dutt**, *Bocconi U.*
Author: **Charles Williams**, *Bocconi U.*

We study how an increase in a firm's internal human capital can support new product development. By adopting training practices, we expect firms to increase the benefits of external knowledge. These benefits may differ between market- and institution-based knowledge sources because each provides distinct expertise to the firm. The study relies on the Community Innovation Survey that tracks firms from twelve European countries in multiple industries in 2006-2014. We find that small firms - those with fewer than 50 employees - attain higher returns to external knowledge when they invest in human capital through training. However, these results only hold for external knowledge that is market-based. Our study links the innovation and strategic human capital literature by illustrating how training helps firms extract the value of external knowledge for new product development.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **193** | Submission: **17607** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 5:00PM- 6:15PMET (UTC-4)**

HR Division New Member Social & Happy Hour *HR Division New Member Social*

Organizer: **Pascale Fricke**, *U. of British Columbia*
Organizer: **David W. Sullivan**, *U. of Houston*
Organizer: **Jamila Maxie**, *U. of North Texas*
Organizer: **Ellen Rebecka Kackur**, *BI Norwegian Business School*
Organizer: **Liza Castro Christiansen**, *U. of Reading*
Division Chair: **Anthony J. Nyberg**, *U. of South Carolina*
Program Chair: **Jill Ellingson**, *U. of Kansas*
Professional Development Workshop Chair: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Division Chair-Elect: **David Collings**, *Dublin City U.*

For new and prospective HR Division members, as well as less experienced conference attendees —particularly doctoral students and international members—AOM can be a confusing and overwhelming event. Additionally, virtual conferences often lack the opportunities for networking and socializing that are a staple of face-to-face conferences. The goal of this social is to offer a friendly introduction to AOM and the HR Division, providing the opportunity for attendees to learn more about the HR division and welcoming them to the division as their “home” at AOM. This social will open with a brief introduction to the HR Division, highlighting PDWs and the HR Division’s conference program offerings. Participants will be encouraged to join break-out rooms and interact with members of the HR Division Executive Committee, as well as meet new friends and interact with familiar faces. This is a social hour! If you are inclined, please feel free to have your favorite beverage ready for this exciting networking and social session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **194** | Submission: **16754** | Sponsor(s): (MC)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 5:00PM - 6:30PMET (UTC-4)**

New theoretical and practical approaches for digitalization and for emerging phenomena



Digital Session Chair: **Isabell Diermann**, *U. of Kassel*

MC: **Entrepreneurial Coaching: A Systematic Literature Review**   

Author: **Isabell Diermann**, *U. of Kassel*

Author: **Silja Christina Kotte**, *HMKWU. of Applied Sciences Frankfurt*

Carolyn Dexter Award Nominee

Despite the importance and increasing popularity of coaching as a means for supporting entrepreneurs throughout the entrepreneurial process, research on entrepreneurial coaching is only emerging and a holistic overview is missing. We conducted a systematic literature review, and, based on 31 empirical studies from across the world, identified outcomes, input, process, and contextual factors of entrepreneurial coaching. The quality assessment indicated that the quality of empirical studies on entrepreneurial coaching is highly heterogeneous. The pattern of outcomes reflects the particularities of coaching entrepreneurs, namely entrepreneurship-specific and venture-related outcomes. Regarding input and process factors, entrepreneurs' coachability plays an important role for coaching success. Among process factors, coach roles are particularly prominent and remarkably multifaceted. Research on contextual factors (in particular the institutional embeddedness of coaching engagements and multiple stakeholders) lags far behind their apparent importance. We derive suggestions for theory development and practical implications for coaches, incubator managers and entrepreneurs.

Paper is NOT Available. Please contact the author(s).

MC: **The development and application of HRM in SMEs in Emerging Economies**

Author: **Alexandros Psychogios**, *Birmingham City U. Business School*

Author: **Rea Prouska**, *London South Bank U.*

Research has so far explored a range of factors, such as institutional, cultural, industry, and internal HRM structures/practices, which can explain how the HRM function has developed in some emerging market economies (EMEs). With the increasing importance of EMEs to the world economy, the study of HRM in these economies and in a range of organisations becomes even more critical, especially for practitioners and consultants in the HRM field. Of particular importance is the study of HRM in small and medium enterprises (SMEs) in EMEs because they constitute the backbone of such economies. However, the development of the HRM function in SMEs operating in EMEs has, so far, not been of special research and practice interest. We address this gap by exploring this development of HRM in SMEs operating in a range of countries in Asia, Africa and Latin America, with the aim of uncovering key influences that can be utilised from both practitioners and consultants when targeting at helping SMEs in these contexts to apply HR practices. We also contribute to theory and practice by developing a conceptual framework of two institutional elements to demonstrate how they influence the development of the HRM function in SMEs in EMEs. Within this framework we propose a four-fold typology of the HRM function in SMEs in these economies that facilitate (or inhibit) successful HRM implementation.

Paper is NOT Available. Please contact the author(s).

MC: **Scientific consulting enables compatibility between AI & human potential: How a Bank fights ML & CFT**

Author: **Jocelyne Boulos Eid**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Author: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Author: **Jeremy Salmeron**, *ISEOR*

Winner of the Information Age Publishing Outstanding Doctoral Student Paper Award

Money laundering (ML) has been affecting the global economy for many years and treating its security. ML encompasses illegal activities that are used to make illegally acquired funds appear legitimate. Banks are in the front line of the fight against ML and Counter Finance Terrorism (CFT). They should acquire monitoring software, manage controls and experts practices. This paper aims to share the mechanism put in place to ensure the implementation of a monitoring system that incorporate Artificial Intelligence (AI) to detect suspicious transactions. The choice for the case study is a Private Bank in the Middle East. The intervention research project comprises of valuing the impact of implementing a socio-economic management consultancy method to synchronize the internal control departments human potential to sustain FATF recommendations for monitoring software (FATF, 2012). This anticipated improvement in performance would increase the AI solution return on investment thus ensuring compliance and sustainability of the Bank.

Paper is Available to Meeting Registrants Only.

MC: **Digital Transformation Consulting: Toward a Human-Technology Performance Model Digital Transformat**  

Author: **Emmanuel Monod**, *Shanghai SUIBE U.*

Author: **Antonia Koester**, *U. of Potsdam*

Author: **Elisabeth Joyce**, *Edinboro U.*

Author: **Sabine Khalil**, *ICD international business school*

Author: **Nataliia Korotkova**, *Norwegian U. of Science and Technology*

As the focus on digital transformation and its unexplored opportunities is prospering, consulting firms have also turned their attention to it. Despite this increased attention, digital transformation project failure rate remains high, thereby reaffirming the "IT productivity paradox" or "AI productivity paradox. The purpose of this paper is to holistically scrutinize the current approach of digital transformation consulting. A deductive qualitative study draws upon the Human Technology Performance model to elucidate papers on digital transformation published by four major management consulting firms in 2014-2019. Whereas the focus on customer-centricity and some measures of corporate performance is prominent in the consulting approaches, the study results have revealed several "blind spots" that are still either neglected or poorly covered. Three main blind spots are particularly prominent from the analysis. First of all, consulting firms often apply a "one size fits all" approach, thereby neglecting contextual factors, such as age, size, or industry. Secondly, they neglect process level in the return on investment of IT. Thirdly, the suitability of IS development methods remains poorly considered. Hence, the paper argues that, while consulting firms purport to support digital transformation exigences and efforts, they, in fact, adhere to traditional approaches to business consulting.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **195** | Submission: **13735** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 5:00PM - 6:30PMET (UTC-4)**

MOC Social Event (1 of 2)
MOC Social (1 of 2)

Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Abhijeet K. Vadera**, *Singapore Management U.*

Come catch up with longtime friends and meet new ones on a fun and engaging virtual platform! We will be mingling on the GatherTown platform. Here's how you access: Go to <https://gather.town/i/5HxsT6bw> Enter the password - Social The platform is very easy to use, but here are some tips to smooth entry – use Chrome; once you are on the site, allow the browser to access your camera and microphone by clicking on the little lock icon next to the URL; make sure you are logged out of Zoom; (optional) complete the short tutorial when you enter

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **196** | Submission: **16680** | Sponsor(s): **(NEU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 5:00PM - 6:20PMET (UTC-4)**

NEU Executive Committee Meeting
Executive Committee Meeting

Participant: **Yair Berson**, *McMaster U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **197** | Submission: **17343** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 5:00PM- 6:30PMET (UTC-4)**

Proactive and Prosocial Personality Traits

Digital Session Chair: **Sunjin Pak**, *Slippery Rock U. of Pennsylvania*

OB: **Work To Win or Work Not to Lose? Promotion and Prevention Focus in Workaholism**

Author: **Sunjin Pak**, *Slippery Rock U. of Pennsylvania*
Author: **Sang-Hoon Lee**, *U. of Illinois at Urbana-Champaign*
Author: **Amit Kramer**, *U. of Illinois at Urbana-Champaign*

We conceptualize, develop, and validate a multidimensional measure that can explain the underlying motivations of workaholism. Based on regulatory focus theory (Higgins, 1997), we established the Promotion- and Prevention-oriented Workaholism Scale (PPWS), which consists of three dimensions (i.e., cognitive, emotional, and behavioral dimensions) for each form of workaholism, with five items for each dimension. We tested the psychometric properties and nomological networks of the PPWS in a three-phase study using data from 1,086 participants. First, the multidimensional and hierarchical model of the PPWS shows a better fit to the data than alternative models. The PPWS shows high internal reliability and content validity across samples. Second, our findings support that the PPWS is distinct from conceptually related covariates, such as job involvement, work engagement, burnout, and perfectionism. Finally, the PPWS shows incremental validity as it predicts job involvement, work engagement, and burnout above and beyond the previous workaholism scales (i.e., MWS, WART, DUWAS, WorkBat, and BWAS). We also discuss the implications and limitations of our research, along with future research on the PPWS.

Paper is NOT Available. Please contact the author(s).

OB: **Leadership Signatures and Leadership Emergence**

Author: **Robert Wood**, *U. of Technology Sydney*
Author: **Bichen Guan**, *U. of Technology Sydney*

This study introduces the construct of leadership signatures as an individual leadership difference, based on the “If this, then that” contingency relationships from the CAPS framework (Mischel & Shoda, 1995). It tests a leadership signature in which variability in leader identity across situations is modeled as a function of leadership self-evaluations in the form of “if this (self-evaluation), then that (leader identity)”. Data were collected every second week for 36 weeks from 227 participants, assigned to initially leaderless dormitory groups (n = 37). Leadership signatures were relatively stable over time, were stronger for those with past leadership experience, and differed significantly between individuals. The strength of leadership signatures for individuals positively predicted their emergence as leaders, based on peer ratings. The results point to the potential of leadership signatures as an explanatory mechanism for leader behavior and resulting outcomes. Implications for contingency models of leadership are discussed.

Paper is Available to Meeting Registrants Only.

OB: **Stay Hungry: Development and Validation of a Measure of Dissatisfaction with the Status Quo**

Author: **Bichen Guan**, *U. of Technology Sydney*
Author: **Robert Wood**, *U. of Technology Sydney*
Author: **William Beckwith**, *U. of Technology Sydney*
Author: **Luke Borgnolo**, *U. of Technology Sydney*
Author: **James Mayers**, *U. of Technology Sydney*

Employee dissatisfaction with the status quo (DWSQ) has been recently identified as a motivator to minimize discrepancies between current performance and aspirational standards and to enhance innovative behaviors. A key challenge in applying this construct is a lack of a consistent definition and validated measure. To address this issue, we develop and validate a 16-item DWSQ scale through six steps, across two samples from the IT sector and one sample from the finance and banking sector. The final version of the DWSQ scale has four factors: Internal Questioning, Improvement Focus, Expressing Concern, and Nonconformist. Factor analyses and regression analyses results provide strong evidence of the convergent, discriminant, criterion-related, and incremental validity, along with the internal consistency and test-retest reliability of the scale. DWSQ explains the variances of innovative behavior and adaptive performance over cognitive ability and big five personality traits, supporting the motivating role of DWSQ in the workplace. The comprehensive conceptualization of the construct and the validated measure of DWSQ will enable researchers to expand theories including DWSQ and organizations to select and develop innovative employees and strengthen organizational innovative capability.

Paper is Available to Meeting Registrants Only.

OB: **How Dose Prosocial Motivation Congruence Frontline Followers' Service Quality: A P-E Fit Perspective**

Author: **Pengcheng Zhang**, *Huazhong U. of Science and Technology*
Author: **Mingwei Liu**, *School of Management, Huazhong U. of Science and Technology*
Author: **Chenglin Gui**, -
Author: **Meiqin Jiang**, *College of Economic and Management, Huazhong Agricultural U*

Based on P-E fit theory and research on goal congruence, the current research analyzed the relationship of leader-follower congruence in prosocial motivation and follower's service quality in hospitality organizations. It further explored how leader-follower congruence in prosocial motivation influenced follower's service quality. We conducted a field study to get a sample of 176 leader-follower dyads from a large-sized hotel in China. All the theoretical hypothesis was tested with polynomial regression and response surface analysis. The results indicated that leaders and followers in the congruent dyads with high prosocial motivation lead to higher levels of service quality than those in the congruent dyads with low or moderate prosocial motivation. Interestingly, we also found that service quality is higher when followers' prosocial motivation is lower than leaders' rather than when leaders' prosocial motivation is lower than followers. Additionally, leader-follower congruence in prosocial motivation had an indirect effect on service quality through followers' task proactivity. Our research sample is a mature team data collected in China with a high collectivist culture, which may affect the stability and universality of the results. Future studies can also examine the influence of the congruence of prosocial motivation on service quality according to the different dimensions of prosocial motivation in different cultural contexts. Hospitality organizations should pay more attention to the importance of leader-follower congruence in prosocial motivation. Leaders should strengthen communication and feedback with followers to enhance mutual understanding, and prosocial motivation can be an important reference indicator for recruitment, promotion and corporate training. These findings highlight the pivotal role played by leaders in promoting followers' service quality, and provide deeper comprehension into the role of prosocial motivation congruence between leaders and followers in influencing followers' service quality.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **198** | Submission: **16669** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 5:00PM - 6:00PMET (UTC-4)**

**Strategizing Activities and Practices Early-Career Program: Q&A with Patron
Ann Langley and Farewell**
Q&A with Patron Ann Langley and Farewell

Organizer: **Seray Ergene**, *U. of Rhode Island*
Organizer: **Renate Kratochvil**, *BI Norwegian Business School*
Organizer: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Organizer: **Madalina Stoicovici Pop**, *Aarhus BSS, Aarhus U.*
Participant: **Ann Langley**, *HEC Montreal*

Invite ONLY

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **199** | Submission: **12378** | Sponsor(s): (STR, RM, OMT, TIM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 5:00PM- 8:00PMET (UTC-4)**

New Data and Methods in Strategic Management Research *New Data and Methods in Strategic Management*



Organizer: **Arianna Marchetti**, *London Business School*
Organizer: **Viktorie Sevcenko**, *INSEAD*
Panelist: **Bo Cowgill**, *Columbia Business School*
Panelist: **Arianna Marchetti**, *London Business School*
Panelist: **Robert Channing Seamans**, *NYU Stern*
Panelist: **Viktorie Sevcenko**, *INSEAD*
Panelist: **Florenta Teodoridis**, *California Southern U.*
Panelist: **Marco Testoni**, *Tilburg U.*

The recent advances in machine learning (henceforth, ML) and big data methods are not only shaping the way organizations operate and compete, but are also increasingly impacting academic research through enabling scholars to access ever larger datasets and deploy novel analytical techniques. Building skillsets around cutting-edge methods to gather and analyze such data and produce meaningful insights for research and practice has therefore become a necessity for management scholars. This PDW will provide AoM participants with the opportunity to learn about some of the most popular new computational approaches and tools, as well as data sources to advance the study of organizations and their members, their interactions in the labor market, and the new challenges they confront due to the advent of ever more sophisticated ML techniques. The first part of the PDW will focus on presentations by the invited panelists, covering machine learning applications for natural language processing to study innovation processes and organizational culture using large corpora of text, as well as methodological advances in the study of biased algorithms in evaluating human capital, occupational exposure to artificial intelligence, and social interactions using smartphone geolocal data. The presentations by the panelists will be followed by a Q&A session with the audience and further by a series of roundtables where participants can interact among each other and with the panelists and discuss their ongoing research projects.

This workshop will include a panel discussion open to all conference registrants, followed by a shorter paper feedback session in breakout rooms that will be by invitation only. To apply to the paper feedback session, please submit a paper abstract (up to 350 words) to amarchetti@london.edu and victoria.sevcenko@insead.edu by 1st July 2021 with the subject "AOM PDW on New Data and Methods in Strategic Management Research – Paper Session Application". Selected participants will be notified two weeks prior to the scheduled workshop.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **200** | Submission: **12776** | Sponsor(s): **(AAT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 6:00PM - 7:30PMET (UTC-4)**

How to Bring the Manager Back in Management: Views from Highly Cited Scholars

Views from Highly Cited Scholars



Moderator: **Herman Aguinis**, *George Washington U.*
Panelist: **David Audretsch**, *Indiana U., Bloomington*
Panelist: **Julie Battilana**, *Harvard U.*
Panelist: **Caroline Flammer**, *Boston U.*
Panelist: **Klaus Meyer**, *Ivey Business School*
Moderator: **Mike W. Peng**, *U. of Texas at Dallas*
Panelist: **David J. Teece**, *U. of California, Berkeley*

Consistent with the conference theme, the goal of this proposed panel symposium is to share the views of some of the most cited and thus most influential management scholars on how they bring managers back in management in their own scholarship. For the purpose of our session, we define “managers” broadly to not only include managers, but also executives, leaders, entrepreneurs, government officials, and policy makers. As the starting point for the session, the panelists will address the following questions: (1) How do they treat the role of managers in their research? (2) Does their emphasis on managers help them produce influential research? (3) How do they bring the manager back in management not only in their research, but also in other activities including teaching, service, and consulting? (4) How can more members of the Academy “bring the manager back in management”? Then, the session will be interactive and include a Q&A format. Representing 13 AOM divisions, our session purposely includes a highly diverse set of panelists whose research addresses micro and macro domains and who typically use qualitative and quantitative methods. Also, each has held or holds editorial appointments as well as professional association positions in the Academy of Management as well as other academic organizations. We have done so intentionally so our session will be of interest to many AOM colleagues regardless of domain and/or methodological interests and orientations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **201** | Submission: **16689** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 6:00PM - 8:00PMET (UTC-4)**

Emerging Scholars Consortium Reception *ESC Reception*

Professional Development Workshop Chair: **Cheryl Rathert**, *Saint Louis U.*
Representative-at-Large: **Yaminette Diaz-Linhart**, *Brandeis U.*
Representative-at-Large: **Jennifer Gutberg**, *U. of Toronto*
Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

Reception following the Emerging Scholars Consortium

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **202** | Submission: **10344** | Sponsor(s): **(MSR, GDO, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 6:00PM- 8:00PMET (UTC-4)**

What Silence Can Teach Us About Race and Leadership

Silence, Race, and Leadership

Facilitator: **Kathryn Goldman Schuyler**, *Alliant Intl U. / Coherent Change*
Facilitator: **Michelle Marie Evans**, *U. of Melbourne*
Facilitator: **Lemuel Watson**, *Kinsey Institute, Indiana U.*
Facilitator: **Chellie Margaret Spiller**, *Waikato Management School*

Collectively unpacking and experiencing how silence acts when we seek to address race is critical to supporting conscious, transformative leadership. Fear-based silence disconnects people from themselves, each other, and the planet. It allows people to run away from discomfort, giving tacit approval to racism and preserving status, privilege, and power. Leadership that tolerates or feeds fear-based silence allows racism to fester—feeding ignorance, prejudice, and deep divides. Sacred silence by contrast heals and raises consciousness. A practice of sacred silence helps one push for change and disruption to racism. Sacred silence nourishes the courage to look fearlessly within personal shadows, seeking to see what is required to make the world a safe, secure, and just place for all. This PDW will create an online collective space for participants to reflexively engage. After a brief invocation and presentation about these contrasting types of silence, participants will be invited to reflect in small groups on how silence can be stifling or nourishing. Back in the main zoomroom, groups will have the opportunity to share key insights before the diverse, international presenters invoke sacred silence and share their varied perspectives about it with regard to leadership. Hearing and building upon one another's words, we will facilitate a circle that allows space for silence, images, and sound. Our intention is for the workshop to be thought-provoking and inspiring, so that we build community across the members of the various sponsor groups, yielding new friendships and collaborations for writing and research. **KEY WORDS:** Indigenous Leadership, Black Leadership, Race and Leadership, Mindfulness, Racism, Silence, Wisdom

To read the paper that served as the ground for this workshop, see Spiller, C., Evans, M., Goldman Schuyler, K., & Watson, L.M. (2021). What silence can teach us about race and leadership. *Leadership*, 17(1), 81–98. <https://doi.org/10.1177/1742715020976003>

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Patents Examined & Enforced

Digital Session Chair: **John Howells**, *Aarhus U., Department of Management*

TIM: Do Patents Alleged to be “Overly-broad” and of “Dubious Validity” Retard Innovation?

Author: **John Howells**, *Aarhus U., Department of Management*
Author: **Ron D Katznelson**, *Bi-Level Technologies, Encinitas, California, USA*

A current refrain in patent policy discourse is that “overly-broad” patents of “dubious validity” retard innovation. We briefly review expressions of the thesis to show that they reduce to the allegation that disagreements over enforceable patent scope and/or validity harm innovation. The Selden automobile patent is alleged to have been such a patent. We review the evidence of commercial development during the Selden patent term and show that although there was disagreement as to the scope and validity of Selden’s patent claims, there is no evidence that innovation was retarded. We show that Henry Ford and others relied on “freedom to operate” analyses of the Selden patent claims that unambiguously demonstrated their narrow scope. We reexamine archival evidence and cite new primary sources, in particular the legal Opinion given to Ford on the Selden patent to provide a more accurate account than hitherto published of how Ford made his analysis. It was this analysis embodied in the legal Opinion that gave the Ford Motor Company the confidence to publicly indemnify all its customers from infringement liability. Suit for infringement of the Selden patent was brought against the Company, and Ford ultimately prevailed. The Selden patent was licensed, not to create a patent pool, cross-licensing agreement or cartel, but a “patent enforcement collective”; the Selden case should be known as the exemplary instance of how freedom-to-operate analysis can provide the confidence to invest and develop business.

Paper is Available to Meeting Registrants Only.

TIM: Start-ups’ Technological Invention and the Role of Enforcement Environment

Author: **Aqi Liu**, *Tsinghua Shenzhen International Graduate School*
Author: **Siva Ramakrishna Devarakonda**, *Tilburg U.*

The patent institution offers incentives for start-ups to engage in inventive activities. Yet, patents are only probabilistic rights, raising the risk of litigation for start-ups. In high-tech industries, competitors often employ patent litigation to assert their intellectual property and challenge start-ups’ novel inventions. In this study, we focus on the institutional environment for patent enforcement and examine how the prevalence of patent adjudication influences start-ups’ technological inventions. We theorize that start-ups are likely to reduce their efforts in inventive activities in an environment with a high adjudication rate to avoid ruinous litigation costs and the risk of patent invalidation. We further posit that the negative impact of adjudication can be made more or less pronounced by other institutional features that affect start-ups’ perceived litigation risks and costs for their inventions. Using a sample of Chinese biopharmaceutical start-ups founded between 2008-2017, we find empirical support for our hypotheses.

Paper is Available to Meeting Registrants Only.

TIM: Patent Validity and Follow-on Patenting: Evidence From Ex Parte Reexamination at the USPTO

Author: **Charles DeGrazia**, *EMLV*

The paper analyzes the effects of ex post declarations of patent validity, a component of patent quality, on follow-on patenting decisions by both assignees and rivals to a given patent. Using a DiD-matching estimator, this chapter estimates the effects of validation, or an increase in the probability of validity through ex parte reexamination on follow-on patenting. I find that validation increases for overall and external follow-on patenting but the results are mixed for internal follow-on patenting. The increase in follow-on patenting by rivals can be attributed to an increase in defensive patenting based on the positioning of follow-on patents in technology space after validation. The positioning of external follow-on patenting is unaffected by validation. Finally, I find that the validation effect is more prominent in complex relative to discrete technologies.

Paper is Available to Meeting Registrants Only.

TIM: The influence of Patent Assertion Entities on Inventor Behavior

Author: **Mukund Chari**, *U. of Colorado, Boulder*
Author: **H Kevin Steensma**, *U. of Washington*
Author: **Charles Connaughton**, *U. of Washington*
Author: **Ralph A. Heidl**, *U. of Oregon*

Patent assertion entities (PAEs) are intermediaries that acquire patents from inventors and license them to firms that are using the intellectual property in products that they have already commercialized. We consider how PAE intermediation influences the behavior of inventors by reducing the costs to monetize their inventions. Using a proprietary dataset that tracks PAE lawsuits, we find that, as PAE intermediation for a given class of technologies increases, larger numbers of focused inventors (i.e., small firms, universities, and labs) that typically lack commercializing capabilities begin producing inventions in this class. Further, we find that, as compared to their larger counterparts, focused inventors are particularly responsive to increasing PAE intermediation by producing greater numbers of inventions, albeit inventions that are increasingly likely to be incremental advances.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Individual and Collective Turnover

Digital Session Chair: **Silvia Clark**, *Darla Moore School of Business, U. of South Carolina*

HR: All hands on deck? Comobility and career outcomes after organizational failure

Author: **Agnieszka Nowinska**, *Aalborg U., Department of Business and Management*
Author: **Valentina Tartari**, *Copenhagen Business School*
Author: **Ram Mudambi**, *Temple U.*

The observation of joint transfers of workers, termed collective turnover or comobility is a phenomenon that tends to be inherently contaminated by concerns of selection. We study the phenomenon in a unique quasi-experimental context of organizational failure wherein no employees had the choice of staying on. Studying the phenomenon in this “cleaner” context, we find that overall, comobility is associated with the likelihood of a downward career move. This association is even stronger for junior employees, relative to moving alone. Contrary to our expectations, for senior employees comobility is associated with an increased likelihood of demotion, relative to a solo move. We use of proprietary hand-collected data on 185 traders and trading managers securing jobs in various countries and industries after an exogenous organizational failure in the bunker trading industry supplemented with unique qualitative insights.

Paper is Available to Meeting Registrants Only.

HR: Exploring the benefits of turnover: Quits vs. Discharges, Job Levels and unit performance

Author: **Cristina Simon**, *IE U.*
Author: **Emmanouil Avgerinos**, *IE U. - IE Business School Madrid, Spain*
Author: **Elena Revilla**, *IE Business School*

Research so far supports a general negative effect of turnover on unit performance, and attempts to explore its potential benefits are scarce. One potential source of positive effects is related to the reasons for turnover, specifically whether it takes the form of quits or discharges. Results from the few empirical comparisons of these two types of turnover render inconclusive results, calling for the exploration of boundary conditions that may moderate their relationship with performance. The present study investigates to what extent the turnover-performance link is jointly affected by the reasons for departure and the position held by the leavers. Building on human capital and social capital arguments, we compare the impact of quits and discharges across managerial and staff levels over unit performance. We test our hypotheses using longitudinal monthly data from 5,202 stores of a large fashion multinational retailer in 39 countries. Our results show a curvilinear, inverted-U relationship between staff quits and unit performance, and discharges are proven linearly beneficial both for managerial and staff positions, although at different degrees. Our results demonstrate that differentiating between quits and discharges matters, and that the relative value conveyed by the job level of the departing employees is a relevant contingency in this distinct effect over performance.

Paper is Available to Meeting Registrants Only.

HR: The Relationship Between Faultlines and Collective Voluntary Turnover

Author: **Silvia Clark**, *Darla Moore School of Business, U. of South Carolina*
Author: **Robert E Ployhart**, *U. of South Carolina*
Author: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*

This study examines the link between demographic faultlines and collective voluntary turnover to provide contributions to both literatures. Based on social identity theory and job embeddedness, we further propose that business unit tenure moderates the faultline-collective voluntary turnover relationship. We test the hypotheses using data drawn from a sample of government employees nested within 356 business units over the course of two years. The results suggest that demographic faultlines (age, gender, ethnicity) are associated with an increase in collective turnover. These effects hold, even after controlling for the independent dimensions of diversity, which suggests that the faultline construct captures variance distinct from the individual elements. Furthermore, the results suggest this relationship is moderated by the average organizational tenure of the business unit. Overall, we contribute to the literature on collective turnover and faultlines and demonstrate that the effects of demographic faultlines on collective voluntary turnover are conditional on contextual factors.

Paper is Available to Meeting Registrants Only.

HR: Will they Stay or will they Go: Collective Engagement and Turnover Volatility during the Pandemic

Author: **Patrick Flynn**, *North Carolina State U.*
Author: **Anthony J. Nyberg**, *U. of South Carolina*

Using a large, geographically dispersed organization designated as “essential” and required to stay open during the COVID-19 crisis, we examine the relative influence of store-level versus macro-level differences in collective turnover over time. Capitalizing on the unique situation in which employees were at minimal risk of being unemployed, but who likely perceived high levels of uncertainty surrounding health risks, we responded to calls to disentangle the influence of store and macro factors of collective turnover. The findings illustrate that store-level differences explain most changes in collective turnover, and that high collective engagement appears to limit increases in collective turnover as crises unfold. The findings result from examining monthly collective voluntary turnover between January and June of 2020 in 4,528 stores in the United States from a large, North American organization coupled with a detailed examination of collective engagement in a random subsample of 472 stores. In combination, the results inform theory regarding collective turnover and collective responses to crises while also providing practitioners suggestions for how to minimize negative employee responses to unexpected events through employee engagement. The lessons learned are applicable to crisis situations but also have important implications for practitioners and researchers in non-crisis situations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **205** | Submission: **11973** | Sponsor(s): **(CM, GDO)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 6:30PM- 8:00PMET (UTC-4)**

**Toward a Restorative Justice Approach for “Bringing
the Manager Back in Management”**
Toward a Restorative Justice Approach



Organizer: **Michael Gross**, *Colorado State U.*
Organizer: **Jennifer Parlamis**, -
Organizer: **Laura L. Rees**, *Queen's U.*
Organizer: **Ming-Hong Tsai**, *Singapore Management U.*
Panelist: **Meena Andiappan**, *U. of Toronto*
Panelist: **Estelle Archibold**, *Case Western Reserve U.*
Panelist: **Deborah Kidder**, *U. of Hartford*
Panelist: **Tyler Gene Okimoto**, *U. of Queensland*
Panelist: **Gregory Paul**, *Kansas State U.*

This year's academy theme “Bringing the Manager Back in Management” focuses on what managers do on a day-to-day basis. This panel symposium is designed to engage a group of scholars and practitioners to examine how research and practice on Restorative Justice addresses issues confronting managers in a formal, moderated, interactive discussion. We aim to bring to light theoretical and practical opportunities for organizations. Panelists will draw on a wide range of relevant scholarship in the field of RJ applied to a variety of contexts, including artificial intelligence, social and economic disparities in the workplace, how we teach RJ in our business schools, how we can provoke a new wave of research on restorative justice as a managerial practice, and the factors that may influence organizational ripeness for restorative justice.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

**Extending the Labyrinth beyond Pathways to Leadership:
Navigating the Challenges of Women's Careers**
Extending the Labyrinth beyond Leadership Pathways



Organizer: **Miriam Yates**, *U. of Illinois at Urbana-Champaign*
Organizer: **Michelle Checketts**, *U. of Illinois at Urbana-Champaign*
Discussant: **Alice H Eagly**, *Northwestern U.*
Participant: **Ben William Lewis**, *Brigham Young U.*
Participant: **Taeya Howell**, *Brigham Young U.*
Presenter: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*
Participant: **Mary Kern**, *City U. of New York, Baruch College*
Presenter: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*
Presenter: **Grisel Lopez-Alvarez**, *U. of Illinois at Urbana-Champaign*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Discussant: **Linda Carli**, *Wellesley College*
Participant: **Roberta Haidar Jorge**, -

“A labyrinth conveys the complexity and variety of challenges that can appear along the way [to a distinguished career]. Passage through a labyrinth requires persistence, awareness of one’s progress, and a careful analysis of the puzzles that lie ahead. Routes to the center exist but are full of twists and turns, both expected and unexpected.” ~ Alice Eagly & Linda Carli In 2007, Eagly and Carli published “Through the Labyrinth: The truth about how women become leaders,” discussing the challenges to women in leadership. In this highly impactful work, they proposed a labyrinth as an apt metaphor for the complexities women women’s face in navigating a pathway to leadership. Beyond recognizing the existence of a glass ceiling, they described the myriad challenges experienced by women seeking and occupying leadership roles. Though this work was published nearly two decades ago, we continue to see relatively little progress in terms of women occupying top positions in corporate America. In May 2020, just 37 (7.4%) of Fortune 500 CEOs were women (Hinchliffe, 2020), and as of September 2020, only 32 (6.4%) of S&P 500 CEOs were women (Catalyst, 2020). On corporate boards, women comprise 22.5% of Fortune 500 corporate board directors (Alliance for Board Diversity & Deloitte, 2018), and although this figure is higher than the percentages of female CEOs, it still shows that women constitute a clear minority of female leaders. Whilst these statistics point to the labyrinth of challenges that women experience in navigating paths to top leadership roles, all working women experience complex and nuanced stereotypes, preferences, expectations, and treatment that also take on labyrinth-like qualities. With this in mind, we align with the labyrinth metaphor of Eagly and Carli (2007) to present a set of studies that extends beyond a labyrinth of leadership, to the labyrinth of women’s work more broadly defined. In this symposium, we elaborate upon additional twists and turns in the labyrinth of working women’s experiences. Collectively, the research presented explores individual, relational, and organizational factors influencing the experience of working women. In particular, the collection of studies provide novel insights including: (1) negative evaluations of organizations have a greater effect than positive evaluations in increasing the gender diversity of boards; (2) although women are perceived to be less powerful than men, those who balance agentic and communal behaviors are perceived as more effective leaders, not higher in status; (3) although diversity and inclusion are often used synonymously, organizations need to do both to decrease isolation among minority groups; (4) women value and seek meaningful work more than men which may affect job choices; and (5) though women experience more mistreatment in the workplace than men, the attributions for, and identity implications of, mistreatment may differ depending on the gender composition of the organizational context and the gender of the perpetrator. Taken together, these studies shed light on how women experience and navigate careers, others’ perceptions of their qualities, work environments, work values, and interpersonal relationships with others at work.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **207** | Submission: **16681** | Sponsor(s): **(NEU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 6:30PM - 7:50PMET (UTC-4)**

NEU Interest Group Business Meeting
NEU Business Meeting

Participant: **Yair Berson**, *McMaster U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **208** | Submission: **16862** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 7:00PM- 8:00PMET (UTC-4)**

International Management in Asia

Digital Session Chair: **Dongdong Huang**, *Business School, Nankai U.*

This session examines international management issues in the context of Asia. It includes three papers based on Chinese contexts that examine intergroup bias and social distance between group members in China, the double-edged sword of global demand heterogeneity on the performance of service multinationals, and international penetration of emerging market platforms. The final paper examines factors related to strategic asset seeking during a cross-border acquisition wave using a sample of Indian firms.

IM: Are Chinese really “a tray of loose sand”? Intergroup bias and social distance between group members

Author: **Zhibiao Zhang**, *SHIDLER COLLEGE OF BUSINESS*

Although social distance plays a significant role in human group dynamics, how social distance within a group influences intergroup bias remains underdiscussed. By exploring whether Chinese are “a tray of loose sand” when they pursue high harmony as an end, this study examines how social distance between group members influences their intergroup bias, i.e., ingroup harmony and outgroup hostility in Chinese society. The survey results support the hypotheses that within-group social distance negatively influences ingroup harmony and outgroup hostility, with its effects on outgroup hostility fully mediated by ingroup harmony. Results also support that education has negative effects on ingroup harmony, but do not support negative impacts of education on outgroup hostility. In addition, it is found that age has positive influences on ingroup harmony and negative effects on outgroup hostility. The paper concludes with implications of the results, limitations, and suggestions for future research in this area.

Paper is Available to Meeting Registrants Only.

IM: International Penetration of Emerging Market Platforms

Author: **YANG LI**, *Nanyang Business School*

Author: **Seung Ho Park**, *Nanyang Technological U.*

The rise of digital platforms has changed the firms' internationalization process. This study posits that platform-specific advantages, such as network size and platform innovation, contribute to platforms' international penetration. We focus on incumbents' market dominance in the host countries and the type of platform updates to assess the boundary conditions of the relationship between platform-specific advantages and the success of the platforms' international penetration. The empirical testing utilizes the archival data of Chinese social media platforms for 2016-2020. The results show that network size positively influences platforms' international penetration, and market dominance weakens such influence. The results also show that the portion of explorative innovations conditions the impact of platform innovation. The study provides valuable insights for theory and practice in the internationalization of digital platforms.

Paper is Available to Meeting Registrants Only.

IM: Strategic Asset-Seeking During in a Cross Border Acquisition Wave

Author: **Faisal Mohammad Ahsan**, *Indian Institute of Management, Ranchi*

Author: **Mohammad Fuad**, *Indian Institute of Management, Ahmedabad*

Author: **Ashutosh Kumar Sinha**, *Indian Institute of Management, Lucknow*

Cross border acquisition (CBA) waves are periods of concentrated acquisition activity characterized by a cyclical pattern. These waves are triggered by exogenous shocks and provide a time bound window for firms to respond either by seeking newer markets or by upgrading themselves by acquiring strategic assets. We draw on the extant literature that emphasizes the challenges faced by emerging markets firms in pursuing cross border acquisitions. Our findings suggest a U-shaped relationship between entry timing within a wave and strategic asset-seeking acquisitions, which is driven by a trade-off between acquisition of high quality assets and reduction in uncertainty surrounding the acquisition deal. Further, acquirer's ownership structure conditions the relationship between entry timing and acquisition motives. Specifically, business group affiliation and foreign institutional ownership strengthen the relationship between timing within a CBA wave and strategic asset-seeking motive. Our findings, based on a sample of Indian acquirers provide robust support to our theoretical arguments.

Paper is Available to Meeting Registrants Only.

IM: Double-edged Sword of Global Demand Heterogeneity on the Performance of Service Multinationals

Author: **Di Zhu**, *Nanjing U.*

Author: **Cheng Li**, *Shenzhen Reform and Opening up Executive leadership academy*

Author: **Xiao Zhang**, *Nanjing U.*

Author: **Yue Wang**, *Macquarie Business School, Macquarie U.*

Drawing upon knowledge-based view and transaction-costs perspective, the study identifies customer relationship orientation and structural flexibility as the two key mechanisms that service multinationals can use to capture the benefits and mitigate the costs of global demand heterogeneity. Using a sample of Chinese service multinational firms, we show that one the one hand, customer relationship orientation amplifies the benefits of customer knowledge in the interaction between customer relationship orientation and global demand heterogeneity, resulting in a positive impact on internationalization performance. On the other hand, structural flexibility mitigates the costs of knowledge processing and routine adaptation in the interaction between structural flexibility and global demand heterogeneity, also contributing to the improved internationalization performance. Besides, production and consumption simultaneity strengthens the positive moderating effect of customer relationship orientation in the global demand heterogeneity-internationalization performance relationship. This study contributes theoretically and practically to our knowledge of how demand-side factors can shape firms' internationalization performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Authenticity, Trust, and Servant Leadership: Impact on Follower CWB



Digital Session Chair: **Saima Ahmad**, *College of Business and Law, RMIT U.*

OB: How Servant Leadership Averts Workplace Bullying: A Moderated-Mediation Examination →

Author: **Saima Ahmad**, *College of Business and Law, RMIT U.*
Author: **Talat Islam**, *Institute of Business Administration, U. of the Punjab, Lahore, Pakistan*
Author: **Premilla D'Cruz**, *Indian Institute of Management, Ahmedabad*
Author: **Ernesto Noronha**, *Indian Institute of Management, Ahmedabad*

The purpose of this paper is to examine the relationships between servant leadership, workplace bullying and employee compassion. Furthermore, this study explores the moderating role of social cynicism in their relationships. This is an empirical research based on the analysis of the data collected through a survey administered to a sample of 380 employees working in various healthcare organisations in Pakistan. Structural equation modelling was used to test the research model. This study found that perceived servant leadership helps in lessening employee exposure to workplace bullying. Perceived servant leadership also predicts employee compassion which further mediates servant leadership's relations with workplace bullying. However, social cynicism beliefs moderate the mediating mechanism. The findings suggest that servant leadership plays a positive role in averting workplace bullying, directly as well as indirectly, by building employees' compassion. The study has implications in developing models of leadership to build employees' empathetic resources as well as to combat workplace bullying.

Paper is Available to Meeting Registrants Only.

OB: Being Real: How and When Authenticity at Work Effects Interpersonal Deviance

Author: **Mamoona Arshad**, *Lahore U. of Management Sciences*
Author: **M Abdur Rahman Malik**, *Lahore U. of Management Sciences*

While research on 'authenticity at work' is gaining scholarly attention, the understanding on how authenticity at work shapes dark interpersonal outcomes such as interpersonal deviance still is at nascent stage. Building on self-determination theory, we posit that the relationship between authenticity at work and interpersonal deviance is mediated through dual pathways of work passion. Moreover, we identify network support and promotion focus as a boundary condition to the effects of both forms of work passion on interpersonal deviance. Two wave data collected from employees and their supervisors supports the mediation effects for the dual pathways of work passion including harmonious work passion and obsessive work passion. High network support and low level of promotion focus exacerbates the negative effects of harmonious work passion while the effects of obsessive work passion remained unmoderated. Overall, we broaden the impact of authenticity at work on dark interpersonal behaviors.

Paper is Available to Meeting Registrants Only.

OB: How and When Feeling Trusted Leads to Unethical Behavior: An Information Processing Perspective

Author: **Abudoukadierjiang Rouzi**, *Sun Yat-Sen U. Business School*

Although research has begun to examine the influence of feeling trusted on employee behavior, most studies focus on its positive effects, neglecting its potential negative impacts on employees. Grounded in social information processing theory, this study explores the influence of perceived trust on employees' unethical behavior. A dyadic leader-subordinate sample collected from 264 service employees and their immediate supervisors in northwest China at three time points shows that perceived trust has a significant positive impact on employees' unethical behavior. Psychological entitlement mediates the relationship between perceived trust and unethical behavior, and employees' risk-taking propensity moderates the indirect influence of feeling trusted on unethical behavior through the mediating effect of psychological entitlement. This study reveals the mechanism and boundary condition of the impact of feeling trusted on employees' unethical behavior and provides an important reference for future research concerning perceived trust, unethical behavior and hospitality management practices.

Paper is Available to Meeting Registrants Only.

OB: The Roles of Compassion and Resilience on Employee Thriving, Well-being, and Interpersonal Deviance 📄

Author: **Sang-Hoon Lee**, *U. of Illinois at Urbana-Champaign*
Author: **Chen Tang**, *U. of Illinois at Urbana-Champaign*
Author: **Wu Wei**, *Wuhan U.*
Author: **Ying Chen**, *U. of Rhode Island*

In this study, we examine how and when employees can continue to thrive at work despite the influence of adverse situations. We expand the social embeddedness model of thriving and integrate it with the literature on compassion to propose a hypothetical model in which compassion indirectly affects employees' thriving through negative and challenge appraisals of adversity. We further hypothesize that resilience moderates these indirect effects. Finally, we propose that employees' thriving negatively relates to negative affect and interpersonal deviance in the workplace. We tested this model in a time-lagged, three-wave sample—where employees and supervisors are experiencing adversity (i.e., COVID-19 pandemic outbreak)—at a financial service firm in Wuhan, China. Our results showed that experiencing compassion had an indirect effect on thriving through an increase in the challenge appraisals of adversity. Also, compassion had a positive indirect effect on thriving via decreased negative appraisals when employee resilience was low. We also found the positive functioning of employee thriving, such that it is negatively related to negative affect (i.e., improved individual well-being) and interpersonal deviance. These findings highlight the compensatory effect of compassion and resilience, especially considering that compassion is critical for those employees with lower levels of resilience during the COVID-19 pandemic, and the positive functioning of employee thriving on their end outcomes. The theoretical and practical implications are also discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Shaping Innovation

Digital Session Chair: **Jiang Xiaoxian**, *Xi'an Jiaotong U.*

TIM: Are Heterogeneous Customers Really Good for Iterative Innovation?

Author: **Jiang Xiaoxian**, *Xi'an Jiaotong U.*
Author: **Ruijie Jin**, *Xi'an Jiaotong U.*
Author: **Gong Min**, *Xi'an Jiaotong U.*
Author: **Li Mingzhu**, *Xi'an Jiaotong U.*

Are heterogeneous customers really good for iterative innovation? To address this question, building on the knowledge-based view and cognitive load theory, we investigate the impact of customer heterogeneity on iterative innovation and how such relationship changes with firms' absorptive capability. Using a sample of publicly listed firms in China from 2007 to 2019, the findings support our prediction that iterative innovation follows an inverted U-shape as customer heterogeneity increases, which indicates that a high level of customer heterogeneity impedes iterative innovation. Absorptive capability strengthens the positive effect of customer heterogeneity on iterative innovation, such that firms with greater absorptive capacity are able to overcome the cognitive load caused by customer heterogeneity and enjoy more benefits from it. We discuss the implications of these findings for research on customer heterogeneity and iterative innovation.

Paper is Available to Meeting Registrants Only.

TIM: How institutional complexity shapes firms' tradeoff between quantity and novelty of innovation

Author: **Huiying Li**, *School of management, Northwestern Polytechnical U.*
Author: **Yu Chang**, *Northwestern Polytechnical U.*
Author: **Xinchun Wang**, *West Virginia U.*
Author: **Wei Huang**, *School of management, Northwestern Polytechnical U.*
Author: **Nan Zhang**, *School of Management, Xi'an Jiaotong U.*

Government, an important institutional force in emerging economies, has been recognized as a key factor influencing firm innovation. However, this influence is mainly treated as monolithic. Less is known about the independent and joint influences of institutional pressures from different level of governments on firm innovation outcomes, especially distinguishing the quantity and novelty of innovation. This paper focused on the potential inconsistent demands from central government and local governments in developing innovation and examined how the institutional complexity affect inefficient deployment of resources among quantity and novelty of innovation. Using the data of Chinese listed state-owned enterprises (SOEs) and difference-in-difference estimates, we found that the institutional linkage to central government exhibited a positive differential effect on the quantity of innovation. In provinces where provided more support for innovation, SOEs produced a larger post-policy increase in the quantity of innovation, while a smaller post-policy increase in the proportion of novel innovation. Moreover, we found the combined effect of central and local government on the quantity and novelty of innovation were both positive, that is, the agency risk that pursuing quantity at expense of novelty were intensified when the demands for innovation from central and local government were more consistent. This study contributes to the research on firm innovation by unpacking the influence of different level of governments, and enriches the literatures on institutional complexity by identifying the response in the tradeoff between quantity and novelty of innovation.

Paper is NOT Available. Please contact the author(s).

TIM: Research performance in Business and Management: The impact of team size and diversity

Author: **Sorin Krammer**, *U. of Exeter Business School*

Despite inherent differences across disciplines, collaboration in general and larger teams of co-authors in particular, are prevalent strategies to increase research performance via academic publications. We take a more fine-grained view of this relationship by distinguishing between two dimensions of research performance, namely impact (i.e., subsequent citations of a paper) and prestige (i.e., the ranking of publication journal). Different from prior literature, we argue that there are both benefits and pitfalls in having larger teams, and these trade-offs will affect differently the impact and prestige of academic research. Specifically, we propose that while team size will enhance linearly the impact of a paper, it will contribute in a non-linear fashion to its prestige. Furthermore, these relationships will be moderated by the knowledge and international diversity of the team. We test these hypotheses using bibliometric data on more than 40,000 publications between 1994 and 2013 papers across 21 sub-fields within the realm of Business and Management. Our results broadly support our theoretical assertions. We discuss some practical implications for assessing and stimulating the research performance of academics in business schools.

Paper is Available to Meeting Registrants Only.

TIM: Attention and Intention: Role of Attention Focus on Intention to Build Big Data Analytics Capability

Author: **Ao Zan**, *UNSW Sydney*
Author: **Salih Zeki Ozdemir**, *U. of New South Wales*

Big data analytics capability (BDAC) has emerged as a new driving force of innovation, productivity, and competitive advantage. While research has investigated the benefits it may generate for the adapting firms, what is not yet clear is how and why firms decide to develop BDAC in the first place. In this paper, we aim to examine how firm's intention to develop BDAC is formed and we emphasize the role top management team (TMT) in this process. For this purpose, we focus on the cognitive processes of the TMT and their attention focus during the strategy development particularly. We construct an integrative theoretical framework through combining Technology Acceptance Model, Attention Based View, and Upper Echelon Theory and develop hypotheses on the potential impact of customer and competitor attention focus and market turbulence on the firm's intention to develop BDAC. We collect data on U.S. S&P MidCap 400 firms for 2010-2020 using a novel text-analysis methodology as well as existing secondary datasets. We find that TMT customer attention focus increases firm's intention to develop BDAC, while competitor attention focus decreases it. Moreover, our results show that market turbulence is positively associated with firm's intention to develop BDAC.

Paper is Available to Meeting Registrants Only.

Author: **Benlu Hai**, *Henan Normal U.*

Author: **Junxiao Yang**, *Henan Normal U.*

Author: **Pengyu Chang**, *Henan Normal U.*

As an important factor that affects the capital market's efficiency, stock liquidity has an important impact on firm innovation activities. However, there is still considerable controversy in academia as to whether stock liquidity can improve the level of firm innovation. This paper takes the 2007-2019 Chinese Shanghai and Shenzhen A-share listed firms as a research sample, introduces the important variable of executive share incentives, and deeply studies the impact of stock liquidity on firm innovation. The research results show that there is a significant inverted U-shaped relationship between stock liquidity and firm innovation. The increase in stock liquidity can reduce firms' actual financing costs and facilitate the entry of major shareholders and increase the number of executives to conduct innovative research and development. The desire for long-term investment, however, excessive liquidity will drive institutional investors to short-term arbitrage, increase the pressure of firms to be acquired, aggravate the short-sighted behavior of executives, and inhibit firm innovation. Further research shows that executive share incentives significantly regulate the relationship between stock liquidity and firm innovation. Executive share incentives can ease principal-agent conflicts, drive executives to review the situation, cater to shareholders' interests, improve innovative decision-making, optimize investment structure, and enhance the firm Innovation level. This study enriches the relevant theoretical research on firm innovation from the cross-over perspective of firm external capital markets and internal executive incentives. Meanwhile, it provides management enlightenment for firms in the new era to better carry out innovation activities and enhance technological innovation capabilities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

HR Practices, Intentions and Turnover

Digital Session Chair: **Min Jong Jun**, *Binghamton U.-State U. of New York*

HR: **Training and Turnover: Job demands and Employee Benefits as Moderators**

Author: **Min Jong Jun**, *Binghamton U.-State U. of New York*

Although many researchers have suggested that training helps to reduce turnover, there remains a need for empirical evidence to examine these claims. Based on human capital theory and person-job (PJ) fit, I hypothesize that the effects of training on turnover may differ depending on the relative level of job demands and the level of employee benefits. To examine this, I conducted two studies by using two different South Korean panel data: the unbalanced panel data from the Korean Labor & Income Panel Study (KLIPS) and the balanced panel data from the Human Capital Corporate Panel (HCCP) survey. The first panel data analyses based on 6,199 individuals from the KLIPS from 2001 to 2018 supported the hypotheses regarding job demands and employee benefits as moderators. The second panel data analyses based on 313 companies from the HCCP from 2009 to 2017 identified the opposite results regarding the relative level of job demands. I discuss the implications of the synergistic effects of training and the relative level of job demands or the level of employee benefits on turnover.

Paper is Available to Meeting Registrants Only.

HR: **A Coping Perspective on Supervisor Firing Intentions: Openness to Experience and Impostorism**

Author: **Sal Mistry**, *U. of Delaware*

Author: **Julie Irene Hancock**, *U. of North Texas*

Author: **Michele N. Medina-Craven**, *Mississippi State U.*

The turnover literature has not adequately examined supervisor characteristics that may lead to employees' involuntary turnover, which is surprising considering the central involvement that direct supervisors hold in the termination decision process for employees. Drawing on coping theory and related personality research, we argue that supervisor openness to experience is related to supervisor intentions to fire and that supervisor impostorism is the underlying psychological mechanism. In a field study (Study 1), we collected temporally lagged data from undergraduate students working on a business simulation, finding that supervisor openness to experience is negatively related to intention to fire. In another field study (Study 2), we obtained data at a single point in time from working supervisors; we replicated the findings of Study 1 and found that supervisor impostorism served as an explanatory mechanism. Finally, in another field study on working supervisors (Study 3), we demonstrated that leader impostorism mediated the relationship between supervisor openness to experience and supervisor intention to fire, supporting the avoidant coping explanation for the transference of supervisor openness to experience to supervisor intention to fire. Together, the converging results of these studies indicate that supervisor openness to experience and impostorism give rise to intentions to fire.

Paper is NOT Available. Please contact the author(s).

HR: **A Machine Learning Examination of Turnover: Hidden Patterns and New Insights**

Author: **Hila Chalutz Ben-Gal**, *Afeke Tel Aviv College of Engineering*

Author: **Dan Avrahami**, *Tel Aviv U.*

Author: **Dana Pessach**, *Tel Aviv U.*

Author: **Gonen Singer**, *Afeke Tel Aviv College of Engineering*

Purpose. What do antecedents of turnover tell us when examined using human resources (HR) analytics and machine-learning tools, and what are the respective theoretical and practical implications? Although the turnover literature is expansive, empirical evidence on turnover antecedents studied using data science tools remains limited. Methodology. To help reinvigorate research in this field, we propose a novel examination of turnover antecedents—competencies, commitment, trust and values—using big data tools to develop a granular, case-dependent measure of turnover. Findings. Using archival data from 700,000 employees of a large organization collected over a period of ten years, we find that turnover is generally associated with varying levels of these antecedents. However, in more fine-grained analysis, their effect on turnover is contingent upon role, person and cultural background. Value. We discuss the implications on turnover and HR research and the potential of machine-learning methods in the design and implementation of managerial and HR planning initiatives.

Paper is Available to Meeting Registrants Only.

HR: **The link between turnover intention and actual turnover behavior: Stronger than it was found!**

Author: **Kin Fai Ellick Wong**, *Hong Kong U. of Science and Technology*

Author: **Roslina Yong**, *Hong Kong U. of Science and Technology*

Author: **Jessica Yuk Yee Kwong**, *Chinese U. of Hong Kong*

Organizational researchers has long used point-biserial correlation to examine the strength of relationship between a continuous variable and a binary variable. Although there have been many concerns that this correlation underestimates the strength of the relationship, Williams and Peters (1998) offered excellent argument that these concerns were not justified. On top of this debate, we introduced three new elements that were not discussed in the literature to revisit this issue. Specifically, we propose that due to the new concepts of expected distribution similarity, continuous-binary conversion principles, and the number of point in Likert scale, the point biserial correlations underestimate the strength of the relationship. We illustrated these elements in four computer simulations and in one re-analysis of the most recent meta-analysis (Wong & Cheng, 2020). We proposed a preliminary way to adjust this. Finally, we discuss future directions to address the limitations of this research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **212** | Submission: **16863** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Friday, Jul 30 2021 8:00PM - 9:00PMET (UTC-4)**

Interacting with the Local Environment

Digital Session Chair: **Jesper Edman**, *Waseda U.*

This session addresses topics related to interacting with the local environment. It includes papers examining aligning integration with responsiveness through value management, whether and how multinational firms synchronize adaptation or standardization approaches for the design and content of their website and social media channels when operating in different countries, liabilities and advantages of foreignness in a digital world through the lens of foreign and local apps, and whether foreign multinational companies enjoy an advantage when recruiting in local labor markets that show discriminatory practices towards one group of job seekers.

IM: TAME IT OR LOSE IT: PROCESS AND OUTCOME OF MANAGING RECIPIENT REINTERPRETATION OF MNCs' HEADQUARTER VALUES

Author: **Meng Zhao**, *Nanyang Business School*
Author: **Seung Ho Park**, *Nanyang Technological U.*
Author: **Marie K Harder**, *School of Computing, Engineering and Mathematics, U. of Brighton*

Knowledge transfer across borders is a transformational process since local recipients reinterpret the meaning of the transferred knowledge. Recipient reinterpretation may cause local behavior to deviate from the transferred knowledge, raising managerial concerns to multinational corporations (MNCs). The knowledge transfer literature on how and why recipients reinterpret knowledge is extensive. However, there are few insights about the managerial implications of recipient reinterpretation. This paper finds that recipient reinterpretation can be destructive or productive, depending on the managerial response of knowledge senders. We conducted a multiple-case study of seven MNCs' transfer of organizational values to their Chinese subsidiaries. We found that inattention to recipient reinterpretation undermines the HQ-subsidiary relationship, distorts the HQ's information about local value compliance, and encourages parochial intra-subsidiary behaviour. By contrast, managing recipient reinterpretation through a sequence of wedging, anchoring, and accommodating processes generates favourable relational, informational, and behavioural value transfer outcomes. These processes enable HQ values to guide and adapt to local reinterpretation simultaneously. This paper extends our understanding of recipient reinterpretation in knowledge transfer and informs strategies for addressing the conflicting demands of HQs and subsidiaries in global integration. The study also casts light on the undervalued role of local managers as knowledge creators.

Paper is Available to Meeting Registrants Only.

IM: Liability and advantage of foreignness in a digital world: The performance of foreign and local apps

Author: **Nan Zhou**, *Tongji U.*

This study compares the performance of foreign and local mobile apps along different dimensions. We argue that foreign mobile apps have fewer active users than local mobile apps due to their low perceived value and high perceived costs, thereby reflecting the liability of foreignness in a digital world. However, foreignness also brings certain benefits, such as the capability to satisfy long-tail users' specific needs. Thus, foreign mobile apps also enjoy higher daily usage time than local apps. Next, we consider two moderators. A high level of physical presence increases a foreign mobile app's ability to understand local users' needs and also enhances the legitimacy of the foreign app, thus reducing the liability of foreignness in a digital world. A high level of diversity of experience increases a mobile app's ability to understand and satisfy long-tail users' specific needs, thus enhancing the advantage of foreignness in a digital world. We test these ideas using daily usage data of 32 travel mobile applications installed on a major mobile phone brand in China in a period of 251 days and find support for our arguments.

Paper is Available to Meeting Registrants Only.

IM: Liability of foreignness or outsider's advantage? MNCs, diversity signals, and local human capital

Author: **Nils Kruse**, *Martin-Luther-U. Halle-Wittenberg*

This research uses signaling theory as an overarching framework to contribute to the question of whether foreign multinational companies (MNCs) enjoy an advantage when pursuing recruiting in local labor markets that show discriminatory practices towards one group of job seekers. While recent research in the field of international management found that foreign MNCs often leverage their otherness by attracting disadvantaged labor market populations, the details of the underlying mechanisms remain unclear. My research addresses this gap by distinguishing between the effect of signals about a company's foreignness and signals about its support for diversity and inclusion of women on corporate attractiveness. The experimental data for this research was collected by means of manipulated job advertisement vignettes that were distributed to 1,000 university students in South Korea. The results suggest that foreign companies are generally perceived as more attractive than local companies. However, local companies can offset their initial disadvantage vis-à-vis foreign firms if they invest in measures of diversity and inclusion – at least among the female population. The findings call for a more nuanced view of the debate about the liabilities of foreignness and the role of gender. At the same time it alerts to the competitive possibilities for managers of local and foreign companies who are looking to assemble a high quality workforce.

Paper is Available to Meeting Registrants Only.

IM: Standardize or adapt? A fine-grained model for cross-border communication through digital channels

Author: **Yanina Rashkova**, *U. degli Studi di Cagliari*
Author: **Ludovica Moi**, *U. of Cagliari*
Author: **Elona Marku**, *U. of Cagliari*
Author: **Francesca Cabiddu**, *U. of Cagliari*

This study investigates whether and how multinational firms synchronize adaptation or standardization approaches for the design and content of their website and social media channels when operating in different countries. We perform a content analysis of multinational firms' website and Instagram page to analyze their design and content deployed in two markets: Russia and Italy. This study reveals that firms exhibit different degrees of standardization versus adaptation of the website and social media's design and content based on the country and industry context. Firms that sharply differ in the design and content between website and social media are usually used to standardize the cross-border communication through websites and adapt it through social media. Furthermore, firms that converge reaching a high similarity or closeness in terms of design and content's adaptation and standardization in both channels are positioned in a balanced degree of standardization versus adaptation, especially in some industries. Our study contributes to the international marketing literature by providing a fine-grained framework to analyze the design and content communication convergence or divergence between websites and social media in terms of standardization and adaptation. In closing, we provide some managerial implications, and recommendations for further research on this topic.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **213** | Submission: **11019** | Sponsor(s): **(OSCM, RM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 9:30AMET (UTC-4)**

Contemporary Challenges in Empirical Research Methods: Learnings from the ERM Department at JOM

JOM Methods Annual Updates



Chair: **Guangzhi Shang**, *Florida State U.*
Organizer: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*
Moderator: **Suzanne De Treville**, *U. of Lausanne*
Moderator: **Tyson Browning**, *Texas Christian U.*
Presenter: **Xin Ding**, *Rutgers U.*
Presenter: **Xiaosong Peng**, *Lehigh U.*
Participant: **Guanyi Lu**, *Oregon State U.*
Participant: **Howard Hao-Chun Chuang**, *National Chengchi U.*
Presenter: **Scott DuHadway**, *Portland State U.*
Discussant: **Jeffrey R. Edwards**, *U. of North Carolina*
Discussant: **Mark Pagell**, *U. College Dublin*

We propose a PDW that continues one organized in 2020 by the Empirical Research Method Department at the Journal of Operations Management. In Part I, the department editors will discuss the role of the methods department and current initiatives. We will review our Develop-Review-Import classification scheme for method papers that we use to help prospective authors assess fit of their potential method paper ideas. We will also summarize the method-paper proposals that we would like to encourage. The department is seeking to expand its reviewer base, and we will share what is expected of a methods reviewer. In Part II, the department editors will summarize this year's commonly encountered methodological issues. We will also share our methods-check routine for manuscripts that have been submitted to JOM. In Part III, we will summarize key methodological developments that are important for JOM authors to be aware of, and also offer pointers for successful implementation of that material. Our main target audiences are 1) researchers who want to publish papers about methods in JOM and 2) researchers who want to publish empirical research in JOM and more broadly in other management areas, but need guidance on the implementation of methods.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **214** | Submission: **16673** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 8:30PM - 10:00PMET (UTC-4)**

Strategizing Activities and Practices Virtual Café Asia/Australia *SAP Virtual Café Asia/Australia*

Host: **Eric Knight**, *Macquarie Business School, Macquarie U.*

Host: **A. Paul Spee**, *U. of Queensland*

Organizer: **Milena Leybold**, *U. of Innsbruck*

Join us for informal socializing and networking with SAP scholars from your region - some key SAP people will be there as well, so don't miss this opportunity to get in touch with them and ask them the questions you have always wanted to ask. We will also break participants up into smaller breakout sessions to allow for more in-depth conversations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **215** | Submission: **17615** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:00PM - 10:30PMET (UTC-4)**

Welcome to the OB Division! Navigating the OB Division in 2021 (late session)



Welcome to the OB Division!

Organizer: **Kylie Rochford**, *U. of Utah, David Eccles School of Business*
Organizer: **Richard G. Gardner**, *U. of Nevada, Las Vegas*
Organizer: **Hannes Guenter**, *Maastricht U.*
Panelist: **Pauline Schilpzand**, *Oregon State U.*
Panelist: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Panelist: **Tine Koehler**, *U. of Melbourne*
Panelist: **Ning Li**, *SEM Tsinghua*
Panelist: **Phillip S. Thompson**, *Virginia Tech*

If you joined the Organizational Behavior (OB) division within the last three years and want to learn more about the OB division and starting out in the field of OB, then this forum is for you! This PDW was created to answer your questions about the “essentials” of the virtual AOM conference, the OB division, and the field of OB. The session is organized around a panel discussion between established members of the OB division and new members like yourself. We designed the forum so that you can meet and interact with a diverse group of leading scholars in the OB division and connect with other new members of the division. The PDW will include a welcome and overview of the OB division, a networking ice breaker, and a panel discussion prompted by questions from participants. As a participant in the forum, you can ask questions of your choice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Top Management Teams & Diversity

Digital Session Chair: **Tasneem Fatima**, *International Islamic U., Islamabad, Pakistan*

TIM: Disruptions in the C-Suite: Status Characteristics as Determinants for CTO Turnover  

Author: **Tobias Baehr**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Bastian Kindermann**, *Chair for Technology & Management, TU Dortmund U.*

Leading the technology and innovation function, chief technology officers (CTOs) are the functional top managers responsible to drive firm innovation, which can be disrupted when a CTO exits a firm. Research, however, has mainly focused on the turnover of chief executive officers, boards, or lower-level employees, while knowledge about the turnover of individual functional top managers, such as the CTO, remains scarce. This study theoretically and empirically examines the determinants of CTO turnover and utilizes a unique dataset on large U.S. firms from 2006 to 2018. By conducting a multi-level study on status characteristics theory, we reveal that status on the team, firm, and market-level influence CTO turnover decisions, yet in different directions and extents. We develop theory on the reasons for functional top manager turnover and we advance literature on CTO antecedents. Beyond theoretical contributions, our results provide advice to the managerial practice.

Paper is Available to Meeting Registrants Only.

TIM: Impact Of Digital Leadership On Open Innovation: A Moderating Serial Mediation Model 

Author: **Tasneem Fatima**, *International Islamic U., Islamabad, Pakistan*
Author: **Afshan Masood**, *International Islamic U., Islamabad, Pakistan*
Author: **Mehwish Majeed**, *International Islamic U., Islamabad, Pakistan*
Author: **Muhammad Usman Ali**, *Technical Education and Vocational Training Authority Punjab*

The study examines the intervening role of knowledge sharing and innovation capability between digital leadership and open innovation. We hypothesized that top management knowledge value can strengthen the relationship between digital leadership and knowledge sharing. In line with the resource-based view and knowledge-based view, the serial mediation model explains how organizations can achieve open innovation through knowledge sharing and innovation capability development under digital leadership. Data is collected using a time-lagged design from 250 employees working in telecom and IT services companies. Results showed good support for the serial mediation model. Top management knowledge value was found a significant factor to improve knowledge sharing among employees. Future research directions have been discussed along with theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

TIM: The impact of IT capabilities on organizational performance: A Mediated Moderation Approach

Author: **Khalid Mehmood**, *School of Economics & Management, Tongji U.*
Author: **Haseena Bader Alkathery**, *Abu Dhabi U.*
Author: **Fauzia Jabeen**, *Abu Dhabi U.*
Author: **Yaser Iftikhar**, *Armed Forces Post Graduate Medical Institute, National U. of Medical Sciences*

This paper's aim is to investigate IT capabilities' influence on organizational performance within the hospitality industry. Specifically, it analyzes the indirect effects of sustainability practices and service quality on the relationship between IT capabilities and organizational performance. Top management support's moderating effect is also examined. Using a three-wave, time-lagged methodology, 507 managers of hotels took part in the study. IT capabilities directly and indirectly influence organizational performance. Specifically, the study found that sustainability practices and service quality indirectly effect the IT-capabilities-organizational-performance relationship. Further, top management support moderates the influence of IT capabilities on organizational performance. By testing the indirect effect of sustainability practices and service quality on the IT-capabilities-organizational-performance relationship, this paper contributes to hospitality by revealing the association between IT capabilities, sustainability practices, service quality, top management support and organizational performance.

Paper is Available to Meeting Registrants Only.

TIM: Impact of Female Presence in a Top Management Team on Innovation    

Author: **Jangwook Lee**, *Korea Development Institute*
Author: **Jiyeon Chung**, *Soongsil U.*

Despite a large body of research on the relationship between top management team (TMT) diversity and firm performance, the impact of TMT diversity on innovation has received relatively little scrutiny. This paper examines how gender diversity of TMTs, or female presence in TMTs, impacts firm innovation by exploiting U.S. state-level variation in support for job protection of female workers. We analyze a panel of U.S. firms over the period 2005-2018 and find that greater TMT gender diversity increases innovations but decreases the impact of innovations on future ones. Furthermore, greater TMT gender diversity narrows down innovative search. These findings can be explained by female executives' collaborative leadership styles and risk aversion. Both managerial and research implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **217** | Submission: **13441** | Sponsor(s): (**MED, CM, HCM, IM, MOC, OB, STR**)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 10:30PM - 11:59PMET (UTC-4)**

Teaching Bootcamp: A MED Interactive Workshop

Teaching Bootcamp

Presenter: **Beverly J Demarr**, *Ferris State U.*
Presenter: **Claudia J. Ferrante**, *U.S. Air Force Academy*
Presenter: **Alex Bolinger**, *Idaho State U.*
Presenter: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Presenter: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
Presenter: **Preeti Wadhwa**, *Cal Poly Pomona*
Presenter: **Yang Xu**, *U.S. Coast Guard Academy*

There has been tremendous change for faculty in the past year with classes suddenly moving online due to the pandemic. This required faculty to immediately adjust the way they manage their classes and interact with students without adequate time to find or develop new approaches to managing their classes. Few would say this adjustment has been easy or quick whether they are new to teaching or a seasoned instructor. This 3rd Annual Teaching Bootcamp at AOM addresses these pandemic-driven changes and provides the opportunity to obtain tips, techniques, and resources covering a variety of topics to help you manage your classes in this new and challenging environment. This lively, interactive session features a variety of topics related to teaching across all management disciplines with various delivery formats presented by experienced instructors in an interactive synchronous format. In alignment with the conference theme of “Bringing the Manager Back in Management, faculty responsibilities are framed as managerial tasks. This PDW will provide teaching resources to help faculty effectively manage their classes in today’s environment supporting the AOM vision to “inspire and enable a better world through our scholarship and teaching...” We anticipate an interactive and informative session, so come join the fun as we explore the basics from syllabus construction to building community in an online/hybrid classroom and motivating students.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **218** | Submission: **14440** | Sponsor(s): **(OCIS, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00AM - 5:30AMET (UTC-4)**

Theorizing the role of technologies in the COVID-19 pandemic times
The role of technologies in the COVID-19 pandemic



Organizer: **Natalia Levina**, *New York U.*
Organizer: **Hila Lifshitz-Assaf**, *New York U.*
Organizer: **Semi Min**, *New York U.*
Presenter: **Paul Leonardi**, *UC Santa Barbara*
Participant: **Batia Mishan Wiesenfeld**, *New York U.*
Presenter: **Elisabeth Yang**, *Yale School of Management*
Presenter: **Jerry Kane**, *Boston College*
Discussant: **Nicholas Berente**, *U. of Notre Dame*

The COVID-19 pandemic has surfaced the fragility arising from often overlooked risks across a breadth of contexts, including the lack of coordination among public health institutions, disruption in supply-chains, the spread of misinformation, uncertainty in decision making, and the absence of real-time monitoring systems. For these reasons, many organizations and societies turn to digital tools to reduce the magnitude of disruption. The surge in the use of digital technologies in the face of the COVID-19 pandemic may emerge new opportunities and problems. Some view the current pandemic as an opportunity for organizations to thrive by accelerating digital transformation. Others voiced that the reckless use of technologies may make the situation even worse, generating unexpected challenges. The empirical insights from presenters will advance our understanding of whether and how the digital tools can address the challenges in the face of the COVID-19 crisis at various levels of analysis - individual, organizational and societal levels.

Building Trust in Simulation Models: Lessons from the Study of Digital Modeling for COVID and Beyond

Author: **Paul Leonardi**, *UC Santa Barbara*

What does contact tracing really mean? The contestation process over the meaning of contact tracing

Author: **Semi Min**, *New York U.*
Author: **Natalia Levina**, *New York U.*
Author: **Hila Lifshitz-Assaf**, *New York U.*

Reducing the Uncertainty of Treating COVID-19 patients: Application of an AI-based Predictive Model

Author: **Batia Mishan Wiesenfeld**, *New York U.*
Author: **Elisabeth Yang**, *Yale School of Management*

The Transformation Myth: Leading Your Organization Through Uncertain Times

Author: **Jerry Kane**, *Boston College*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **219** | Submission: **17010** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00AM - 5:30AMET (UTC-4)**

Disruptive Innovation and Digitization

Digital Session Chair: **Giang Truong Hoang**, *Victoria U. Australia*

ODC: **Entrepreneurial Leadership and Product Innovation in Construction SMEs** 

Author: **Giang Truong Hoang**, *Victoria U. Australia*
Author: **Tuan Trong Luu**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Thuy Thu Nguyen**, *Vietnam Ministry of Education and Training; Foreign Trade U.*
Author: **Lan Phuong Le**, *Foreign Trade U.*
Author: **Nhat Tan Pham**, *International U. - Vietnam National U. HCMC*

Product innovation is an important driver of the success and sustainable development of firms. Drawing on the resource-based view and the resource dependence theory, our research examines how entrepreneurial leadership influences product innovation in construction small and medium-sized enterprises (SMEs). We develop a research model in which knowledge acquisition and market-sensing capability mediate the effect of entrepreneurial leadership on product innovation, and competitive intensity moderates the relationships between the two mediators and product innovation. The data for our research model were collected from 402 employees working in 254 construction SMEs in Vietnam. Our findings reveal a positive link between entrepreneurial leadership and product innovation, which is mediated by knowledge acquisition and market-sensing capability. Additionally, competitive intensity is found to moderate the associations between knowledge acquisition and market-sensing capability and product innovation. Other than the theoretical contributions, our study provides important practical implications on how SMEs can foster product innovation by utilizing both internal and external resources.

Paper is NOT Available. Please contact the author(s).

ODC: **Organizational Structures Leveraging Disruptive Innovations: A Conceptual Framework**

Author: **Kristina Stoiber**, *U. of Innsbruck School of Management*

Companies are facing challenges to survive due to substantial transformations induced by digital technologies. Thus, companies need to be innovative to sustain competitive advantages. Recent literature recognizes the potential of disruptive innovations as a key factor for a company's competitiveness. However, disruptive innovations often challenge established companies due to the conflict between their existing business model and the newly emerging, disruptive business model. This study investigates how established companies can overcome such challenges and successfully develop and implement disruptive business models. In particular, we analyze different organizational structures proposed in the literature that promote disruptive business model innovations in established companies. On the basis of a systematic literature review, we conceptualize a framework linking the different organizational structures to the challenges arising from conflicting business models. The developed framework identifies which structures leverage the capability of established companies to implement a disruptive business model and thus strengthen its competitiveness.

Paper is Available to Meeting Registrants Only.

ODC: **Overcoming Path Dependence in an Established Firm: The Role of Senior Leadership**   

Author: **Catherine Archambault**, *IESEG School of Management*
Author: **Xavier Lecocq**, -

Strategy literature has extensively highlighted the benefits and the constraining effects of self-reinforcing mechanisms leading firms onto path dependence. Surprisingly, literature has been scarce in unveiling how established firms deploy path breaking interventions in practice, and especially how a basic constituent of formal organizations – hierarchical power – can be an important antecedent to path breaking. In this paper, we investigate how senior leaders shape path breaking processes over time in an established firm. We investigate the case of Kiabi, a multinational whose leaders decided to proactively overcome path dependence by inviting the firm's total workforce to shape a series of path breaking interventions. We discover how senior leaders rely on (1) ad hoc problem solving, (2) new strategic intentions and (3) new capabilities to break from path dependence over time. Our contributions with this paper are fourfold. First, we show the relevance of hierarchical power to study path breaking dynamics. We provide an agentic view of path breaking and show how senior leader create intentional processes to maintain the firm's path breaking capacities over time. Second, we make a methodological contribution and show how ad hoc problem solving, strategic intentions and dynamic capabilities enable path breaking in practice. Third, we bring an endogenous view of path breaking by showing how senior leaders shape from within the conditions to overcome the threat of emerging self-reinforcing mechanisms. We demonstrate how endogenous path breaking processes – less studied in current path dependence literature – cohabitate with exogenous path breaking processes. Fourth, we discuss the temporal dynamics of breaking paths from a theoretical and practical perspective.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Knowledge Spillovers

Digital Session Chair: **Rui Guo**, *Queen Mary U. of London*

TIM: Research Subsidy Spillovers, Two Ways 

Author: **Kyle Roy Myers**, *Harvard Business School*
Author: **Lauren Lanahan**, *U. of Oregon*

We study how the outputs of research spill over technological and geographic space in the context of the U.S. Small Business Innovation Research program. We infer input-output links using text analyses and identify the marginal costs of producing patents using noncompetitive grant matching policies. Due to technological spillovers, the costs of spurring specific types of patents are substantially larger than the costs of spurring any patent. Due to geographic spillovers, roughly 80% of the patents generated by the program are from inventors who never participate in the program. The cost effectiveness of research subsidies crucially depends on which outputs count.

Paper is Available to Meeting Registrants Only.

TIM: FDI Knowledge Spillovers and Chinese Local Firms Technological Upgrading: The Role of Returnees

Author: **Rui Guo**, *Queen Mary U. of London*
Author: **Shijun Mu**, *Queen Mary U. of London*
Author: **Lutao Ning**, *Queen Mary U. of London*

This paper investigates how returnees' repatriation speed and irregularity affect FDI knowledge spillovers and local firms' technological upgrading. Using a unique dataset of high-tech Chinese firms located in Zhongguancun Science Park in Beijing from 2007 to 2013, our empirical result shows that returnees are vital in upgrading local firms' technological capability and disseminating FDI spillovers. Returnees' high repatriation speed positively contributes to local technological upgrading and FDI knowledge absorption, whereas irregularity dampens them. This research contends that the time-based attributes of returnees' repatriation in facilitating local firms' absorption of FDI knowledge provides a more integrated viewpoint on the relationship between returnees and FDI spillovers. Our findings have important implications for policymakers and practitioners.

Paper is Available to Meeting Registrants Only.

 **TIM: Knowledge spillovers in Schumpeterian environments: Asymmetries between new entrants and incumbents**

Author: **Francisco Polidoro**, *U. of Texas at Austin*
Author: **Charlotte Jacobs**, *Fox School of Business, Temple U.*

Existing literature recognizes knowledge spillovers as an underpinning of the dynamic interplay between new entrants and incumbents but stops short of investigating systematic differences in the extent to which they generate knowledge spillovers. This study reveals asymmetries between new entrants and incumbents that result in an innovation created by a new entrant spurring more innovations by other firms than a similar innovation building on the same technology but created by an incumbent. In contrast with existing literature highlighting the differential role that new entrants and incumbents play in technological evolution by creating different types of innovations, this study demonstrates that even when both firms build on the same technology, they still have an asymmetric impact on the subsequent trajectory of that technology.

Paper is NOT Available. Please contact the author(s).

TIM: R&D Tax Incentives: Examining Sources of Heterogeneity in Input and Output Additionality in China

Author: **Xiaoyong Dai**, *Xi'an Jiaotong U.*
Author: **Gary Chapman**, *De Montfort U.*

We use a longitudinal dataset of listed Chinese firms to evaluate the effects of participation in a high- and new-technology enterprise tax incentive programme on firm innovation. We advance understanding by first providing strong evidence of an economically significant average role of tax incentives in inducing input and output additionality. Second, we reveal vast heterogeneities in the input and output additionality effects across recipients, and that firm programme experience, innovation experience, certification likelihood and incentive size are important sources of these heterogeneities. Finally, we advance understanding of the dynamic effects of tax incentives by showing how the input and output additionality effects vary over time.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Fit, Flow, and Attachment

Digital Session Chair: **Johanna Anzengruber**, *Upper Austria U. of A.S*

OB: Flow Experiences During Online and Face-to-Face Meetings: A Two-Wave Study

Author: **Johanna Anzengruber**, *Upper Austria U. of A.S*

This paper aims to explain the effects of flow on organizational commitment in hybrid (online and face-to-face) job application settings. In detail, it investigates flow experiences of job applicants during the different phases of the application process. In addition, it explores whether situational factors like the attractiveness of a job application process per se and personal factors like a person's occupational self-efficacy affect a person's commitment towards the employer. Drawing on data of 166 job applicants over a period of up to six months, we find that job candidates who experience flow during the application process are more likely to be committed to their future employer. Furthermore, the study reveals that occupational self-efficacy and attractiveness of the application have a positive indirect effect on organizational commitment via flow. Combined, our study provides insights on how to facilitate organizational commitment right from the very first moment of a person's contact with the organization.

Paper is Available to Meeting Registrants Only.

OB: On the Generality of Other-ratings

Author: **Kristina Tirol-Carmody**, *U. of Kansas*

Author: **Jill Ellingson**, *U. of Kansas*

Author: **Brittany Solomon**, *U. of Notre Dame*

Self-report questionnaires are frequently used in organizational research to assess psychological processes, attributes, and states. Yet, there are a number of well-documented shortcomings associated with the method, including the introduction of self-serving biases and common method variance when used exclusively. We propose that other-ratings—ratings of a target individual that are provided by an observer, such as a coworker or team member—can be used in place of self-ratings to accurately assess commonly measured work-related psychological constructs in organizational research. To investigate the validity of other-ratings as substitutes for self-ratings, we conducted a meta-analysis and two field studies. First, we meta-analytically assessed whether other-ratings predict self-ratings of work-related psychological constructs and investigated the extent to which observer-target familiarity (i.e., the degree to which an observer is acquainted with a given target) moderates self-other agreement. Next, we empirically examined these relationships using two commonly studied work-related psychological constructs (satisfaction and engagement). We also explored the validity of other-ratings as predictors of employee turnover intentions, a behavioral outcome associated with each of the two measured constructs. Overall, our results indicate that other-ratings predict self-ratings of work-related psychological constructs, self-other agreement can improve with increased observer-target familiarity, and other-ratings predict target criterion-related behavioral intentions. Keywords: Other-ratings; self-other agreement; measurement

Paper is Available to Meeting Registrants Only.

OB: Too Much Fit with a Group? Person-Group Fit as a Moderator of the Effect of Charismatic Leadership

Author: **Inju Yang**, *RMIT U.*

Author: **Jee Young Seong**, *Jeonbuk National U.*

Author: **Sanghun Sung**, *U. of Iowa*

Author: **Doo-Seung Hong**, *Seoul National U.*

Drawing on theories of substitutes and contingencies for leadership, we explore how person-group (PG) fit moderates the relationship between charismatic leadership (CL) and task performance via followers' organizational citizenship behavior (OCB). Using data collected from 139 employees and their direct supervisors working at a public sector firm in Korea, we found that employees' task performance via OCB was positively influenced by CL when the employees had high person-group demands-abilities (PGDA) fit. However, CL did not affect task performance via OCB when the employees had high PG value fit. By introducing contingencies and specifying their underlying logic, this study broadens the current theoretical spectrum for both substitutes for leadership and CL contexts.

Paper is Available to Meeting Registrants Only.

OB: The Incongruity of Misfit: A Systematic Literature Review and Research Agenda

Author: **Benedikt Englert**, *U. of Mannheim*

Author: **Martin Sievert**, *U. of Mannheim*

Author: **Bernd Helmig**, *U. of Mannheim*

Author: **Karen Jansen**, *Henley Business School, U. of Reading*

For decades, person-environment fit research has been a prevalent and complex topic of research, as evidenced by multiple reviews. Inherent in person-environment fit theorizing is the notion that its absence, i.e. misfit, is accompanied by negative consequences. Until recently, this simplistic view of fit and misfit predominated, resulting in a shallow understanding of the meaning and experience of misfit. It was just over 10 years ago that researchers began to recognize misfit as a distinct construct worthy of closer attention. Still, this research is diverse, fragmented, and partly inconsistent. Thus, we offer a systematic review of existing misfit literature. We review and systematically analyze 94 scholarly articles published between 1981 and 2020. We synthesize the prevalent knowledge on misfit and outline promising research avenues following a multi-level approach. The results provide valuable insights for future research on misfit and offer three main contributions. First, we offer conceptual clarity for a fuzzy and eclectic phenomenon. Second, we provide a deeper understanding of the underlying mechanisms and dynamics of individual misfit episodes. Third, we contribute to an understanding of the diverse consequences of individual misfit. Based upon our results we provide an extensive research agenda.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Effects of COVID, Organizational Attachment, and Working at Home



Digital Session Chair: **Waleska Yone Yone Yamakawa Zavatti Campos**, *Pontifical Catholic U. of Rio de Janeiro (PUC-Rio)*

OB: Engagement and Anxiety during Covid-19: The Role of Servant Leadership and PsyCap through Telework

Author: **Waleska Yone Yone Yamakawa Zavatti Campos**, *Pontifical Catholic U. of Rio de Janeiro (PUC-Rio)*

Author: **Flavia Cavazotte**, *Pontifical U. Catolica de Rio de Janeiro*

Author: **Valter Moreno**, *Rio de Janeiro State U. (UERJ)*

Author: **Marcelo Jucá Quintão**, *Pontifical Catholic U. of Rio de Janeiro*

This study adopts the servant leadership framework to investigate the importance of leadership in managing engagement and anxiety in the context of telework induced by the COVID-19 pandemic. The study examines the impact of servant leaders on work engagement and anxiety, the mediating role of psychological capital, and telework's moderating role on these relationships. The hypotheses were tested through structural equation modeling, based on a survey with 327 professionals. The results show that servant leadership has a direct, positive association with work engagement and a direct, negative association with work anxiety. These effects are partially mediated through psychological capital. The analysis also shows the moderating effects of teleworking on the relationship between servant leadership and psychological capital, and servant leadership and engagement.

Paper is Available to Meeting Registrants Only.

OB: Towards Humanizing Organizations-Employing State-like Employee Strengths for Triggering Voice

Author: **Vikas Rai Bhatnagar**, *Management Development Institute*

The stagnating levels of employee engagement, worsened by the distressing and uncertain times due to the global pandemic of COVID-19, makes the requirement for humanizing organizations compelling. The current study examines the newly developed state-like construct of employee strengths at work (ESAW) that engages four attributes out of the five that humanize organizations, unlike the extant trait-like conceptualization of employee strengths that engages only one attribute. Bridging a gap in the literature by linking leadership and strengths theory, the current study empirically examines the mediating effects of the new variable ESAW on the association of empowering leadership and voice by analyzing data from 259 leader-subordinate dyads in manufacturing companies in India. As the study examines a new variable, a multiple-rater and cross-sectional research design are appropriate for providing causal evidence, more so when time lag in the design of the questionnaire provides temporal precedence to the predictor variable. Results reveal that ESAW fully mediates the relationship between empowering leadership and voice behavior, thereby unraveling the causal mechanism by which empowering leadership triggers voice behavior. The significance of the study lies in contributing to humanizing organizations and providing insights for trigger voice behavior from subordinates, having implications for improving organizational effectiveness.

Paper is Available to Meeting Registrants Only.

OB: Working in the Eye of the Pandemic: Local COVID-19 Infections and Daily Employee Engagement

Author: **Max Reinwald**, *LMU Munich*

Author: **Sophia Zimmermann**, *U. of Konstanz*

Author: **Florian Kunze**, *U. of Konstanz*

The COVID-19 pandemic has drastically changed many aspects of our society and work life. In this study, we assess how daily variations in employees' work engagement are affected by daily variations in infection rates in employees' communities. Applying the conceptual framework of event system theory, we argue that surging COVID-19 cases have an impact on employee engagement, depending on the individual sensemaking processes of the pandemic. We assume that employee age and received leader support are key context factors for these sensemaking processes and that particularly older employees and employees who receive little leader consideration react with lower work engagement levels toward rising local COVID-19 infections in their proximity. We find support for most of our proposed relationships in an eight-day diary study with largely a representative data set of the German workforce, which we integrate with official COVID-19 case statistics on the county level. We discuss the implications of these results for the literature on extreme events and individual workplace behavior. Furthermore, these findings also have important implications for companies and executives who are confronted with local COVID-19 outbreaks or further pandemic waves.

Paper is NOT Available. Please contact the author(s).

OB: The Covid 19 Pandemic And Psychological Contract Breach: The Disruption of A Work From Home Schedule

Author: **Baiyun Gong**, *Nova Southeastern U.*

Author: **Randi L. Sims**, *Nova Southeastern U.*

The COVID 19 Pandemic created a chain reaction that fundamentally altered many employees' day-to-day lives. In this study, we observe the impact of this shock on the breach of the employees' psychological contract. Through the lens of affective event theory, we test the research model using survey data from 239 employees who worked from home during the pandemic. Findings suggest that moving to a work from home schedule undermines the trust between the employees and employers, which, in turn, leads to an increase of work-life conflict for those working from home and promotes recognition of a breach of psychological contract.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovating Women

Digital Session Chair: **Denis Trapido**, *U. of Washington, Bothell*

TIM: The Female Penalty for Novelty and the Offsetting Effect of Alternate Status Characteristics

Author: **Denis Trapido**, *U. of Washington, Bothell*

Research has shown that audiences penalize novelty in women's work but also that such penalty may vary. This study builds on theories of uncertainty and status signaling to identify contingencies that may account for the variation in the female penalty for novelty in science and technology. Drawing on theories of expectation states and gender status beliefs, I posit that peer audiences have a baseline bias against novelty in women's work and penalize novelty in female authors' contributions to knowledge. However, when authors possess status characteristics that are more relevant to the task of producing knowledge than gender, this penalty erodes. I identify two academic status characteristics, prestigious graduate degrees and prestigious mentors, which offset the female penalty for novelty. Longitudinal multi-source data on productivity of academic engineers show that female engineers who have these characteristics face no significant citation penalty for the novelty of their work. Implications of these findings for gender inequality in science and technology and for policies that aim to reduce it are discussed.

Paper is Available to Meeting Registrants Only.

TIM: Beyond Immediate Relations: Understanding Women Collaborative Networks

Author: **Jieun Lee**, *U. of Missouri, Columbia*
Author: **Michael Deane Howard**, *Texas A&M U., College Station*
Author: **Hannah Grubbs**, *Texas A&M U., College Station*

This study examines collaborative networks focusing on how women's need to utilize indirect relationships influences network tie formations. Research has identified women tend to have ineffective network positions and what are negative outcomes, yet there is limited attention to how they reinforce collaboration chances at work. Pointing out their struggle to establish new direct network ties in a male-dominated environment, we suggest women likely form transitive network ties by closing indirect ties, unless they have more available resources for new opportunities. Using a sample of 64 firm-level inventor patenting collaborations from 2000 to 2012, the network meta-analysis reveals that although female inventors less likely develop direct ties for patenting collaborations, they build transitive ties utilizing previous indirect ties through male peers. Further, whereas slack resources in a firm weaken the negative tendency of female inventors' direct tie formations, greater R&D expenses and environment munificence allow them to less depend on indirect ties reducing transitive tie developments. Our findings offer an important implication that women's network tie formations result not only from challenges of gender stereotyping but also from the need for indirect network ties.

Paper is Available to Meeting Registrants Only.

TIM: Female Mentors in Science

Author: **Marc Lerchenmueller**, *U. of Mannheim*
Author: **Leo Schmallenbach**, *U. of Mannheim*
Author: **Karin Hoisl**, *U. of Mannheim*

Research councils and funding bodies urge inclusive and effective mentorship, particularly calling for more female mentors who presumably bestow distinct benefits on mentees. Benefits notwithstanding, senior women, who are predestined to becoming academic mentors, still face substantial barriers in comparison to senior men across academic disciplines. The question arises whether these barriers also transfer to their protégés and whether female vs. male mentorship affects protégé outcomes differently. Combining arguments from the literature on gender differences in professional labor markets from both the demand- and supply-side, we expect that female vs. male mentorship likely depresses the evaluation of protégés' work. Identifying mentors of a highly competitive cohort of 4,556 life scientists with early career sponsorship from the National Institutes of Health (NIH), we first document a citation discount of 10% on the average paper published by a female- relative to a male-mentored protégé. Once we account for observational mentor characteristics, features of the grant, and research content, this discount disappears. Yet, when looking at the most impactful publications, an average citation discount for female-mentored protégés of 11% persists, even after controlling for all of the above. In an extension to the analysis we find suggestive evidence that this discount arises due to male authors disproportionately citing male vs. female-mentored work. We interpret these findings as an indication for a demand-side bias against female mentored protégés.

Paper is Available to Meeting Registrants Only.

TIM: Determinants of inventorship: family environment and parental forces

Author: **Myriam Mariani**, *Bocconi U.*
Author: **Karin Hoisl**, *U. of Mannheim*
Author: **Hans Christian Kongsted**, *Copenhagen Business School*

With registry data on 1.4 million individuals in Denmark born 1966-1985, we document large differences between genders in their propensities to become inventors. We also show that parental resources and background predict children's choices of high school track and field of tertiary education, and through them they affect the probability to become an inventor. These factors benefit boys disproportionately more than girls, causing at least part of the gender gap in science and innovation. Parental inventorship matters for children to transition into the inventive job, over and above their educational trajectories, but only for boys. By focusing on a sample of first-born girls and exploiting the randomness of the gender of their second-born sibling, we investigate the mechanisms that likely drive these asymmetric effects. While role models and parental specialization seem to drive the educational choices of children, the effect of parental inventorship that benefits mostly boys is likely because parents anticipate girls to be confronted with a "men's job". Thus, to raise the share of women inventors, in addition to further women's enrolment into STEM, we need to change the threat of this profession being a male kingdom.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Empowering, Authentic, and Ethical Leadership

Digital Session Chair: **Wei Hua**, *Texas Tech U.*

OB: “Authenticity” as a Moral Virtue: A Conceptual Framework for Perceived Leader Authenticity

Author: **Wei Hua**, *Texas Tech U.*

As a reflection of the on-going controversies related to whether an internalized moral perspective should be included in theories of authentic leadership, this paper introduces virtue ethics to the scholarly conversation. It argues that authenticity is inherently a moral virtue that resides in the leader’s character. As such, external perceptions of leader authenticity are essentially about moral judgment. Based on recent empirical evidence in moral psychology, this paper further illustrates why character judgment is more relevant than the judgment of actions in the overall moral judgment of leader authenticity. More specifically, it matters more for leaders to be perceived as possessing the moral virtue of authenticity rather than simply displaying authentic actions, such as being consistent. Thus, recognizing different types of signaling behaviors related to leader authenticity is extremely important, since behaviors that signal the moral virtue of authenticity are more relevant than behaviors that signal authentic actions. Theoretical, empirical, and practical implications of this framework are also discussed.

Paper is Available to Meeting Registrants Only.

OB: Authentic leadership and employee health: A conditional process model (WITHDRAWN)

Author: **Kristin Hildenbrand**, *U. of Sheffield*
Author: **Pascale Daher**, *U. of Liverpool*
Author: **Godbless Akaighe**, *Sheffield U. Management School*

The purpose of this paper is to examine the effect of authentic leadership on employees’ health via employees’ perception of climate of authenticity across two studies. In Study 2, we additionally explore the moderating role of employees’ neuroticism. The hypotheses were tested across two studies using two-wave survey data. In Study 1 (n = 104), the mediation hypothesis was tested. Study 2 (n = 146) extended Study 1 and examined the moderated mediation model. Across both studies, authentic leadership is positively related to employee health, and employees’ perceived climate of authenticity mediates this relationship. Study 2 additionally shows that employees’ neuroticism moderates this indirect effect such that perceived climate of authenticity instigated by authentic leadership is particularly conducive for employees high in neuroticism as opposed to those low in neuroticism. Findings emphasize the health-promoting effect of authentic leadership. It is recommended that organizations cascade, through their leaders, emotional display rules that encourage genuine emotional expression. This paper addresses gaps in the leadership literature through investigating perceived climate of authenticity, a mediating variable that lies at the heart of authentic leadership and integrating the role of employees’ personality in the leadership process.

Paper is NOT Available. Please contact the author(s).

OB: Leader Financial Insecurity and Ethical Leadership

Author: **Yuanmei Qu**, *Rowan U.*
Author: **Mayowa Babalola**, *Graduate School of Business, Nazarbayev U.*
Author: **Lu Chen**, *U. of Electronic Science and Technology of China*
Author: **Shuang Ren**, *Deakin U.*

While previous research has explored dispositional and managerial antecedents of ethical leadership in order to promote this positive style of leader behaviors, our knowledge regarding whether broader and extra-organizational context within which supervisors operate may affect the emergence of their ethical leadership remains underspecified. In this research, we draw on uncertainty management theory (UMT) to examine how and when supervisor financial insecurity influences ethical leadership behavior at work. Specifically, we suggest that supervisor financial insecurity triggers supervisor anxiety, which in turn inhibits the demonstration of ethical leadership. We also examine organizational pay fairness as a moderator in this mediation process, such that supervisors who perceive their pay as fair are less susceptible to the anxiety resulting from financial insecurity than those who perceive their pay as unfair. Results from a three wave, multisource field study involving 305 supervisor-subordinate dyads provided support for our hypothesized model. Theoretical and practical implications of our findings are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Empowering Leadership and Elder Teachers’ Knowledge Sharing Behavior: A Moderated Mediation Model

Author: **Zhenyuan Wang**, *East China Normal U.*
Author: **Liming Zhao**, *Faculty of Economics and Management, East China Normal U.*
Author: **Haojie Song**, *Zhengzhou U.*
Author: **Jianghong Du**, *East China Normal U.*

This study develops and examines a moderated mediation model that explores the link between empowering leadership and elder teachers’ knowledge sharing behavior by focusing on the mediating role of organization-based self-esteem and the moderating role of organizational status. Based on a two-wave survey from a sample of 204 elder teachers in primary and secondary schools in the People’s Republic of China, the results indicate that empowering leadership is positively related to elder teachers’ knowledge sharing behavior, and this relationship is mediated by organization-based self-esteem. Moreover, organizational status moderates the mediating role of organization-based self-esteem in transmitting the effect of empowering leadership to knowledge sharing behavior. Implications and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **225** | Submission: **17604** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00AM - 5:30AMET (UTC-4)**

ODC Asia + Australia + New Zealand Social
ODC East

Organizer: **Amit Nigam**, *City U. London*
Organizer: **Gavin M. Schwarz**, *UNSW Sydney*

Join us for an informal social event with your friends and colleagues from ODC at an Asia/ Australia/ New Zealand/ Eastern Siberia-friendly time.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **226** | Submission: **16675** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 6:00AM - 7:30AMET (UTC-4)**

Strategizing Activities and Practices Virtual Café Europe *SAP Virtual Café Europe*

Host: **Milena Leybold**, *U. of Innsbruck*
Host: **Georg Reischauer**, *WU Vienna & JKU Linz*
Host: **Violetta Splitter**, *U. of Zurich*

Join us for informal socializing and networking with SAP scholars from your region - some key SAP people will be there as well, so don't miss this opportunity to get in touch with them and ask them the questions you have always wanted to ask. We will also break participants up into smaller breakout sessions to allow for more in-depth conversations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Issues of Identity

Digital Session Chair: **Johanna Jarvela**, *Bayes Business School (formerly Cass)*

SIM: The Mine or the Mire? - Mobilizing Place and Identity in Resource Struggles

Author: **Johanna Jarvela**, *Bayes Business School (formerly Cass)*

In mining, the ideas of consultation and participation together with the frames of corporate responsibility and sustainable development have become the lingua franca of mining conflict resolution. This paper takes post-Gramscian approach to explore how different forms of power and dissent are performed in dialogue processes; and draws from political ecology literature to examine how place and place-based identities are mobilized in the conflicts. The findings show how place is actively utilized as a power resource by both the company, and those who resist it, and that place-basedness becomes a frame for contestation. The local values, meanings and knowledge are connected to the persuasion and control through dialogue. While the place contexts can offer strategic leverage for fringe stakeholders to oppose mining - instead of being disempowered by the hegemonic CSR practices - the power struggles and local dynamics can also silence some of the resistance. The empirical context of the paper is a project by mining multinational in Finnish Lapland. The paper contributes to the theorization on the often veiled power struggles in corporate-community relations, and the limits of conciliatory mechanism; and to the research on identities in organisation studies by theorising on the significance of place as source of identity and how that influences the corporate-community relations.

Paper is Available to Meeting Registrants Only.

SIM: Punishment, Forgiveness and Moral Identity: A Valuable Relationships Perspective

Author: **Gijs Van Houwelingen**, *Amsterdam Business School, U. of Amsterdam*

Author: **Marius Van Dijke**, *Erasmus U. Rotterdam*

Author: **Niek Hoogervorst**, *Erasmus U. Rotterdam*

Author: **Lucas C.P.M. Meijs**, *Erasmus U. Rotterdam*

Author: **David De Cremer**, *NUS Business School*

When and why do organizational actors, typically leaders, to opt to either punish or forgive a norm transgressor? Some scholars have suggested organization members either use punishment and forgiveness as management tools, that is, to ensure optimal organizational performance. Others have suggested that punitive and forgiving responses are mostly driven by moral concerns. In this paper, we integrate both perspectives by combining social cognitive theory of moral identity with the valuable relationship hypothesis. We argue that moral identity centrality predicts punitive and forgiving behavior that is optimal to ensure cooperation on the collective level. More specifically, over a series of three studies (two experimental studies and a field study), we show that moral identity centrality (vs. peripherality) is related to a higher sensitivity to relationship value. As such, we are the first to suggest and test a comprehensive framework that explains why responsible actors in organizations may choose to punish a transgression they may just as well have forgiven, or vice versa.

Paper is Available to Meeting Registrants Only.

SIM: Gender and Mission Drift: Evidence from a Natural Experiment of Social Bricoleurs

Author: **Aindrila Chatterjee**, *Doctoral Scholar*

Author: **Amit Jain Chauradia**, *Indian School of Business*

We study a social enterprise that recruits and trains social bricoleurs, defined as an entrepreneur who promotes the enterprise's mission and has financial independence. Agency problems emerge as social bricoleurs deviate from the mission and focus more on their own entrepreneurial activities. We observe a natural experiment in a social enterprise that sought to achieve gender balance by exclusively recruiting female social bricoleurs in about of half its district locations in rural India. Compared to male bricoleurs, we find that female bricoleurs were more likely to focus on the social performance of the enterprise than their own financial returns. Therefore, hiring female social bricoleurs to maintain gender balance not only reduces gender bias in the workforce, but also reduces mission drift of the social enterprise.

Paper is NOT Available. Please contact the author(s).

SIM: Diversity, Equity, and Inclusion for Data Workers: A Stakeholder Approach

Author: **Bill Herman**, *Metropolitan State U. of Denver*

The social, political, and economic power of technology firms is hard to overstate, not least because they collect and control so much data about people from around the world. The positive and negative effects of this traffic in data are not distributed equitably. This paper argues that these firms have an ethical obligation to recruit, retain, and promote a diverse workforce, grounded in two separate but related reasons. First, the firms owe this to employees because their jobs are a desirable, scarce resource. Second, and more specific to technology firms, is that they will not be able to make more ethical decisions about how to handle this data and the consequent effects on broader society.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Decolonizing Management and Organizations
Decolonizing Management and Organizations



Digital Session Chair: **Nitesh Bhat**, *Indian Institute of Management, Bangalore*

CMS: **Intellectual Freedom: A Decolonisation Perspective Inspired by Gandhian Ideals**      

Author: **Nitesh Bhat**, *Indian Institute of Management, Bangalore*
Author: **Abhoy Kumar Ojha**, *Indian Institute of Management, Bangalore*

The intellectual freedom of the colonised populace in erstwhile European colonial territories continues to be influenced by colonial ideals even today despite decades of political and economic freedom. Using the ideals of Mohandas Karamchand Gandhi as outlined in his work *Hind Swaraj* as the backbone of our arguments, we seek to contribute to conversations on decolonisation of the mind and suggest how the formerly colonised may attain intellectual freedom, with a specific focus on education and research in India. The views of other prolific thinkers, both Gandhi's contemporaries and modern scholars, help us understand the nuanced meaning of some of the issues examined by Gandhi. The way to the future is suggested to be a blend of knowledge grounded in indigenous traditions and liberal borrowing from other traditions, including the West tradition which Gandhi criticised. Specifically, we suggest how education in India could be moulded to achieve purna swaraj, or complete independence as envisioned by Gandhi. Our study has multiple implications for businesses, governments, and the society because it questions the basis of decisions and choices people make, and also urges them to deeply introspect on their priorities, goals and the means to achieve them.

Paper is Available to Meeting Registrants Only.

CMS: **Transmodernizing Imperial Business History**

Author: **Alexandre Faria**, *EBAPE/FGV*
Author: **JAEDER FERNANDES CUNHA**, *U. of Sao Paulo (FEA/USP)*

The rise of the radical right within the context of neoimperial neoliberal capitalism has been triggered by ultra-conservative revisionisms in both South and North which radicalize pasts of coloniality against the majority within and outside organizations and houses of knowledge. In this context we investigate the denial of Latin America by Unilever historiography (UH), an imperial Anglo-Dutch multinational corporation that operates in the region since 1926. We put forward a transmodern decolonial approach to foster a critical dialogue between the Euro-British and decolonial historical turns in Organizational Studies. Analysis shows that UH embodies an ambivalent pattern in Business History (BH) that has been rather ignored by both historic turns. Through this innovative/regenerative approach engaged with a majority excluded by history, we argue that the institutionalization of BH by the Anglo-American world as a post-imperial historical turn is informed by under-researched colonizing-decolonizing dynamics. With implications for research and teaching, we conclude that dynamics of appropriation-containment of "historical others" by the field of History informs the denial of Latin America by HU and global radicalization of modernity/coloniality that might be opposed by a history otherwise engaged with a growing population of Southern 'peoples without history' in both North and South which fosters reappropriations of the liberating side of pasts.

Paper is Available to Meeting Registrants Only.

CMS: **Kinship organizing metaphor: The influence of Maori managers on New Zealand organizational practice**  

Author: **Kiri Dell**, *U. of Auckland*
Author: **Chellie Margaret Spiller**, *Waikato Management School*
Author: **Nimbus Staniland**, *Auckland U. of Technology*

We draw on qualitative data of 15 interviews of Maori managers to theorise the concept kinship-style organising. The study offers a case of how implicit images held within the cognitive structures of Maori managers are influencing wider management practices in New Zealand. Emerging from and grounded in the data, we make a unique contribution to management theory by providing three conceptual categories; structuring in kinship, including wisdom, fostering interaction, and ten managerial practices, that contribute towards a theory of kinship style organising particular to the New Zealand context.

Paper is Available to Meeting Registrants Only.

CMS: **Bringing Decolonizing Critical Discourse Studies into Organization Studies** 

Author: **Caroline Rodrigues Silva**, *Fundação Getúlio Vargas/EAESP*
Author: **Vinicius Galante**, *Fundação Getúlio Vargas - EAESP*

This work aims to investigate and problematize how the Brazilian hegemonic media discourses operate in the construction of the Brazilian imaginary about Black lives, racism, blackness, and whiteness in the context of the riots and demands of the social-activist movement Black Lives Matter (BLM), or "Vidas Negras Importam", in Brazilian Portuguese. To this end, we use a decolonial critique perspective, convening knowledge and productions of subordinated intellectuals by hegemonic science, particularly authors from the Global South, and we also dialogue with "classic" critical authors of discourse analysis, in examining a body of news of a representative newspaper of the Brazilian hegemonic media. In addition, we aim to demonstrate which subjects can speak and be heard, and which subjects are silenced by the silencing mask in the discourses about black lives, racism, whiteness, and blackness communicated by the Brazilian hegemonic media, commenting on discursive, political, and social implications of the processes of colonialism and subordination. Considering this, we contribute to the field of Critical Analysis of Decolonial Discourse (CADD) in Organizational Studies (OS) by demonstrating how discursive strategies of the Brazilian hegemonic media (controlled and populated by White subjects), corroborates the denial of racism and the selectivity in the ethical treatment regarding humanitarian values in consideration of the race of the subjects. Moreover, we contribute by demonstrating how decolonial authors advocate, update and contextualize debates in racial issues from a critical

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

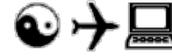
 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **229** | Submission: **10680** | Sponsor(s): **(INDAM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 6:30AM - 8:30AMET (UTC-4)**

JAM Trinity - Strategies for Designing and Building Scalable Social Platforms

JAM Trinity - Building Scalable Social Platforms



Chair: **Himanshu Warudkar**, *Indian School of Business*
Presenter: **Arvind Gupta**, *Indian School of Business*
Presenter: **Shrikant Ekbote**, *Indian Institute of Technology - Guwahati*

Few countries can boast of having strategised, designed and built socially scalable platforms that cater to 1.3 billion citizens. India's JAM Trinity is one of the few examples which have embodied key principles of platform strategy, design and the power of networks. India's digital infrastructure comprises of three key pillars - a bio-metrically verifiable identity which is the base of India's 'Aadhaar Stack' or 'India Stack', mobile phones on back of a telecom revolution, lowest cost of data in the world leading to 600+ million unique smartphone users and a unique interlinkage of India's universal digital identity with Jan-Dhan bank accounts. Together - "Jan-Dhan, Aadhar and Mobile" are the famed "JAM Trinity". This is a textbook case of strategising, designing, developing platforms and truly leveraging the "power of networks". In this PDW, we cover examples of platform strategy, design, scalability, adoption building for scalable social platforms in the context of "JAM Trinity". We bring together an interesting perspective of using "service design" techniques in the creation and usage of these platforms. The richness of this session arises from three different perspectives that we are able to bring towards these platforms i.e., strategy, design, technology. This is an interactive session wherein post the initial remarks, participants will be put in 3 breakout rooms and be able to have in-depth discussions on the 3 topics for furthering their own research. We will end the PDW via a real-time gamified quiz based on the session contents topping it all with suggested research agendas. We are co-opting additional speakers from academic institutions and will add confirmations in due course.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **230** | Submission: **17358** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 6:30AM - 8:00AMET (UTC-4)**

Work Passion and Intrinsic Motivation

Digital Session Chair: **Mijeong Kwon**, *U. of Michigan, Ann Arbor*

OB: Work Passion and Employee Behavior: In Search of the Intrinsic Motivational Processes

Author: **Wan-Jing April Chang**, *National Tsing Hua U.*
Author: **Ya Jen Joe Cheng**, *National Yang Ming Chiao Tung U.*

Past organization and management studies have emphasized individual and organizational performance. However, research on employee growth and development is relatively limited, even though findings drawn from positive psychology show that promoting and preserving employee mental health can improve employee performance. The present research follows the argument of positive organizational behavior (POB) to suggest that employee behaviors are determined by underlying intrinsic motivational processes linking employees' work passion, flow experience, well-being, and positive behavior. The present study has two major goals: first, to examine the dualistic effects of passion on creative workers' intrinsic motivation processes and behavioral consequences; second, to confirm the mediating role of flow experience and well-being in, as well as their causal relationships with, work passion, flow experience, well-being, and positive behavior (innovative behavior and job performance). The present overarching study consists of two specific studies. Study 1 involves (1) data from 363 creative professionals and (2) a cross-sectional design for testing the proposed model. Study 2 involves (1) two-wave data concerning creative professionals and (2) three cross-lagged tests for examining the causal relationships among variables. Structural equation modeling is employed for testing the hypotheses. The results of the two studies demonstrate that the effects of two kinds of passion differ from each other in relation to differences in time frame. Moreover, the results show that the greater the work passion is in creative workers, the more likely they will be to experience flow, well-being, strong job performance, and innovative behavior. The results also confirm their causal relationships with one another. Lastly, we discuss our findings' theoretical and practical implications, the study's limitations, and suggestions for future research.

Paper is Available to Meeting Registrants Only.

OB: Intrinsic Motivation Display as an Impression Management Tactic

Author: **Mijeong Kwon**, *U. of Michigan, Ann Arbor*

Previous research assumes that employees' true levels of intrinsic motivation and the levels of intrinsic motivation they show to others are the same and does not distinguish between the two. This paper challenges the assumption and builds a theory about how employees can display their intrinsic motivation to others in a way that it deviates from their true intrinsic motivation. Drawing on theories of impression management, we argue that employees are more likely to exaggerate their intrinsic motivation to interaction partners with greater power. We further propose that morality concerns are central in employees' intrinsic motivation display, where employees' desires to moral mediate the relationship between interaction partners' power and employees' intrinsic motivation displayed to the partners. We report results of two experiments and one field survey that support our hypotheses.

Paper is NOT Available. Please contact the author(s).

OB: Good to Be Passionate? The Conflicting Effects of Leader Passion on Follower Creativity

Author: **Lei Liu**, *UCL School of Management*
Author: **Colin Muneo Fisher**, *UCL School of Management*
Author: **Hannah Lettmann**, *UCL School of Management*

Do passionate leaders inspire follower creativity? We hypothesize that leaders' displaying passion has two contradictory effects on followers' and their creativity. In five experimental studies (total $n = 1872$), we show that leaders' displays of passion stimulate follower creativity because followers identify more with passionate leaders, increasing followers' intrinsic motivation. However, this potential benefit to creativity was offset by an unintended effect of passion: Increased identification with the leader also led followers to follow more passively, thereby stifling follower creativity. Although we originally predicted that followers' personal identification with passionate leaders would lead followers to anchor more heavily on examples that leaders gave, our results did not support this assertion. We conclude that personal identification constrains individuals' cognitive activities generally (i.e., makes them follow more passively), instead of fixating individuals' attention on the examples given by leaders. These findings provide insights into the dark side of leader passion in work requiring creativity, which has been frequently overlooked by prior literature on leader behaviors and follower performance.

Paper is NOT Available. Please contact the author(s).

OB: Can't Catch a Break: Working During Time Off Undermines Intrinsic Motivation

Author: **Laura Maria Gurge**, *London Business School*
Author: **Kaitlin Woolley**, *Cornell SC Johnson College of Business*

Intrinsic motivation refers to what people do—whether they pursue activities that enable autonomy, competence, and relatedness. However, six studies offer a new perspective on intrinsic motivation, demonstrating that it is also determined by when people pursue activities. Working during time perceived as non-standard work time (i.e., weekends/holidays vs. Monday-Friday) decreased intrinsic motivation for professional and academic goals (Studies 1-2). This effect occurs because working during perceived non-standard work time triggers counterfactual thoughts that one's time could have been better spent (Study 3). An intervention that held non-standard work-time constant, but manipulated norms about time-use by emphasizing that others work (vs. relax) during this time, helped restore intrinsic motivation in one's own work (Studies 4a-4c), with consequences for persistence. This research contributes to literature on time and intrinsic motivation, and addresses a real challenge many people face: How changing norms about work time affect interest in, and enjoyment of, work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **231** | Submission: **16704** | Sponsor(s): **(CM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 7:00AM - 8:00AMET (UTC-4)**

Community Gathering (Meeting, Awards, Social)
Community Gathering

Chair: **Jennifer R. Overbeck**, *Melbourne Business School*
Program Chair: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Division Chair-Elect: **Kristin Jackson Behfar**, *London Business School*
Professional Development Workshop Chair: **Pri Pradhan**, -
Past Chair: **Jana L. Raver**, *Queen's U.*
Representative-at-Large: **Laura L. Rees**, *Queen's U.*
Representative-at-Large: **Ruchi Sinha**, *U. of South Australia*
Representative-at-Large: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Representative-at-Large: **Sebastien Brion**, *IESE Business School*
Participant: **Lukas Neville**, *U. of Manitoba*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **232** | Submission: **13104** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 7:00AM - 7:30AMET (UTC-4)**

MSR Morning Meditation *MSR Morning Meditation*

Chair: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Chair: **Gerald Biberman**, *U. of Scranton*

The practice of meditation (either individual or collective) has the common objective to still/silence the mind and allow the unconscious reality to emerge, open and unfold. Many variations of meditation exist. In this conference five different forms will be introduced—a different form will be introduced each day during the conference. The idea is for those new to meditation to sample, and for those who find a familiar meditation to expand their experience. These five meditations can be accomplished in a few minutes or longer as you wish.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **233** | Submission: **16720** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 7:00AM - 8:30AMET (UTC-4)**

OMT Asia-Pacific Social Hour *OMT Asia-Pacific Social Hour*

Division Chair-Elect: **Martin J. Kilduff**, *UCL School of Management*
Representative-at-Large: **Yutaka Yamauchi**, *Kyoto U.*
Digital Curator: **Melodie Cartel**, *UNSW Business School, Australia*
Division Chair: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Program Chair: **Eva Boxenbaum**, *Copenhagen Business School*
Professional Development Workshop Chair: **Forrest Briscoe**, *Pennsylvania State U.*
Past Chair: **Peer Fiss**, *U. of Southern California*
Representative-at-Large: **Dalhia Mani**, *Indian Institute of Management, Bangalore*
Representative-at-Large: **Lisa Ellen Cohen**, *McGill U.*
Representative-at-Large: **Pablo Martin De Holan**, *HEC Paris*
Representative-at-Large: **Marya Besharov**, *Oxford U., Said Business School*
Representative-at-Large: **Paul Tracey**, *U. of Cambridge*
Representative-at-Large: **Santi Furnari**, *City, U. of London*
Representative-at-Large: **Aleksandra Joanna Kacperczyk**, -
Representative-at-Large: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Hovig Tchalian**, *Drucker School of Management*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Shipeng Yan**, *City U. of Hong Kong*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Kevin Woojin Lee**, *New York U.*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Emily S. Block**, *U. of Alberta*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Work & technology

Digital Session Chair: **Fakher Omezzine**, *Grenoble Ecole de Management*

TIM: Quantity, Variety, or both? “R&D Worker Flows, Diversity, and effects on Technological Performance”   

Author: **Fakher Omezzine**, *Grenoble Ecole de Management*
Author: **Isabel-Maria Bodas-Freitas**, *Grenoble Ecole de Management*

R&D employees are the source of firms' inventive capabilities. The voluntary movement of R&D employees into and out of jobs creates a flow of workers that allow organizations to match the skills they need and those that employees provide, as well as to regenerate ideas and knowledge within the organization. Thus, this R&D workers' flow, in terms of levels and variety, enable a dynamic rejuvenation of knowledge and social capital, which play an important role in driving innovation. This study conceptualizes the effect of R&D worker flows on the inventive output of firms, as resulting from the levels of these flows, as well as from their degrees of diversity. Using biannual data on French firms involved in R&D activities between 2007 and 2015, we suggest that the levels of R&D worker flows (both incoming and outgoing) have an inverted u-shaped effect on the inventive output of the firm. Our findings also suggest that the diversity of these flows (in terms of distinct knowledge backgrounds) moderates this effect, such as at low levels of worker flows a diverse composition of these flows improves team's creativity and hence firm's patenting output, while at high levels of workers flows it accentuates the complexity and management costs of the reorganization of working teams and thus, deteriorates the firm's patenting output. We discuss the implications of these results for theory and policy.

Paper is Available to Meeting Registrants Only.

TIM: Opposing effects of enterprise social media use on job performance

Author: **Yan Pan**, *School of Management, Xi'an Jiaotong U.*
Author: **Yufan Shang**, *Xi'an Jiaotong U.*

The purpose of this study is to explore the mechanism and boundary condition of the relationship between enterprise social media use and job performance. This study used a two-wave design, with a final sample of 481 employees from an automobile company. The results indicate that enterprise social media use is positively related to both work overload and informational support. Work overload and informational support predicts job performance negatively and positively, respectively. Furthermore, work overload and informational support mediates the relationship between enterprise social media use and job performance. Job autonomy moderates the relationship between enterprise social media use and work overload and informational support. Therefore, this study provides a more balanced view of how enterprise social media use influences job performance by demonstrating the opposing mediating roles of work overload and informational support. Furthermore, this study fills the gap by taking job characteristics into more consideration when examining the boundary condition of enterprise social media use. Last, this study validates the generalization of job demands-resources model in social media research.

Paper is Available to Meeting Registrants Only.

TIM: Effect of AI Chatbots' Gender in the Business Context: Empirical Evidence from Debt Collection  

Author: **Yiting Guo**, *School of Economics and Management Tsinghua U.*
Author: **Ximing Yin**, *School of Management and Economics, Beijing Institute of Technology*
Author: **De Liu**, *U. of Minnesota*
Author: **Sean Xin Xu**, *School of Economics and Management Tsinghua U.*

Chatbots have been empowered by Artificial Intelligence (AI) and rapidly applied to many industries. There is a call for more understanding of the effect of chatbots' social cues on business outcomes. This paper investigates how does the choice of chatbots' voice gender impact customer's intention to repay overdue debt. Prior studies on gender differences have conflicting implications. Employing unique real business dataset, we find that for male customers, they are more willing to repay when served by female chatbots. However, female customers have no preference for the gender of chatbots. We explain the mechanism of gender effect by finding that female customers lead to more engagement of male customers, hence induce higher repayment intention. We also find that the advantage of female chatbots are more prominent when the calls happen in the evening (when people have more emotional needs) and when the customers are less likely to repay initially. The main effect is validated by several robustness checks. Especially, this paper finds that the gender-stereotypical attributes (e.g., forceful and assertive of masculinity, gentle and warm of femininity) have the same effects as chatbot gender. We further discuss the theoretical contributions and managerial implications.

Paper is Available to Meeting Registrants Only.

TIM: The impact of business model innovation on person-organization fit

Author: **Matthias Menter**, *Friedrich Schiller U. Jena*
Author: **Lutz Göcke**, *FH Nordhausen*
Author: **Christopher Zeeb**, *Friedrich Schiller U. Jena*

Academia has widely reasoned about the impact of business model innovation on firm performance. However, when it comes to understanding or predicting outcomes of business model innovation beyond financial performance indicators, literature has a blind spot. Research lacks empirical findings from the internal organizational dynamics after the inherent transformation process induced by business model innovation. Rooting our analysis in configuration theory, the purpose of this paper is to shed light upon the organizational impact of business model innovation. As the individuals' perceived fit with their employing organization drives corporate outcomes, we employ the person-organization fit concept and assess (unintentional) changes in the fit relation subsequent to business model innovation. Our findings suggest that incremental business model innovation enhances fit, whereas radical business model innovation decreases fit. Absence of business model innovation likewise impairs fit. The theoretical and practical implications of our study are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **235** | Submission: **13125** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 7:30AM - 9:00AMET (UTC-4)**

**Coaching across Organizational Levels in a Pandemic:
Advancing Positive Change in the Public Sector**
Coaching across Organizational Levels



Moderator: **Tojo Thatchenkery**, *George Mason U.*
Panelist: **Jessica Srikantia**, *George Mason U.*
Panelist: **Eric J. Weis**, *Objective Area Solutions*
Panelist: **BJ Johnston**, *Objective Area Solutions*
Panelist: **Russ Miller**, *Objective Area Solutions*

Managers and leaders in public organizations have increasingly been realizing the value of individual coaching for improving employee effectiveness, satisfaction, teaming, and a host of other valued outcomes. Simultaneously, coaching has been moving beyond the individual into coaching larger systems (teams, organizations, etc.). The four panelists engaged in diverse interventions concurrently within the same large (~35,000) public sector organization that has a continuous nationwide, highly technical and safety-related mission. They plan to share insights not only from each intervention independently but also from their synergies. Each of the panelists will explore how selected pre-pandemic techniques have evolved into a new repertoire of coaching processes, that we believe will result in a hybrid of best practices once the organization is post-pandemic. The interventions touch on: 1) developing human potential in the context of a technical organization shifting to online work post-COVID; 2) approaches to career and personal development; 3) using team coaching to create organizational alignment; and 4) using peer coaching to support collaboration, problem solving and systems thinking.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **236** | Submission: **16087** | Sponsor(s): **(OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 7:30AM - 9:00AMET (UTC-4)**

The Art of Writing and Publishing for Non-English Writers
Writing and Publishing for Non-English Writers



Organizer: **Marjo-Riitta Diehl**, *Aalto U. School of Business*

Organizer: **C. Ashley Fulmer**, *Georgia State U.*

Organizer: **Hongxia Peng**, *Rouen U.*

Organizer: **Chia-Yen Chiu**, *U. of South Australia*

Panelist: **Laurie Barclay**, *U. of Guelph*

Panelist: **Josh Keller**, *U. of New South Wales*

Panelist: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*

Panelist: **David Leonard Patient**, *Vlerick Business School*

Panelist: **Chia-Huei Wu**, *U. of Leeds*

Academic performance is judged in part on one's level of linguistic competence in English. As a consequence, scholars who wish to succeed on the academic market must be able to write in English not only fluently but also eloquently. This places non-native English speakers in a disadvantageous position. The goal of this PDW is therefore to have a discussion regarding the various types of challenges that non-native English speakers face when writing and publishing in English and share concrete tips on how to improve academic writing in English. We bring together a panel of experienced and well published organizational behavior scholars who approach the theme from different perspectives. In the first part of the PDW, our five panelists share their experiences and insights on the art of writing, publishing and working together with non-native English scholars either synchronously or via pre-recorded video messages. In the second part of the PDW, we continue with a short hands-on short writing exercise and practice-oriented discussion in breakout rooms. We will conclude with a Q&A session and a summary of lessons learned.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **237** | Submission: **11253** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 7:30AM - 8:30AMET (UTC-4)**

STR Social - Asia PM Time Zone (all global regions invited)
STR Social - Asia PM Time Zone

Participant: **Michael J. Leiblein**, *Ohio State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Supervisors and Feedback

Digital Session Chair: **Gyula J. Nagy**, *SKEMA Business School*

HR: **Managerial Blurring of Employee Goals**

Author: **Gyula J. Nagy**, *SKEMA Business School*

Author: **Isabelle Walsh**, *SKEMA Business School, U. Côte d'Azur, GREDEG*

Using a classic grounded theory approach, this study identifies a counterintuitive managerial behavior that results in blurred employee goals being set during annual reviews. The findings reveal that the main reasons managers choose to purposefully blur employee goals is to maintain evaluation flexibility of their subordinates. This behavior is seen to occur despite managers' awareness of the benefits of setting specific goals, which are supported by extensive research and management practice. Less specific employee goals lead to significant detrimental consequences on the effectiveness of the Performance Management System. Through studying managerial blurring of employee goals, this study identifies some new antecedents of goal specificity in managerial goal setting.

Paper is Available to Meeting Registrants Only.

HR: **Does distorted negative feedback from supervisor help employees to enhance?**

Author: **Xiaotao Zheng**, *Shanghai Normal U.*

Author: **Bingqing Wu**, *U. of Wisconsin Parkside*

Author: **Rui Sun**, *Chinese Academy of Personnel Science*

Author: **Mingchuan Yu**, *Shanghai Normal U.*

Supervisors are likely to distort feedback to employees, especially if the feedback that should be given is negative. However, few studies address the content distortion effect on poor performer. Building on the theory of performance feedback, this study indicated that distorted negative feedback has negative effect on poor performers' improvement intention via employee's perception of feedback utility. Considerate feedback style moderates the indirect effect. Specifically, the indirect effect will be stronger when considerate feedback style is lower. Implications for theory and practice, limitations of the research, and future directions are also discussed.

Paper is Available to Meeting Registrants Only.

HR: **Evidence based recommendations on feedback practice: A systematic literature review**

Author: **Silvia Dello Russo**, *TBS Business School*

Author: **Atieh S. Mirfakhhar**, *Instituto U. de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL)*

Author: **Mariella Miraglia**, *U. of Liverpool*

Literature on feedback, and particularly feedback quality, has burgeoned over the past quarter century. This is especially relevant for practitioners who are turning to feedback as a remedy and solution to improve performance management. Within this scope, we aimed to uncover how research can best assist practice on feedback and contribute to rigorous, evidence-based management. To this aim we conducted a systematic literature review of the practical implications contained in feedback studies. Our pool of retained articles (N=120) allowed us to shed light on several aspects, namely why recommendations are offered, what recommendations are endorsed, when and where the recommendations are most applicable, to whom those are addressed, and how they are framed by researchers. Based on our findings, we summarize the main practical implications on feedback that scientific research has to offer to practitioners; highlight areas where research is still needed and derive an agenda for future feedback studies; offer recommendations to researchers on how to pay attention, craft and enrich their practical implications sections.

Paper is Available to Meeting Registrants Only.

HR: **Effects of Supervisor Negative Feedback on Employees' Feedback Management Behaviours**

Author: **Lu Xing**, *Renmin U. of China*

Author: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*

Author: **Denise Mary Jepsen**, *Macquarie Business School*

Studies on feedback management behaviours such as feedback-seeking behaviour (FSB) and feedback-avoiding behaviour (FAB) have developed relatively independently from the broader feedback literature. Little is known about how the feedback that individuals receive affects their subsequent feedback management behaviours. We propose an overarching framework that integrates conservation of resources theory with the cognitive-affective processing system framework to determine why and when supervisor negative feedback affects employees' FSB and FAB. Data was collected at two points in time from 220 employees of a manufacturing enterprise in China. As anticipated, employee organisation-based self-esteem mediated the negative effects of supervisor negative feedback on employees' FSB, while frustration mediated its positive effect on FAB. Leader-member exchange serves as a double-edged sword for employees, as it weakens the negative effects of supervisor negative feedback on employees' organisation-based self-esteem, while strengthening the positive relationship between supervisor negative feedback and frustration. The theoretical and practical implications of the findings are discussed.

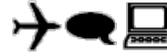
Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **239** | Submission: **14591** | Sponsor(s): (AAM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 10:00AMET (UTC-4)**

CEO/TMT Research: Future Perspectives
CEO/TMT Research: Future Perspectives



Panelist: **Han Jiang**, *Tulane U.*
Panelist: **Wei Shen**, *Arizona State U.*
Panelist: **Liqun Wei**, *Hong Kong Baptist U.*
Panelist: **Yi Tang**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*

The objectives of this symposium is to engage a group of panellists in a moderated interactive discussion of the new developments in the CEO/TMT research; more specifically, (1) how CEO personality implies to organizations; (2) corporate governance and CEO/TMT managerial decision making; (3) the social connections and networks within and across TMTs, and (4) CEO-TMT interface. Hopefully, the discussions and dialogue help to advance our insights into the role and mechanism over which CEO/TMT influences the firm's bottom-line as well as its competitiveness, especially in the entrepreneurial firm in China.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **240** | Submission: **10013** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 9:30AMET (UTC-4)**

**Broadening our Sight to " Artificial Intelligence and Digital
Transformation Assimilation "**
AI Assimilation



Organizer: **Emmanuel Monod**, *Shanghai SUIBE U.*
Organizer: **Brian S. Butler**, *U. of Maryland*
Participant: **Jennifer Gibbs**, *U. of California, Santa Barbara*
Participant: **Alan B. Eisner**, *Clark U.*
Participant: **Eric Sanders**, *Elmhurst U.*
Participant: **Henri Savall**, *ISEOR, U. of Lyon*
Participant: **Helmut Krcmar**, *TUM School of Management, Technische U. München*
Participant: **Kalle Lyytinen**, *Case Western Reserve U.*
Participant: **Wai Fong Boh**, *Nanyang Technological U.*
Participant: **Youngjin Yoo**, *Case Western Reserve U.*
Participant: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Participant: **John Mooney**, *Pepperdine Graziadio Business School*

How can firms embrace financial performance and sustainability with Artificial Intelligence (AI) and digital transformation? In comparing theories from two divisions (OCIS and MC), Socio-Technical Systems and Socio-Economic Approaches to Management, this intends to respond to the AMJ call, to best utilize these technologies for organizational goals through broadening our sight to "AI and digital transformation assimilation".

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **241** | Submission: **10446** | Sponsor(s): **(CM, HR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 10:00AMET (UTC-4)**

A Practicum with the AOM Ombuds: Bystander Interventions

Bystander Interventions



Organizer: **Gregory K. Stephens**, *Texas Christian U.*
Organizer: **Mary Sue Love**, *Southern Illinois U., Edwardsville*
Organizer: **Jennifer Lynn Schultz**, *Saint Mary's U. of Minnesota*

The three members of the Academy of Management Ethics Ombuds Committee will present this interactive session designed to help faculty intervene effectively when they witness conflicts or other violations of AOM values. We introduce a classic model of bystander intervention, adapted for our purposes from Latané and Darley's (1970) bystander intervention model. Bystander intervention is seen as a series of five steps that inevitably precede effective bystander action. First, the bystander must notice the event. Second, the bystander must see the event as worthy of intervention. Third, the bystander must hold himself or herself accountable for intervening. Fourth, the bystander must understand how to intervene in a way that will provide needed assistance. Fifth, the bystander must actually take action, often despite competing thoughts or circumstances that argue against taking action. Based on this model, during the PDW we will first assist participants in identifying intervention-worthy events such as professional bullying, abuse of low power individuals, sexual harassment or even assault. As AOM Ombuds, we have, unfortunately, been called upon to assist individuals subjected to these and other situations, many of which have been witnessed and could have been stopped with appropriate intervention from bystanders. Therefore, a second objective of the PDW will be to offer practices that will enable willing bystanders to intervene, and via case role plays, give them a chance to practice the bystander intervention skills.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **242** | Submission: **16696** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 9:30AMET (UTC-4)**

CMS Plenary Special Edition: Racialized Subjects in Management and Organization Studies
Racialized Subjects in Management and Organization

Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Speaker: **Stella M. Nkomo**, *U. of Pretoria*
Speaker: **Penelope Muzanhamo**, *U. College Dublin, Smurfit*
Speaker: **Victor Ray**, *The U. of Iowa*

Racialized Subjects in Management and Organization Studies: Past, Present and Futures Stella Nkomo (University of Pretoria, South Africa), Penelope Muzanhamo (University College Dublin, Ireland) Victor Ray (University of Iowa, USA)

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **243** | Submission: **10302** | Sponsor(s): **(GDO, RM, CMS, OB, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 10:00AMET (UTC-4)**

Intersectionality as a Method for Antiracist Research and Practice



Intersectionality, Antiracist Research & Practice

Chair: **Samantha E. Erskine**, *Weatherhead School of Management, Case Western Reserve U.*

Chair: **Veronica C. Rabelo**, *San Francisco State U.*

Panelist: **Diana Bilimoria**, *Case Western Reserve U.*

Panelist: **Banu Ozkazanc-Pan**, *Brown U.*

Panelist: **Veronica C. Rabelo**, *San Francisco State U.*

Panelist: **Alexis Nicole Smith**, *Oklahoma State U.*

Panelist: **Dnika Jones Travis**, *Catalyst*

Panelist: **Adia Harvey Wingfield**, *Washington U. in St. Louis*

Moderator: **Samantha E. Erskine**, *Weatherhead School of Management, Case Western Reserve U.*

How can intersectionality improve antiracist management practices and scholarship? This PDW is designed to help participants understand how identities, interactions, and institutions are both embodied and embedded within multiple systems of oppression and privilege. A diverse panel of intersectionality experts will help PDW participants learn how to center intersectionality as a methodological tool within antiracist management research. Through a panel discussion, breakout groups, and interactive presentations, participants will gain an understanding of how to utilize intersectionality to rigorously study and engage in antiracist managerial practices. Aligned with the 2021 AoM theme of "Bringing the Manager Back in Management," this PDW aims to help participants understand how they can become more reflexive about the impact of their emotions, ideologies, practices, and organizing structures on their management practices and scholarship.

To help us make this PDW a meaningful experience for you, and to keep the conversation going beyond this virtual conference space, we would encourage (but we do NOT require) you to fill out the form here: <http://bit.ly/aom2021>. All of the questions are optional. Your answers will be shared with our panelists.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **244** | Submission: **16066** | Sponsor(s): **(HCM, CM, OB, ODC, OMT, PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 9:30AMET (UTC-4)**

The Dynamics of Crisis Leadership: Developing a Research Agenda

Crisis Leadership: Developing a Research Agenda



Participant: **Attila J. Hertelendy**, *Florida International U.*
Participant: **Cheryl Mitchell**, *Gustavson School of Business*
Participant: **Michelle M. Fleig-Palmer**, *U. of Saint Francis*
Participant: **Tracy Hopkins Porter**, *Cleveland State U.*
Participant: **Abi Sriharan**, *Health Services Researcher*
Participant: **Jane Banaszak-Holl**, *Monash U.*
Participant: **Jennifer Gutberg**, *U. of Toronto*
Participant: **Sara Singer**, *Stanford U.*
Participant: **Devin Johnson Rapp**, *U. of Utah, David Eccles School of Business*

The Coronavirus (COVID-19) pandemic precipitated upheaval across the globe in the public health, government, and economic arenas as well as broader society. Across the board, leaders' responses to addressing these challenges many times were not adequate to addressing the crises and only served to cause more pain and suffering. The tragic events of 2020 and 2021 highlight the necessity of an in-depth understanding of crisis leadership. There is an urgent need to develop a research agenda around crisis leadership, an emerging field, in order to support leaders in providing more effective leadership during crises such as pandemics. This professional development workshop (PDW) offers the opportunity to discuss and collaborate on how to build a research agenda in the area of crisis leadership. This PDW will begin with a brief overview of a scoping literature review of research on crisis leadership. A three-part panel of international and interdisciplinary scholars and practitioners will use their research lens perspective to identify new perspectives in researching crisis leadership. After a Q & A session with the panelists, participants will then move to breakout sessions where they can explore a research agenda in crisis leadership in more depth. Overall, participants in this PDW will benefit from the wide variety of international and interdisciplinary perspectives to stimulate creative approaches to a research agenda on crisis leadership.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **245** | Submission: **13098** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 10:00AMET (UTC-4)**

Indigenous Ceremony and Ways of Knowing for Transformative MSR Research MSR Plenary

Organizer: **Julia Storberg-Walker**, *George Washington U.*

The MSR plenary is a space for exploring the relationship between Indigenous ceremonial practice and research; a space for Indigenous ways of knowing, and a space for decolonizing higher education. After an opening by Scholar/Activist Lyla June Johnston, noted scholars (Gregory Cajete, Carma Claw, Kiri Dell, Ella Henry, Joseph Gladstone, Bobby Banerjee, and Grace Ann Rosile) will share their ideas about the connections between Indigenous research and ceremony. The intention is to catalyze a deeper reverence for/legitimization of Indigenous research that sees the world as sacred. Further, the session will explore how research as ceremony might contribute towards more equitable and impactful research in MSR and the wider AOM community. A discussion of how Indigenous research itself is an act of decolonizing higher education will follow, and the session will conclude with an interactive discussion about the ethical dimension of this form of research.

Gregory Cajete, Ph.D. (Santa Clara Pueblo), Native American educator whose work is dedicated to honoring the foundations of Indigenous knowledge in education. Dr. Cajete is a Tewa Indian from Santa Clara Pueblo, New Mexico. He has served as a New Mexico Humanities scholar in ethno botany of Northern New Mexico and as a member of the New Mexico Arts Commission. In addition, he has lectured at colleges and universities in the U.S., Canada, Mexico, New Zealand, England, Italy, Japan, and Russia. Dr. Cajete has authored ten books: "Look to the Mountain: An Ecology of Indigenous Education," (Kivaki Press, 1994); "Ignite the Sparkle: An Indigenous Science Education Curriculum Model", (Kivaki Press, 1999); "Spirit of the Game: Indigenous Wellsprings (2004)," "A People's Ecology: Explorations in Sustainable Living," and "Native Science: Natural Laws of Interdependence" (Clear Light Publishers, 1999 and 2000). "Critical Neurophilosophy and Indigenous Wisdom", Don Jacobs (Four Arrows), Gregory Cajete and Jongmin Lee (Sense Publishers, 2010). "Indigenous Community: Teachings of the Seventh Fire," (Living Justice Press, 2015); "Walking with Indigenous Philosophy: Justice and Addiction Recovery, 3rd edition. Cajete, G.A., J.G. Hansen, J.H.C. Vest and J.E. Charlton" (J. Charlton Publishing, 2019); "G.A. Cajete, Editor. Native Minds Rising: Exploring Transformative Indigenous Education and Sacred Journeys: Personal Visions of Indigenous Education" (J. Charlton Publications, 2020). Dr. Cajete also has prefaces and chapters in 35 other books along with numerous journal articles and over 350 national and international keynote and workshop presentations. Dr. Cajete retired from the University of New Mexico in June 2020 and is currently working as an independent scholar, consultant and writer.

Carma Claw is an Assistant Professor of Management in the School of Business Administration at Fort Lewis College. Dr. Claw is a citizen of the Diné (Navajo) Nation, and is Bitah'nii and Kinlichii'nii from Aneth, Utah. Her research interest areas include strategic resources, ethics, leadership, indigenous business management, and sovereignty as a resource for organizations. Her research has appeared in *Leadership* and the *Vanderbilt Journal of Entertainment & Technology Law*. Dr. Claw has presented at the Academy of Management, Southern Academy of Management, Western Academy of Management, Quantum Storytelling, and Tribal Wisdom for Business Ethics conferences. Additionally, she is an author in the first ever tribal business textbook—*American Indian Business Principles and Practices*, in the *Indigenous Aspirations and Rights*, and *Tribal Wisdom for Business Ethics* books. Before earning a doctoral degree, she worked over seventeen years in industry with a majority of those years at two top-flight defense electronics companies.

Kiri Dell is a lecturer in the Faculty of Business and Economics at the University of Auckland. Dr. Dell's teaching focuses on Maori land issues and Maori economies. Kiri's research and areas of expertise focuses on land development, utilisation and protection. She is Chair of the Indigenous Caucus for the Academy of Management and Director of Nuka Institute, a land development agency.

Ella Henry is an Indigenous Maori woman from New Zealand. Dr. Henry traces her ancestry to three tribes of the Far North of New Zealand (Ngatikahu ki Whangaroa, Te Rarawa, Ngati Kuri). Ella is an Associate Professor of Entrepreneurship, in the Business School at Auckland University of Technology. Ella's PhD focused on Maori entrepreneurship in screen production, and her Master's thesis on Maori women and leadership. Her current research explores Maori and Indigenous leadership, careers, networking, and financial investments. Ella is also Director of Maori Advancement in the Business School, with a key role to enhance Maori student success, and opportunities for the Maori faculty in the Business School to develop their confidence and competence, professionally and culturally, as well as being a conduit between non-Maori and the Maori world and traditional knowledge.

Joseph Scott Gladstone is an Assistant Professor at the University of New Haven. Dr. Gladstone's international work explores transplanar wisdom, a foundational Native American and Indigenous philosophy, and its influences on organization management, efficiency, and ethics. His work is published in *Leadership*, *The Journal of Management Education*, *American Indian Quarterly* and *American Indian Culture and Research Journal*, as well as other journals and numerous book chapters. He is a co-editor of *American Indian Business: Principles and Practice* (University of Washington Press), the first and only general management text of its kind serving the U.S. market. He is an enrolled member of the Blackfeet Tribe of Montana, and recognized Nez Perce (Idaho) descendant. He is originally from the Pacific Northwest region of the U.S.A. and now lives in southern New Mexico.

Lyla June is an Indigenous musician, scholar and community organizer of Diné (Navajo), Tsétséhéstàhese (Cheyenne) and European lineages. Her dynamic, multi-genre presentation style has engaged audiences across the globe towards personal, collective and ecological healing. She blends studies in Human Ecology at Stanford, graduate work in Indigenous Pedagogy, and the traditional worldview she grew up with to inform her music, perspectives and solutions. She is currently pursuing her doctoral degree, focusing on Indigenous food systems revitalization.

Bobby Banerjee is Professor of Management and Associate Dean of Research & Enterprise at The Business School, City University of London. He researches and teaches on corporate social irresponsibility, unsustainability, climate change, and decolonial resistance movements.

Grace Ann Rosile (PhD, University of Pittsburgh) is Professor Emeritus of Management at New Mexico State University. She studies organizational storytelling, Ensemble organizing processes, indigenous ethics, and pedagogy. She has been studying and applying the SEAM method for over 20 years. She is author of numerous academic articles and book chapters, most recently focused on Ensemble Leadership through Ensemble Storytelling. She is co-founder (2010, with David Boje) of the New Mexico Quantum Storytelling Conference, co-founder (2020) of the True Storytelling Institute, and founder of HorseSense At Work, offering management development and teamwork training. She also developed 7 educational films and edited a book (2016) on "Tribal Wisdom for Business Ethics." She is co-author (with Boje) of "How to do Conversational Storytelling Interviews" (Elgar Publishing, 2020).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adapting to COVID-19 and Workplace Change

Digital Session Chair: **Mouna El Mansouri**, *ESSEC Business School*

OB: **How Employees Adapt to Change Prompted by COVID-19: Importance of Discrete Emotions and Proactivity**

Author: **Mouna El Mansouri**, *ESSEC Business School*
Author: **Laurie Barclay**, *U. of Guelph*
Author: **Tina Kiefer**, *Warwick Business School*

The COVID-19 pandemic has initiated unprecedented organizational change. Whereas the organizational change literature has focused on how employees reactively respond to planned strategic change efforts, the COVID-19 pandemic has thrust employees into an active role in which they must adapt to the rapidly evolving demands of their environment. Drawing on appraisal theories, we argue that employees can appraise how the changes prompted by COVID-19 have impacted the meaningfulness of their work and their work effectiveness. In turn, these appraisals can elicit positive and negative discrete emotions, which can provide employees with guidance on how to navigate the opportunities and challenges in their work environment. We test our predictions using a three-wave survey design (N = 402) during the COVID-19 pandemic. Results indicate that COVID-19 related changes that increased the meaningfulness of work elicited pride whereas changes that reduced work effectiveness elicited frustration and anxiety. In turn, these discrete emotions differentially prompted promotion-oriented and prevention-oriented proactive behaviors. Importantly, both promotion-oriented and prevention-oriented proactive behaviors enhanced employees' subsequent adaptivity to change. Our findings provide insight into how employees can actively respond to change related to the COVID-19 pandemic, including how they can self-initiate changes to their jobs in response to rapid change in their environment, how discrete emotions (i.e., pride, anxiety, and frustration) can differentially propel proactive behaviors, how negative emotions may prompt behaviors that can enhance adaptivity (rather than being dysfunctional for change), and how both promotion and prevention-oriented proactive behaviors can enhance employees' adaptivity to change.

Paper is Available to Meeting Registrants Only.

OB: **The Benefits of Time Budgeting While Working From Home During COVID-19**

Author: **Laura Maria Giurge**, *London Business School*
Author: **Stephanie Chan-Ahuja**, *London Business School*
Author: **Eliot Sherman**, *London Business School*
Author: **Gillian Ku**, *London Business School*

COVID-19 has created one of the most challenging working-from-home experiments in history. Overnight, most tactics that employees use to manage work-nonwork boundaries have been removed. Drawing on boundary theory, we introduce a new boundary management tactic—time budgeting—that involves creating temporal separation between work and nonwork domains as well as within work and nonwork activities. Survey data from 568 employed adults working from home as a result of COVID-19 provided support for our prediction that time budgeting was associated with better work-from-home experiences in terms of well-being and task performance. However, contrary to prior work and our prediction, the benefits of time budgeting were not moderated by employees' preference for work-home segmentation (vs. integration). Follow-up interviews with 16 survey respondents provided additional insights about time budgeting, including the role of sense of control as a potential mediator. Overall, our paper broadens theory by introducing time budgeting as a new boundary management tactic that can help employees cope with blurred boundaries.

Paper is Available to Meeting Registrants Only.

OB: **COVID-19 Fear, Compliance, and Counterproductive Behavior: A Curvilinear Relationship**

Author: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*

Drawing from the emergent literature on functional view of fear, we develop a research model explaining a U-shaped curvilinear relationship of fear of contracting COVID-19 on employees' workplace compliance, in turn influencing their counterproductive work behavior (CWB). We theorize for the moderating role of consistency in COVID-19 fear over time on the effect of virus-contraction fear on compliance. A diary study of 181 full-time working professionals (total daily matched morning-evening observations = 1,340) during the initial stage of COVID-19 spread in February 2020 was conducted in a metropolitan city-state when it transitioned to a proactive stance to contain the virus spread. The results provided evidence of impact of COVID-19 fear on compliance in a U-shaped curvilinear pattern affecting employees' CWB. The effect of COVID-19 fear on compliance was contingent on consistency in COVID-19 fear over time such that COVID-19 fear reduced compliance when such fear is experienced sporadically. Our findings illuminate duality embedded in (dis) functional responses to fear in a crisis. We provide timely recommendations to managers and organizations to harness the benefits of negative emotions such as fear in a crisis in curtailing deviant behaviors at work.

Paper is NOT Available. Please contact the author(s).

OB: **Managing the Crisis: How COVID-19 Demands and Agile Project Management Predict Employee Exhaustion**

Author: **Jan Koch**, *SRH Berlin U. of Applied Sciences*
Author: **Carsten C. Schermuly**, *SRH Berlin U. of Applied Sciences*

As a global pandemic, COVID-19 impacts work-related processes, placing strain upon many employees. Identifying process variables and potential organizational resources can play an important role in addressing employee mental health, both for the current pandemic and future crises. Based on an extension of the job demands-resources model, this paper introduces COVID-19 demands as distal job demands, examining their influence on emotional exhaustion through proximal unfinished tasks. Furthermore, we suggest that agile project management acts as a buffering job resource in this relationship. In two studies, we drew samples from Germany (N = 168) and the US (N = 292). Across studies, COVID-19 demands had an indirect effect on emotional exhaustion, mediated by the number of unfinished tasks. Furthermore, agile project management acts as a buffering job resource for employees in Germany, attenuating the relationship between COVID-19 demands, unfinished tasks, and subsequent feelings of emotional exhaustion. In contrast, findings from Study 2 revealed that COVID-19 demands were stronger related to unfinished tasks and subsequent feelings of emotional exhaustion in the US when employees reported higher levels of agile project management. Taken together, our results indicate that work under COVID-19 fosters feelings of emotional exhaustion through the accumulation of unfinished tasks.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Affect and Personality Traits



Digital Session Chair: **Eugene Tee**, *HELP U., MALAYSIA*

OB: A broaden and build framework of self-transcendent emotions for organizational effectiveness

Author: **Eugene Tee**, *HELP U., MALAYSIA*

Author: **Intan Arifah Raja Reza Shah**, *HELP U., MALAYSIA*

The organizational behavior literature establishes that positive emotions are essential in contributing to desired workplace outcomes. Limited work, however, focuses on self-transcendent emotions – emotions arising from attending to the needs of others that motivate prosocial behaviors. Further, existing theoretical work is limited in explaining the underlying mechanisms by which this category of emotions benefits individuals and organizations. The current work addresses this theoretical lacuna. We distinguish between four self-transcendent emotions – compassion, gratitude, inspiration, and awe, and detail the underlying processes that link them with enhanced organizational functioning. We build our propositions guided by an overarching theory – the broaden-and-build theory of positive emotions and detail the specific mechanisms by which each self-transcendent emotion broadens cognitive processes and builds the necessary resources for individual and organizational effectiveness. We conclude our review with four key themes – (i) the importance of delineating levels of analysis in research on self-transcendent emotions, (ii) acknowledging contextual and cross-cultural differences shaping the experience of self-transcendent emotions, (iii) addressing measurement concerns and (iv) examination of other self-transcendent emotions. In effect, we synthesize the positive psychology and organizational behavior literature to generate a framework illustrating how self-transcendent emotions contribute to organizational effectiveness.

Paper is Available to Meeting Registrants Only.

OB: The Janus Face of Grandiose Narcissism in the Service Industry: Self-Enhancement and Self-Protection

Author: **Fan Yang**, *Guanghua School of Management, Peking U.*

Author: **Ran Li**, *Hitotsubashi U.*

Author: **Xiji Zhu**, *Central U. of Finance and Economics*

Two separate dimensions (admiration and rivalry) that correspond with self-enhancement and self-protection regulatory processes are recognized in grandiose narcissism. Based on this dimensional framework of grandiose narcissism, we investigated distinct influencing mechanisms and outcomes of the two dimensions in an organizational context using multi-level structural equation modeling. From a sample of 649 frontline employees in a Chinese call center, we found that contrary to individual narcissistic admiration, which was positively associated with organizational citizenship behavior toward customers (OCB-C) mediated by self-perceived status, narcissistic rivalry was positively associated with employee counterproductive work behavior (CWB) (customer-directed sabotage) mediated by emotional exhaustion. In addition, as common emotion regulation strategies, surface acting buffered the relationship between narcissistic admiration and OCB-C, while deep acting enhanced the relationship between narcissistic rivalry and CWB (customer-directed sabotage). Discussion on the theoretical and practical implications of these findings reveals that grandiose narcissism might have a Janus face—that is, both a bright side with prosocial behaviors and a dark side with unethical behaviors.

Paper is Available to Meeting Registrants Only.

OB: Achievers, Not Winners: On the Negative Role of Guilt Proneness in Competitive Settings

Author: **Uriel J. Haran**, *Ben-Gurion U.*

Author: **Dina Van Dijk**, *Ben Gurion U. of the Negev*

Author: **Michal Barina**, *Ben-Gurion U.*

Author: **Mor Krief**, *Ben-Gurion U.*

Author: **Stav Rosenzweig**, *Ben-Gurion U.*

Guilt proneness is associated with high work intensity and job performance, by enhancing personal and interpersonal motives. However, at many work settings, competitive goals place personal achievement and interpersonal motives at odds. We propose that guilt proneness hampers, rather than bolsters, goal pursuit in competitive settings. We tested our prediction in one lab experiment and two field studies. In the lab, guilt proneness increased participants' preference to play a game individually over competing with other participants (Study 1). In the field, we found that high guilt proneness of physicians predicted higher achievement motivation but lower competitive motivation, which resulted in a lower preference for specializing in medical fields characterized by competitive values (Study 2). Similarly, amateur catchball players with high guilt proneness displayed lower competitive motivation, and preferred an equal distribution of playing time over a scheme focused on winning (Study 3). These results demonstrate that the same individual attribute generally responsible for high motivation and performance also predicts lower motivation to compete and a lower desire to win.

Paper is Available to Meeting Registrants Only.

OB: Prison, Orchestra, Juggler, Mouse: The Organizational Metaphor Scale

Author: **Ramon J. Aldag**, *U. of Wisconsin, Madison*

Author: **Mary E Zellmer-Bruhn**, *U. of Minnesota*

Despite growing recognition of the power of metaphors and of their central roles in seminal organizational theories, there has been no attempt to directly assess the degree to which particular sets of metaphors are seen as typical of one's organization. This paper presents the organizational metaphor scale (OMS) and provides related data from more than 800 subjects in 20 diverse organizations. The OMS can be used to gauge perceptions of organizational cultures, to assess their "fit" to particular organizational policies and practices, and to examine their causes and consequences. Scale psychometric properties are examined and strong links of OMS subscales to organizational descriptions and rewards, organizational culture strength, and leader use of cultural forms are demonstrated. Implications are offered.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **248** | Submission: **17390** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 9:30AMET (UTC-4)**

Antecedents of OCB

Digital Session Chair: **Daniel Gullifor**, *U. of Wisconsin, Eau Claire*

OB: Core self-evaluations and organizational citizenship behaviors: situational appraisals and actions

Author: **Daniel Gullifor**, *U. of Wisconsin, Eau Claire*
Author: **Farzaneh Noghani**, *Texas Tech U.*
Author: **Elizabeth P. Karam**, *Texas Tech U.*
Author: **Claudia Cogliser**, *Texas Tech U.*
Author: **Scott W Lester**, *U. of Wisconsin, Eau Claire*

Since its introduction over two decades ago, core self-evaluations (CSEs) have received extensive consideration from management scholars. While CSEs have been directly linked to workplace outcomes, less is understood regarding the mediating mechanisms through which CSEs are related to workplace outcomes. In this study, we examine the process through which CSEs promote favorable outcomes by examining the mediating role of both leader-member exchange (LMX) quality and work engagement in the CSE—organizational citizenship behaviors (OCBs) relationship. We hypothesize that the relationship between CSEs and OCBs are mediated by the quality of the individual's relationship with their leader (i.e., LMX quality) and their level of work engagement. Our results provide broad support for the hypothesized mediation relationships whereby CSEs are indirectly related to OCBs through both LMX quality and work engagement. A discussion of these findings and their implications for both theory and practice is provided.

Paper is Available to Meeting Registrants Only.

OB: Why and When Leader Entity Morality Beliefs Promotes Employee Unethical Pro-Organizational Behavior

Author: **ZHUOYUE PANG**, *Ph.D Candidate in Organizational Behavior, Department of Management, HKUST*
Author: **Hongwei He**, *Alliance Manchester Business School, U. of Manchester*
Author: **Weiyue Wang**, *Lecturer in Marketing*

Research on unethical employee pro-organizational behavior has gained increasing attention and explored obvious antecedents like leadership and leader's unethical behavior. However, no known study has examined leader entity morality beliefs, although it is apparent that leader entity morality beliefs would shape the organizational environment in which the employees are in. Combining the implicit person theory and stressor-coping-outcome model, our research aims at investigating the indirect effect of leader entity morality beliefs on employee unethical pro-organizational behavior through employee job stress and moral disengagement. Results found that employees who had stronger organizational identification were more likely to be influenced by leader entity morality beliefs, resulting in high unethical pro-organizational behavior through their job stress and moral disengagement. Our findings have pertinent practical implications in managing employee job stress and unethical pro-organizational behavior.

Paper is Available to Meeting Registrants Only.

OB: Enhancing Organizational Citizenship Behavior for the Environment: A Social Identity Perspective

Author: **Xiao Xiaohong**, *Guizhou U. of Finance and Economics*
Author: **Zheng Zhou**, *Guizhou U. of Finance and Economics*
Author: **Fu Yang**, *Guizhou U. of Finance and Economics*

Although the value of subordinates' organizational citizenship behavior for the environment (OCBE) has received more attention, the understanding of what contributes to subordinates' OCBE has been notably neglected. According to social identity theory, we propose a theoretical model that responsible leadership promotes subordinates' OCBE by examining subordinates' moral identity as a mediator and individualism as a boundary condition. Using a sample of 273 collected in China, results indicated that responsible leadership was positively related to subordinates' moral identity, which in turn was positively related to subordinates' OCBE. Subordinates' moral identity partially mediated the relationship between responsible leadership and their OCBE. In addition, both the relationship between responsible leadership and subordinates' moral identity and the indirect relationship between responsible leadership and subordinates' OCBE were stronger when individualism was lower. These findings provide novel insights into how to help subordinates improve OCBE and highlight the important role of responsible leadership in organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **249** | Submission: **15498** | Sponsor(s): **(OB, CAR, ODC, CM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 11:00AMET (UTC-4)**

Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students (13th Annual)

Halfway There



Organizer: **Anna Connors Lennard**, *Oklahoma State U.*
Organizer: **Nikolaos E. Dimotakis**, *Oklahoma State U.*
Organizer: **Katelyn Zipay**, *U. of Oregon*
Organizer: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Speaker: **Samantha C. Paustian-Underdahl**, *Florida State U.*
Speaker: **Allison S. Gabriel**, *U. of Arizona*
Speaker: **Fadel Khalil Matta**, *U. of Georgia*
Presenter: **Margaret M. Luciano**, *Penn State U.*

A wonderful aspect of the Academy of Management (AoM) Annual Meeting is the developmental opportunities it provides for doctoral students. For example, the New Doctoral Student Consortium helps new doctoral students begin to feel more comfortable in our field. In addition, the Organizational Behavior (OB) division sponsors a Senior Student Doctoral Consortium to help prepare more advanced doctoral students for the job market. The purpose of the “Halfway There” PDW is to bridge the gap between these consortia by providing information and advice relevant to doctoral students starting the 3rd or 4th year of their programs. “Halfway There” is designed to help these students begin establishing themselves as independent scholars. We have conducted this PDW at AOM each year since 2009 and it has been very favorably received on each occasion. Despite increasing the attendance cap to 120, we have still had several potential attendees waitlisted each year. Due to positive feedback from prior attendees, we have decided to conduct the PDW again in 2021 with minor, but important, modifications to the format we have used in prior years; these modifications focus on providing a more holistic experience for the participants, as well as showcasing a more inclusive conceptualization of the various avenues towards career success. A number of prominent OB division members have agreed to participate in the 2021 PDW and provide students with their insights on topics such as (1) launching one’s dissertation (2) crafting a research project, (3) understanding the “job market” process, and (4) accomplishing your career goals.

Pre-registration is required; the link to preregister will be shared on the HR/OB listservs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **250** | Submission: **10666** | Sponsor(s): **(OB, CM, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 9:30AMET (UTC-4)**

Should We Talk About Our Feelings?: New Perspectives on Verbal Communication About Emotions at Work

Verbal Communication about Emotions at Work



Organizer: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Organizer: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Organizer: **Alisa Yu**, *Stanford U.*
Discussant: **Hillary Anger Efenbein**, *Washington U. in St. Louis*
Presenter: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Presenter: **Casher Belinda**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Gerben Alexander Van Kleef**, *U. of Amsterdam*
Presenter: **Elizabeth Baily Wolf**, *INSEAD*
Participant: **Kelly Lee**, -
Participant: **Cindy Chan**, *U. of Toronto*
Participant: **Alison Wood Brooks**, *Harvard U.*
Participant: **Salvatore J. Affinito**, *Harvard Business School*
Participant: **Michael Christian**, *U. of North Carolina, Chapel Hill*
Participant: **Jacob Levitt**, *The Wharton School, U. of Pennsylvania*
Participant: **Sigal Barsade**, *The Wharton School, U. of Pennsylvania*

Verbal communication about emotions, such as talking about one's own emotional experiences or inquiring about the emotions of others, is often seen as a taboo topic in the workplace. However, emerging work suggests that verbalization of the emotions of oneself and others can affect important outcomes at the individual, dyadic, team, and organizational levels, such as social learning, engagement, and cooperation. In this symposium, we highlight different perspectives on why, how, and when to verbally communicate about the emotions of yourself or others in organizational contexts. The five papers presented cover a broad range of inter-related topics (e.g., verbal emotional acknowledgment, explicit collective emotion regulation, and verbal emotional expression) and represent different theoretical and empirical perspectives (e.g., including both laboratory and field work). Our discussant, Hillary Anger Efenbein, a leading scholar in the study of emotions, will close our session by offering a synthesis of the papers and discussing with the audience future directions for the study of verbal communication about emotions at work. Through this symposium, we aim to generate new insights about how we can study verbal communication about emotions at work.

Thanks for Nothing: Expressing Gratitude Invites Exploitation by Competitors

Author: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Author: **Kelly Lee**, -
Author: **Cindy Chan**, *U. of Toronto*
Author: **Alison Wood Brooks**, *Harvard U.*

The Epistemic Value of Being a Complaint Recipient: A Social Learning Perspective

Author: **Casher Belinda**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Salvatore J. Affinito**, *Harvard Business School*
Author: **Michael Christian**, *U. of North Carolina, Chapel Hill*

The Social Effects of Emotional Expressions Are Functionally Equivalent Across Expressive Modalities

Author: **Gerben Alexander Van Kleef**, *U. of Amsterdam*

Why Followers Don't Acknowledge the Emotions of Their Leaders (and Why They Should)

Author: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Author: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Author: **Alisa Yu**, *Stanford U.*

Explicit Collective Emotion Regulation and Its Influence on Team Process and Viability

Author: **Elizabeth Baily Wolf**, *INSEAD*
Author: **Jacob Levitt**, *The Wharton School, U. of Pennsylvania*
Author: **Sigal Barsade**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **251** | Submission: **13951** | Sponsor(s): **(OMI, CAR, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 9:30AMET (UTC-4)**

Changing Landscapes: Gender Inequality and Remediation in Labor Markets and Organizations

Gender Inequality: Remediation



Organizer: **Adina D. Sterling**, *Stanford GSB*
Organizer: **Shiya Wang**, *Stanford Graduate School of Business*
Discussant: **Matthew James Bidwell**, *U. of Pennsylvania*
Presenter: **Vanessa Burbano**, *Columbia Business School*
Presenter: **Stephan Meier**, *Columbia Business School*
Presenter: **Letian Zhang**, *Harvard Business School*
Presenter: **Nicolas Padilla**, *London Business School*
Presenter: **Shannon Gilmartin**, *Stanford VMware Women's Leadership Innovation Lab*
Presenter: **Sheri Sheppard**, *Stanford School of Engineering*

Although there has been progress in understanding some aspects of gender inequality, the hiring process and its contributions to gender inequality in labor markets and organizations remains unclear, leaving knowledge of the potential solutions for gender inequality incomplete (Petersen and Saporta, 2004). This symposium brings together four papers that deepen our understanding of inequality by focusing on changes in labor markets and organizations. A paper by Burbano, Padilla, and Meier examines an important but overlooked job characteristic—gendered differences in preferences for meaning at work—that may in part explain occupational segregation by gender—and are more pronounced in national contexts with greater levels of education and economic development. In another paper, Sterling, Gilmartin, and Sheppard suggest that informing employer’s beliefs about men’s and women’s abilities—instead of improving women’s self-beliefs about abilities—could be the pathway by which the gender pay gap lessens. Wang examines how laws in the U.S. (i.e. salary history bans) that address a specific juncture in the wage-setting process—initial salary offers prior to the negotiation stage—can reduce historic inequalities by disrupting path dependencies in wages. And finally, a paper by Zhang investigates how technological change such as e-commerce adoption by retail companies, may improve racial and gender equality in hiring and promotions.

N/A

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **252** | Submission: **11314** | Sponsor(s): **(OMT, CMS, RM, SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 6:00AM - 8:00AMET (UTC-4)**

Publishing Multimodal Research / Publishing Research Multimodally
Publishing Multimodal Research



Organizer: **Dennis Clemens Jancsary**, *WU Vienna*
Organizer: **Miikka J. Lehtonen**, *Rikkyo U.*
Organizer: **Maria Laura Toraldo**, *U. of Milan*
Panelist: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*
Panelist: **Gazi Islam Islam**, *Grenoble Ecole de Management*
Panelist: **Lianne Lefsrud**, *U. of Alberta*
Panelist: **Silviya Svejnova**, *Copenhagen Business School*
Panelist: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Panelist: **Michael Zundel**, *U. of Liverpool Management School*

Organization and management scholarship is increasingly considering the importance of intricate orchestrations of verbal, visual, and other semiotic resources in the construction, maintenance, and change of organizational realities (e.g., Bell, Warren, & Schroeder, 2014; Boxenbaum, Jones, Meyer, & Svejnova, 2018; Höllerer et al., 2019; Toraldo, Islam, & Mangia, 2016). However, genuinely multimodal research is impeded by the limitations of our predominantly verbal publication formats. Cultural, technical, and/or legal restrictions prompt researchers to “translate” multimodal insights into linear written text, which requires substantial skill and may counteract the contributions of a multimodal perspective. Successfully publishing genuinely multimodal organization research (e.g., Lefsrud, Graves, & Phillips, 2018; Zilber, 2018) without losing valuable contributions in translation requires novel strategies for fitting multimodal insights into existing publication formats and/or the creation of publication formats that are more conducive to multimodal forms of knowledge dissemination. In this PDW, preeminent scholars in organization and management theory who have successfully published multimodal research will discuss their experiences and practices-in-use with participants with the aim of collectively developing promising avenues for strengthening multimodal publication strategies and thinking about opportunities for innovative and more genuinely multimodal forms of publication. We ask participants to share experiences with ongoing research projects, introduce emerging research ideas, or prepare pressing questions as a basis for in-depth discussions at different roundtables.

This session is open to all participants registered for the conference. However, to create an interactive and engaging atmosphere, we kindly ask you to come with emerging research ideas, experiences with ongoing research projects, and/or pressing questions to facilitate lively discussions at the different roundtables. Please contact Dennis Jancsary if you have any questions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social movements, responsible leadership and sustainability



Digital Session Chair: **Xueting Jiang**, *New York Institute of Technology*

ONE: Leveraging A Lenient Category in Practicing Responsible Leadership: A Case Study

Author: **Xueting Jiang**, *New York Institute of Technology*
Author: **Bogdan Prokopovych**, *U. of Massachusetts, Amherst*
Author: **Garett DiStefano**, -

In this extended case study, we examine how business leaders translate responsible leadership mindset into practice and engage with various stakeholder groups. By looking at the efforts of a leadership team of a large US college dining provider, we found that organization executives leverage a lenient market category of local food to successfully connect with and satisfy interests of different stakeholder groups. We believe that lenient categories, those with unclear boundaries and ambiguity, could be used as strategic devices to integrate less similar needs of stakeholders and foster positive stakeholder relationships. Based on our findings, we develop a theoretical model to illustrate how responsible leaders take advantage of meaning structures of the market category they have adopted and achieve both financial and social benefits for a broad range of stakeholders.

Paper is NOT Available. Please contact the author(s).

ONE: Understanding the Dynamics of CSR Deep Meaningfulness in Grassroots Community Enterprise.

Author: **Charline Collard**, *U. of Toulouse I, Capitole*

This study is a four years ethnography that focuses on the experience of work meaningfulness crafting in a context of grassroots CSR: What paths to meaningfulness do community entrepreneurs follow? What are the dynamics of meaningfulness over time? What challenges do these actors experience, and how do they navigate them? I answer these questions using Rosso et al.'s (2010) four paths to meaningfulness theoretical framework. I find that the four paths are followed simultaneously, showing the creative and responsible dynamics of satisfied and frustrated mechanisms of meaningfulness over time. However, I find that the need for self-concordance remains frustrated, revealing the challenges of pursuing a double calling when searching for deep meaningfulness. My findings contribute to the emerging literatures on the tensional processes inherent in the double-edge sword phenomenon of meaningfulness, and to CSR additions.

Paper is Available to Meeting Registrants Only.

ONE: Social Media for Future: The Use of Collective Emotions in Online Social Movement Campaigns

Author: **Janet Su**, *U. of Lausanne*

Social media is a powerful tool to spread news and influence others. In fact, 71% of Americans use the Twitter platform to get their news (Shearer and Matsa, 2018). This study uses the context of Greta Thunberg and the global FridaysForFuture climate strike movement to understand which types of communication are most likely to be engaged with by users. Through this paper, we aim to contribute to the social movements literature by introducing sentiment and collective emotions. We find that longer tweets containing images and video content tend to be more liked and retweeted. We also found that negative tweets tend to be more effective. In terms of collective emotions, tweets evoking disgust and sadness are the most effective. Contrasting prior studies, positive emotions, anger, and fear are not significantly effective in gaining awareness online.

Paper is NOT Available. Please contact the author(s).

ONE: Transforming Sustainable Value in the Construction Industry - The role of Social Movements

Author: **Guilherme Duch Crosta**, *U. College London*
Author: **Armando Castro**, *UCL*

Projects pursuing the balance of economic, ecological, and social aspects are being increasingly implemented by the construction industry. This shift represents a paradigm change and evidences new values being acknowledged within the sector. Concurrently, construction scholars tend to emphasize the creation, retention and addition of value, focusing mostly on costs and client deliverables. However, less attention is paid to the process of value change, specifically one that focuses on alternative stakeholders, such as Social Movements. We employ Social Movement theory to comprehend how these organizations affect the notion of value and value change in this industry. Their role is accentuated as a source for a value paradigm change in the form of institutional pressures that shape the values of other stakeholders of the construction industry. These pressures elicit a response in the form of a broader incorporation of sustainable practices amongst construction projects, which effectively alters the industry's notion of value. Additionally, we showcase a theoretical model that describes the pressure channels originated by Social Movements and their process mechanism affecting the construction industry.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **254** | Submission: **13645** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 10:30AMET (UTC-4)**

OSCM Joint Doctoral Student & Junior Faculty Consortium (part 2)
OSCM Doct. Student & Junior Faculty Consortium (2)



Coordinator: **Desiree Van Dun**, *U. of Twente*
Coordinator: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

The Operations and Supply Chain Management Division is pleased to announce a joint Junior Faculty and Doctoral Consortium at the virtual annual meeting of the Academy of Management (AoM). This event will consist of two parts: the first one held on Friday morning, July 30, 2021 and the second part on Saturday morning, July 31, 2021. The primary focus of the joint consortium involves an intensive research incubator session for doctoral students and junior faculty. Doctoral students are asked to give a short (15 minute) presentation about their research proposal to a panel of senior and junior faculty who then provide feedback and guidance on each proposal. Subsequently, the junior faculty will have an opportunity to present their research programs describing how they are extending their dissertation research and/or starting new research streams. The doctoral students are able to ask questions and learn about building a research identity. In addition to the research incubator session and online social networking, several panel sessions will further elaborate on publishing, the job market, dealing with ethical dilemmas, and the development of research streams. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

The consortium is a pre-registration event. If you are interested in attending the Junior Faculty and Doctoral Consortium, please send your application by e-mail to the relevant coordinator by May 17th, 2021. For junior faculty: Desiree van Dun (d.h.vandun@utwente.nl); For doctoral students: John Aloysius (aloysius@uark.edu). Applications will be acknowledged via email by the end of May. Applications should include: (i) a cover letter including full contact information, your advisor's contact information (doctoral students only), and a one-sentence statement on your stage in the doctoral program (doctoral students only), (ii) a current vita, and (iii) a one-page summary of your dissertation research (doctoral students only) / research prospectus highlighting one main research proposal (junior faculty only). More information can be found on our OSCM division website: <https://oscm.aom.org/events/consortium>. We look forward to hearing from you!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **255** | Submission: **11643** | Sponsor(s): **(RM, MOC, OMT, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 10:30AMET (UTC-4)**

The Collection, Analysis, Theorization and Representation of Visual Data in Qualitative Scholarship

Visual Data



Organizer: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Organizer: **Hila Lifshitz-Assaf**, *New York U.*
Organizer: **Stine Grodal**, *Northeastern U.*
Panelist: **Candace Jones**, *U. of Edinburgh*
Panelist: **Mary Ann Glynn**, *Independent Scholar / Researcher*
Panelist: **Mark de Rond**, *U. of Cambridge*
Panelist: **Silviya Svejenova**, *Copenhagen Business School*
Panelist: **Curtis LeBaron**, *Brigham Young U.*
Facilitator: **Hila Lifshitz-Assaf**, *New York U.*
Facilitator: **Stine Grodal**, *Northeastern U.*

Our world is becoming increasingly visual. Organizations and individuals alike increasingly communicate through visual means by posting images, photos and memes on social media, websites, and embedding them in emails. Organizational scholars are therefore faced with a new challenge: How do we make sense of visual data? In particular, how do we collect, analyze, theorize and represent visual data? All of the methods that organizational scholars have at their disposal to engage in qualitative analysis takes for granted that data are textual in nature. However, a large literature in the social sciences suggests that visuals process very differently than text. The goal of this PDW is to provide some needed assistance and sharing of best practices for qualitative scholars who would like to use visual data to generate theory about organizational phenomena.

Thank you for your interest in our PDW! All are welcome to attend within maximum capacity (no pre-registration required and no preparation needed). Please contact Siyin Chen at siyin.chen@rotman.utoronto.ca for any additional questions. We look forward to seeing you at AOM.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **256** | Submission: **10088** | Sponsor(s): (SAP, SIM, OMT, ONE)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 10:00AMET (UTC-4)**

Does It Make a Difference? Practices, Directions, and Challenges of Impactful Scholarship

Practices and Challenges of Impactful Scholarship



Organizer: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Organizer: **Yanis Hamdali**, *European Uni Viadrina, Frankfurt (Oder)*
Speaker: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Speaker: **David Nils Seidl**, *U. of Zurich*
Speaker: **Eero Vaara**, *U. of Oxford*
Speaker: **Angelique Slade Shantz**, *U. of Alberta School of Management*

How can scholars create societal impact with their research while succeeding in building careers and delivering on expected results in the competitive academic world? This question has spurred the ongoing commitment of scholars to rethink the impact of their research, leading to a growing body of thought-provoking works, embedded in a variety of discourses. Yet, especially early- and mid-career scholars often struggle to understand the process of creating and enunciating this impact in their careers-to-come. Therefore, this Professional Development Workshop (PDW) brings together distinguished senior scholars with dedicated participants across different AOM DIGs to collectively reflect on the role and relevance of management and organization research in addressing societal, economic, and environmental issues through rigorous and relevant research. The workshop will be split into two parts: Part one will be open for all interested participants and feature short presentations and a panel discussion to showcase different aspects of scholarly impact. Part two will provide 30 pre-selected early- and mid-career scholars with the opportunity to reflect upon the impact of their work during roundtable sessions, hosted by the distinguished senior scholars. The goal of this workshop is to discuss (1) what “impact” is and why it matters, (2) the practices of creating impactful scholarship, and (3) ways of impactful engagement in the academic and the public discourse. Doing so, this PDW brings together participants with distinguished senior researchers to reflect upon these issues in both a broader context as well as in the context of their own research.

For the first part of this PDW, no application is required. For the second part of this PDW, participants have to register by sending an application to the organizers. This application should consist of (1) a 500-words abstract of the participants’ current research project(s), (2) two questions for the panelists, and (3) three roundtable preferences. Please send your application as one single PDF file to skade@europa-uni.de until July 15, 2021. Please contact skade@europa-uni.de or hamdali@europa-uni.de if you should have any further questions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

CSR, Consumers and Audiences

Digital Session Chair: **Rob Barlow**, *Hult International Business School*

SIM: Modern Mad Men: Marketing Ethics and the Neuroscience of Consumer Autonomy  

Author: **Rob Barlow**, *Hult International Business School*
Author: **Matt Johnson**, *Hult International Business School*

Modern powers to influence consumer behavior have thrust questions of marketing ethics into the public spotlight and led to the need for an ethical frame through which to view marketing activities. In this paper, we draw on the modern science of consumer influence to develop such a framework and use it to propose ethical diagnostic criteria for marketing professionals. We start by making the case that consumer autonomy is among the most important values deserving of ethical consideration in this discussion. Then, drawing on decades of neuroscience, psychology, and behavioral economics research, we develop a theoretical understanding of how it is often undermined via the strategies available to modern marketing professionals, and of how such violations may be classified and diagnosed. Finally, we consider the implications of our theory and analysis from a regulatory perspective, with respect to some of the worst threats posed to consumer autonomy by new and emerging technologies.

Paper is Available to Meeting Registrants Only.

SIM: Stretching issue selling beyond organizational boundaries: The influence of external issue selling

Author: **Michiel De Roo**, *Vrije U. Amsterdam*
Author: **Christopher Wickert**, *Vrije U. Amsterdam*

We discuss an under-theorized theme in the issue-selling literature by analyzing how external issue selling influences internal issue selling. Our study is based on corporate social responsibility (CSR) managers that act as “issue sellers” vis-à-vis other internal actors they approach as “issue buyers”. While prior research has mainly conceptualized issue selling as an internal organizational endeavor, our study finds that an important activity of issue sellers is to establish relationships with external stakeholders. We find that sellers engage with external stakeholders to influence them to create a beneficial institutional climate to adopt the issue. Sellers also create external legitimacy about how the organization addresses the issue, which can create both positive and negative repercussions on internal buyers: it enhances internal acceptance for the issue at stake, but can also be considered as a distraction among internal buyers. Furthermore, sellers leverage external stakeholders to create external demand and pressure to adopt the issue. Our study advances the issue-selling literature by expanding the issue-selling process beyond organizational boundaries and showing how various externally-oriented issue-selling moves influence the internal issue-selling process.

Paper is Available to Meeting Registrants Only.

SIM: A micro-level account of organizational responses to the challenges of its audiences

Author: **Gonzalo Conti**, *Chair of Business Ethics and Management Accounting, Martin-Luther-U.*

Institutional theorists have argued that organizations must respond to the challenges of their social contexts if they want to remain legitimate. This study investigates how managers individually interpret the challenges posed by their stakeholders and the role of their evaluations as an antecedent of how organizations choose to respond. Using an in-depth case study of a for-profit school education provider in a developing country, I explored how managers’ evaluations shaped the emergence of responses to two events wherein audiences challenged the organization’s ability to provide quality education and abiding by ethical values while operating on a for-profit basis. The qualitative evidence of the study shows that managers actively make sense of their stakeholders’ demands. Furthermore, their evaluations constitute the bases or filters whereby they dismiss or acknowledge their audiences’ claims. Although addressing audiences’ challenges constitute a managerial responsibility, the multiplicity of social demands and managers’ cognitive and emotional processes constrain their ability to do so. The study can help managers in their effort to maintain legitimacy amid the challenges that emerge from their social contexts.

Paper is NOT Available. Please contact the author(s).

SIM: When Corporate Ethical Responses after Transgressions Fail to Alleviate Consumers’ Anger

Author: **Claudia Rossetti**, *U. of Mannheim*
Author: **Jenni Sipilä**, *LUT U., School of Business and Management*
Author: **Laura Marie Edinger-Schons**, *U. of Mannheim*

After corporate transgressions, crisis management research suggests that firms should use ethical (i.e., highly accommodative) crisis responses, including elements of accepting responsibility for the crisis, apologizing, and offering compensation, to induce consumer forgiveness. Drawing from research on consumer-brand relationships and consumer forgiveness, the authors take a contingency perspective and propose important boundary conditions for the effectiveness of corporate ethical responses after transgressions. Using longitudinal survey data regarding real consumers’ perceptions of the Volkswagen emissions scandal, the authors analyze the time-lagged relationship between consumers’ perceptions of the firm’s response as ethical and consumers’ anger reduction toward the firm for the transgression. Consumers who perceive the corporate response as more ethical are more likely to let go of their anger over time. Yet, this mitigating effect disappears when consumers highly distrust business in general and the industry of the transgressing firm, when they judge the transgressing firm as having a stable disposition for unethical behavior, or when they perceive the culture of the transgressing firm to be highly authoritarian. The results of this study contribute to crisis management research and practice by revealing the contingent nature of the effectiveness of corporate ethical responses after transgressions.

Paper is NOT Available. Please contact the author(s).

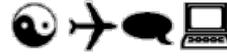
KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **258** | Submission: **10194** | Sponsor(s): (SIM, ONE, IM, OMT, PNP)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 9:30AMET (UTC-4)**

Scaling Social Impact in Contexts of Poverty

Scaling Social Impact



Speaker: **Kevin McKague**, *Cape Breton U.*
Organizer: **Heather Hachigian**, *Royal Roads U.*
Organizer: **Lisa Mali Jones Christensen**, *Brigham Young U.*
Speaker: **Christian Seelos**, *Stanford U.*
Speaker: **Aneel Karnani**, *U. of Michigan, Ann Arbor*
Speaker: **Andrea Maria Prado**, *INCAE Business School*
Participant: **Luciano Barin Cruz**, *HEC Montreal*
Participant: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Participant: **Natalie Slawinski**, *U. of Victoria*
Participant: **Arno Eerikki Kourula**, *U. of Amsterdam*
Participant: **Leslie J. Wardley**, *Cape Breton U.*
Participant: **Hans Nikolas Rawhouser**, *U. of Nevada, Las Vegas*
Participant: **Christopher Sutter**, *Miami U. Ohio*
Participant: **Miguel Rivera-Santos**, *Babson College*
Participant: **Silvia Dorado**, *U. of Massachusetts, Boston*
Participant: **Minna Halme**, *Aalto U. School of Business*
Participant: **Constance Dumalanède**, *U. Lyon 2 (Coactis)*
Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Paul Tracey**, *U. of Cambridge*
Participant: **Anica Zeyen**, *Royal Holloway, U. of London*
Participant: **Bruce Paton**, *Menlo College*
Participant: **Jennifer Walske**, *UCLA Anderson School of Management*
Participant: **Robert Newbery**, *Newcastle U. Business School*
Participant: **Karim Harji**, -

Although the phenomenon of social entrepreneurship, social franchising, and social innovation continues to expand in the academy, the social impact of entrepreneurship and innovation does not yet match the scale of current needs in contexts of poverty nor future threats facing humanity (Seelos and Mair, 2017; Kistruck and Schulist, 2020). Scaling social impact is a process that is dependent on organizational resources, management capabilities, and ecosystem conditions. Given their hybrid logics and the institutional contexts of low-income markets, social enterprises require a distinctive approach to scaling (Mair et al., 2012; McKague et al., 2015), which presents a significant opportunity for management scholars to explore well-established theoretical in new contexts. Despite pioneering work on innovation and scale (Seelos and Mair, 2017) and social franchising (Tracy and Jarvis, 2007; Christensen et al., 2010; Kistruck et. al., 2011; Alon, 2014; Giudici et al., 2018), the existing literature is comprised of a multitude of concepts and frameworks with different antecedents, components, pathways, and stages (Blundel and Lyon, 2014; Weber et al., 2015; London, 2016) including different definitions of scale (Kickul and Gundry, 2015) and different emphases on how much social enterprises should pursue scaling strategies similar to traditional for-profit firms (Austin, Stevenson and Wei-Skilleen, 2006). Overall management insight on scaling social impact remains nascent, with theoretical work only beginning to consolidate findings. The purpose of this PDW is to address this gap by building the field of scholarship on scaling social impact in contexts of poverty.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **259** | Submission: **10272** | Sponsor(s): **(STR, ENT, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:00AM - 10:00AMET (UTC-4)**

Teaching Business Model Innovation: Tips, Techniques And Tools



Teaching Business Model Innovation

Chair: **Yuliya Snihur**, *Toulouse Business School*

Chair: **Christoph Zott**, *IESE Business School*

Panelist: **Raphael H. Amit**, *U. of Pennsylvania*

Panelist: **Constantinos Markides**, *London Business School*

Panelist: **Kathleen Eisenhardt**, *Stanford U.*

The business model of firms refers to a strategic, system-level, holistic construct which depicts the ways in which firms do business. Business model innovation refers to the commercial introduction of a business model that is new to the product market(s) space(s) in which the focal firm competes. The number of courses on business model innovation offered in strategy and entrepreneurship programs at universities has been significantly increasing in recent years. The purpose of the proposed hands-on, highly interactive PDW is to offer tips, techniques and tools, and share experiences on best practices and rigorous analytical methods for teaching business model innovation. Scholars already teaching business model-related topics or wishing to develop such courses are encouraged to participate to receive focused feedback from senior faculty experienced in researching and teaching business model innovation. The PDW will provide a coherent perspective on the business model innovation teaching (and research) and offer new insights to guide future course development and academic inquiry. PDW participants will get hands-on expert feedback on concrete questions and teaching-related issues.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **260** | Submission: **12606** | Sponsor(s): **(IM, STR, OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 8:30AM - 10:00AMET (UTC-4)**

The Role of Multinationals in Tackling Global Sustainability Challenges

MNCs and Global Sustainability Challenges



Chair: **Stephanie L. Wang**, *Indiana U., Bloomington*
Distinguished Speaker: **Ans Kolk**, *U. of Amsterdam*
Distinguished Speaker: **Heli Wang**, *Singapore Management U.*
Distinguished Speaker: **Shaker A. Zahra**, *U. of Minnesota*
Distinguished Speaker: **William Newburry**, *Florida International U.*
Chair: **Vladislav Maksimov**, *U. of North Carolina, Greensboro*

It is increasingly urgent to address pressing global sustainability challenges. How multinationals, who serve as influential actors in multiple countries' economic, environmental, and social development, affect global sustainability challenges is under heated debates. The purpose of this PDW is to share insights on ongoing and emerging MNC-sustainability research from prominent scholars in this area and suggest directions to guide and focus future research efforts. The distinguished panelists include Professors Ans Kolk, Gurneeta Vasudeva, Heli Wang, and Shaker Zahra. This PDW will be interactive and welcome questions from participants to stimulate relevant and meaningful discussion.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Organizing for Social Change and Innovation: Challenges and Opportunities of Organizations

Organizing for social change and innovation

Organizer: **Janina Klein**, *Vrije U. Amsterdam, School of Business and Economics*

Organizer: **Ignacio Pavez**, *U. del Desarrollo*

Organizer: **Katerina Gonzalez**, *Suffolk U.*

Organizer: **Boram Do**, *Yonsei U.*

Presenter: **Janina Klein**, *Vrije U. Amsterdam, School of Business and Economics*

Presenter: **John Matthew Amis**, *U. of Edinburgh*

Presenter: **Ignacio Pavez**, *U. del Desarrollo*

Presenter: **Sebastián Andrés Barros**, *U. del Desarrollo*

Presenter: **Katerina Gonzalez**, *Suffolk U.*

Presenter: **Jennifer Franczak**, *Pepperdine U.*

Presenter: **Angela Hall**, *Michigan State U.*

Presenter: **Jacob Albert McCartney**, *Michigan State U.*

Presenter: **Boram Do**, *Yonsei U.*

Presenter: **Soobin Park**, -

Discussant: **Clifford Oswick**, *City U. London*

A diverse range of organizations, encompassing for-profit organizations, social enterprises, non-profit and public organizations, are driven by a strong social mission to resolve societal challenges and drive social change. Such organizing necessarily involves navigating complexity in the form of potentially competing values (e.g., Gehman, Trevino & Garud, 2012), institutional logics, organizational forms and identities (Smith & Besharov, 2019). Often, in order to balance the competing needs for innovation and stability, organizations are forced to “deviate from socially legitimate templates for organizing and thus experience unique organizing challenges” (Battilana & Lee, 2014, p. 397). Research has shown that many organizations which navigate complexity and combine opposing elements struggle to maintain a balance between their various aims (Smith, Gonin, & Besharov, 2013) and experience mission drift (Besharov & Smith, 2014; Ramus & Vaccaro, 2017), often resulting in the abandonment of social aims in favour of commercial goals (Mair, Battilana & Cardenas, 2012). Scholars have recognized that most organizations cope with a multiplicity of opposing demands – mostly social and commercial – to some degree (Shepherd, Williams & Zhao, 2019), for example with for-profit organizations increasingly engaging in the generation of social value and not-for profit organizing engaging in commercial activities to substitute their traditional sources of income. Yet our understanding of how organizations can resolve challenges and instead leverage the unique opportunities they face remains vague. Building on existing research, the aim of this symposium is to explore the challenges and opportunities of organizing from various angles. The presenters will explore key questions that individually and collectively enhance our understanding of how organizing efforts can drive social change. To accomplish this, each paper draws on different theoretical lenses and empirical contexts.

Changing hybrid organizations – The role of values

Author: **Janina Klein**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **John Matthew Amis**, *U. of Edinburgh*

Going back to the origins: The Andean indigenous ontology as a catalyst of positive-impact

Author: **Ignacio Pavez**, *U. del Desarrollo*

Author: **Sebastián Andrés Barros**, *U. del Desarrollo*

Turning poison into medicine: Leveraging technology to stimulate diversity and inclusion

Author: **Katerina Gonzalez**, *Suffolk U.*

Author: **Jennifer Franczak**, *Pepperdine U.*

Author: **Angela Hall**, *Michigan State U.*

Author: **Jacob Albert McCartney**, *Michigan State U.*

Employees’ responses to organizational initiative to change its moral culture

Author: **Boram Do**, *Yonsei U.*

Author: **Soobin Park**, -

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Contextual Considerations in Managing Organizations *Organizational Context*



Digital Session Chair: **Yoonjin Choi**, *London Business School*

OMT: **Corporate Purpose and its Impact on an Organization's Ability to Attract and Retain Talent**

Author: **Yoonjin Choi**, *London Business School*
Author: **Chang Wa Huynh**, *HEC Paris*

In this paper, we explore an important, yet less explored, characteristic of a socially responsible organization—an emphasis on corporate purpose beyond profit maximization. Drawing insights from literature on organizations' involvement in corporate social initiatives (CSI), we argue that an organization's commitment to its corporate purpose beyond profit maximization will positively impact its ability to attract and retain talent. More specifically, we argue that potential applicants would find a purpose-led employer more attractive than an employer without a purpose, because they expect greater utility in working for a purpose-led employer. However, after having worked for their employer, we argue that employees' preference towards a purpose-led employer would not be universal but rather dependent on employees' social value orientation. In particular, employees with high prosocial orientation would continue to show preference towards the purpose-led employer, while employees with low prosocial orientation would not. That is, while non-prosocial individuals expect to experience greater pride working for a purpose-led employer, they would in fact find it difficult to identify with the organization post-employment. We conduct three studies involving more than 1,500 participants and find evidence supporting our theory.

Paper is Available to Meeting Registrants Only.

OMT: **Culture, Psychology and Organization Studies: Four Alternative Packaged Approaches**

Author: **Shirah Eden Foy**, *Ecole Polytechnique Fédérale de Lausanne*

In response to significant interest in considering cultural and psychological phenomena in organization studies, and the relatively high entry barriers related to familiarizing oneself with the relevant literature scattered across multiple fields, the present study summarizes four “packaged” approaches that management scholars can adopt in their studies of organizations within and across cultural contexts. These packages, differentiated by their positions on the nature of culture (its definition, locus) and the comparability of cultures, can be employed to generate particular types of knowledge about organizations and their members. The merits and limitations of each are reviewed, and examples from the management literature are provided. Numerous opportunities remain to extend organization theory by working toward culture-inclusive models.

Paper is NOT Available. Please contact the author(s).

OMT: **Deliberation for Legitimation: Evidence from Experiments on Corporate Tax Avoidance**

Author: **Robin Schnider**, *U. of Zurich*
Author: **Andreas Georg Scherer**, *U. of Zurich*

The multi-level theory of legitimacy differentiates between propriety—that is, an individual evaluator's assessment of the extent to which a legitimacy object is appropriate for its social context—and validity—that is, the construal of appropriateness among different collectives. While the legitimacy literature has clarified that validity may enter individuals' cognition in the form of “validity cues” which individual evaluators use to form their propriety judgments, it yet has to explore the conditions under which a given validity cue gains predominance in the formation of evaluators' propriety judgments and overrides the influence of cues stemming from other sources. This question is particularly relevant in public deliberations about the legitimacy of organizations and practices in the context of complex societal problems, where it is not clear a priori whether and how the engagement with different validity cues affects propriety judgment formation. We address this research gap by analyzing the impact of several validity cues (stemming from peers, experts, and social media commentators) on propriety judgments about global tax avoidance. Results of two experiments featuring direct deliberations with representatives of a Big Four tax advisory firm and its critics and indirect deliberations via videos on social media (YouTube) confirm that deliberation affects propriety and offer important insights on how validity cues stemming from different sources affect the (de-)legitimation process. Surprisingly, validity cues stemming from social media commentators are shown to overrule validity cues stemming from either experts or peers, pointing towards serious challenges for deliberate opinion formation in the age of digitalization.

Paper is Available to Meeting Registrants Only.

OMT: **The Case for Cycles, Rhythms, and Seasons in Organizational Studies**

Author: **Michael Matthews**, *U. of Oklahoma*
Author: **Samuel Matthews**, *U. of Northern Iowa*
Author: **Thomas Kelemen**, *Kansas State U.*

Cycles, rhythms, and seasons (CRS) affect individuals and organizations. However, although much research has been done on individual CRS (e.g., how circadian rhythms affect swing shift workers, how month-end targets affect sales associates), there is still a lack of acknowledgment about how impactful CRS can be to organizational outcomes. Thus, we seek to bring more attention to this important area of research. First, we elaborate on three types of CRS that are salient for organizational studies (i.e., biological CRS, environmental CRS, and societal CRS). We also demonstrate how these three types of CRS impact organizations similarly, as well as how they impact organizations differently. Second, we outline four key attributes of cycles: predictability, proximity, strength, and duration. Third, we illustrate how organizations can maximize the benefits and minimize the downsides of these CRS. We hope these three contributions will help spark additional research in this field of study.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **263** | Submission: **12808** | Sponsor(s): **(OMT, SIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 8:30AM - 10:00AM ET (UTC-4)**

Antecedents, Evaluations, and Processes of Organizational Wrongdoing in a Changing World *Organizational Wrongdoing*



Organizer: **Jinah Ryu**, *U. of Illinois at Urbana-Champaign*
Organizer: **Deepika Chhillar**, *U. of Illinois at Urbana-Champaign*
Organizer: **Matthew Kraatz**, *U. of Illinois*
Discussant: **Jo-Elen Pozner**, *Santa Clara U.*
Presenter: **Timo Fiorito**, *U. of Twente*
Presenter: **Deepika Chhillar**, *U. of Illinois at Urbana-Champaign*
Presenter: **Jinah Ryu**, *U. of Illinois at Urbana-Champaign*
Presenter: **Andrew Spicer**, *U. of South Carolina*

Organizational wrongdoing continues to be one of the biggest challenges posed by firms, considering its impact on our economy, society, organizations, and individuals. Despite a rich literature in existence, we believe that our field will benefit from a renewed scholarly attention to wrongdoing. Our symposium aims to advance the discussion on antecedents, evaluations, and processes (e.g., resolution) of organizational wrongdoing. Our symposium papers provide interesting insights regarding the following broad questions: (1) Which novel factors shape organizational wrongdoing? (2) How do insiders, social-control agents, and other key audiences evaluate wrongdoing? (3) How do their evaluations and reactions influence the process and consequence of wrongdoing? (4) What are the consequences of organizational wrongdoing in broader society and economies? Additionally, each paper employs a variety of methods, including case studies, quantitative analysis, and historical analysis.

How Persistent Misconduct Induces Escalating Contestation in the Financial Industry

Author: **Timo Fiorito**, *U. of Twente*
Author: **Richard Hoff**, *Vrije U.*
Author: **Michel Ehrenhard**, *U. of Twente*

Organizational Culture and Wrongdoing: A view through the Glassdoor

Author: **Deepika Chhillar**, *U. of Illinois at Urbana-Champaign*
Author: **Donald Sull**, *Massachusetts Institute of Technology*
Author: **E. Geoffrey Love**, *U. of Illinois at Urbana-Champaign*
Author: **Matthew Kraatz**, *U. of Illinois*

The evaluations of entrepreneurial leader's questionable behaviors

Author: **Jinah Ryu**, *U. of Illinois at Urbana-Champaign*

Limits to Worker Mobilization against Corporate Social Irresponsibility

Author: **Elisa Giuliani**, *U. of Pisa*
Author: **Andrew Spicer**, *U. of South Carolina*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **264** | Submission: **11246** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:30AM - 9:30AMET (UTC-4)**

MEC Committee
MEC Committee

Division Chair: **Timothy B. Folta**, *U. of Connecticut*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **265** | Submission: **13992** | Sponsor(s): **(TIM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:30AM - 10:00AM ET (UTC-4)**

The Implications of Economic Incentives & Institutions for Innovation & Market Emergence

Implications of Economic Incentives & Institutions



Organizer: **Anavir Shermom**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Anavir Shermom**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Audra Wormald**, *Robert H. Smith School of Business, U. of Maryland*
Presenter: **Audra Wormald**, *Robert H. Smith School of Business, U. of Maryland*
Presenter: **Jeffrey Furman**, *Boston U.*
Participant: **Martin Watzinger**, *Ludwig Maximilian U. of Munich (LMU)*
Presenter: **Shane Greenstein**, *Harvard Business School*
Participant: **Tommy Pan Fang**, *Harvard U.*
Discussant: **Francisco Polidoro**, *U. of Texas at Austin*

The symposium features four papers that examine how institutions shape the nature of economic exchange for technologies, firms, industries, and nations. The four papers use diverse theoretical frameworks, methodologies, levels of analysis spanning the empirical contexts of post-WWII U.S. innovation ecosystem, graphene, U.S. data centers, and global mobile money. Together, they address an interesting set of questions and advance our knowledge about how variation in the presence, attributes, and nature of various institutions shape incentives associated with innovation and market emergence, and consequently yield insights for better understanding industrial innovation trajectories, firm performance, and market entry patterns. The symposium will be of interest to scholars of technology and innovation management (TIM) and strategic management (STR).

Knowledge Shocks & Industrial Spillovers - Evidence from Operation Paperclip, 1945-1970

Author: **Jeffrey Furman**, *Boston U.*
Author: **Martin Watzinger**, *Ludwig Maximilian U. of Munich (LMU)*

Does Science Enable? Evidence from the Nascent Enabling Technology Graphene

Author: **Anavir Shermom**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Where the Cloud Rests - The Economic Geography of Data Centers

Author: **Shane Greenstein**, *Harvard Business School*
Author: **Tommy Pan Fang**, *Harvard U.*

Firm Strategies to Facilitate Market Emergence Across Diverse Regulatory Environments

Author: **Audra Wormald**, *Robert H. Smith School of Business, U. of Maryland*

Discussion

Author: **Francisco Polidoro**, *U. of Texas at Austin*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **266** | Submission: **15663** | Sponsor(s): **(ENT, TIM, OMT, ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 12:00PMET (UTC-4)**

**The Promise of Design Science as a Research
Approach: Getting Inspired and Learning from Each
Other**



The Promise of Design Science

Organizer: **Christoph Seckler**, *ESCP Business School*
Organizer: **Rene Mauer**, *ESCP Business School*
Panelist: **Henrik Berglund**, *Chalmers U. of Technology*
Panelist: **Georges Romme**, *Eindhoven U. of Technology*
Panelist: **Jan Vom Brocke**, *U. of Liechtenstein*
Facilitator: **Orestis Terzidis**, *Karlsruhe Institute of Technology*
Facilitator: **Madis Talmar**, *Eindhoven U. of Technology*

Scholars interested in topics of entrepreneurship and innovation are increasingly embracing the design science research (DSR) approach. DSR is rooted in Herbert Simon's *The Sciences of the Artificial* (1996) and aims at developing instrumental knowledge, that is scientific knowledge guiding action. While entrepreneurship and innovation scholars across various divisions increasingly develop ideas on how to design, conduct, and communicate DSR, this knowledge is still much dispersed. It is the aim of this PDW to share ideas on DSR, to develop novel DSR research ideas, and to build connections within the growing entrepreneurship and innovation DSR community. This PDW will be an interactive and engaging online format with two parts. Part 1 will be an interactive discussion panel with outstanding DSR scholars from the fields of entrepreneurship, technology and innovation, and information systems. Part 2 will be a research incubation session in which novel DSR research opportunities will be developed and pitched. Overall, this innovative PDW aims at getting inspired, learning from others, and building community.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **267** | Submission: **16750** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 10:00AMET (UTC-4)**

IM Division National U. of Singapore CGIO Best Paper in International Corporate Governance



Digital Session Chair: **Luiz Ricardo Kabbach De Castro**, *U. de Navarra*

This session includes the finalists* for the IM Division CGIO Best Paper in International Corporate Governance Award, which is presented to the best scholarly paper of the IM Division focusing on international corporate governance issues at the Academy of Management annual meeting. This award is sponsored by the National U. of Singapore's Center for Governance, Institutions & Organizations (CGIO). All papers with a research focus on corporate governance accepted by the IM Division for presentation at the Academy of Management annual meeting are eligible for the award. * Session excludes two papers that are also finalists for the CEIBS Best Paper Award

IM: Where Have You Been? Realizing Absorptive Capacity to Leverage Director International Experience

Author: **Andre Havrylyshyn**, *Darla Moore School of Business, U. of South Carolina*
Author: **Melanie Ward**, *U. of South Carolina, Darla Moore School of Business*

Our paper expands upon extant corporate governance literature to explore the relationship between directors with professional international experience and firm performance. We draw on theory regarding directors learning from their experiences in different national contexts, which indicates that directors are a resource that contributes to at least temporary competitive advantage (valuable, rare, difficult to imitate). We also leverage work on absorptive capacity to discuss how organizations can support this resource through network density of board committees. We test our hypotheses on a sample of 461 firm-year observations of 105 S&P large-cap U.S. manufacturing firms between 2010-2014. We find that professional international experience directors positively affect firm performance when the network density on committees allows for more dissemination of the insights held by these types of directors.

Paper is NOT Available. Please contact the author(s).

IM: The role of anti-foreigner sentiments for IJV performance

Author: **Vera Kunczer**, *WU Vienna*
Author: **Rian HJ Drogendijk**, *U. of Groningen*
Author: **Jonas F. Puck**, *WU Vienna*

In recent years, sentiments have been shifting towards nationalist attitudes and increasing anti-foreigner sentiments. Such sentiments can spill over to MNCs given MNCs' embeddedness in their home-country environment, and can hence be reflected in the behaviors of organizational members. We argue that especially in IJVs where partner firms come from foreign countries, conflicts due to anti-foreigner sentiments can be apparent. Building on social identity theory, we theorize that negative sentiments against foreigners lead to pronounced in-group favoritism and stereotyping, make the relationships between IJV partners more difficult, and directly influence the success of the operation. What is more, we hypothesize that contact and interaction between IJV partner firms decrease the negative relationship between anti-foreigner sentiments and IJV performance. Using hierarchical linear modeling on a sample of 9,000 observations from 1993 to 2017, we find a negative effect on the success of IJVs but that long collaboration with the IJV partner and a more equally shared organization mitigate the negative influence.

Paper is Available to Meeting Registrants Only.

IM: Parent-subsidiary temporal closeness and expatriate staffing: the communication synchronicity effect

Author: **Jingyu Yang**, *U. Of Sydney*
Author: **Liang Wen**, *U. Of Sydney*
Author: **Stefan Volk**, *U. Of Sydney*
Author: **Jane Lu**, *City U. of Hong Kong*

This study draws insights from media synchronicity theory (MST) to understand why and how temporal closeness between multinational enterprise (MNE) parent and subsidiary locations may affect MNEs' employment of expatriates in their foreign subsidiaries. Parent-subsidiary temporal closeness, indicated by the working time overlap between the parent and subsidiary location, determines the extent to which synchronicity can be achieved in day-to-day communication directly at a distance. Such communication synchronicity enables MNE parents to exercise control and maintain effective knowledge exchange with subsidiaries without having to rely on costly expatriates. As such, we posit a negative relationship between parent-subsidiary temporal closeness and the deployment of expatriates in a subsidiary, such that the expatriate ratio decreases with an increase of overlapping working time between the parent and subsidiary location. Furthermore, we posit that the negative relationship can be further moderated by factors enabling or constraining parent-subsidiary synchronous communication such as digital accessibility and linguistic distance. Empirical analyses of a sample of 3,500 subsidiaries of 1,801 Japanese MNEs between 1990 and 2009 support our theorizing. Theoretical and practical implications for MNEs' global operations are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

CSR and Corruption in International Management

Digital Session Chair: **Yannick Wiessner**, *Erasmus U. Rotterdam*

This session addresses issues related to corporate social responsibility and corruption in international management. It includes papers related to how foreign firms use strategic agility to deal with corruption, environmentally-sustainable strategies and export performance, firm-level CSR and the perception of government effectiveness in Latin America, and the interaction of cognitive factors in influencing employee time theft behaviors.

IM: When Corruption Corrupts: How Foreign Firms Use Strategic Agility to Deal with Corruption

Author: **Natalia A. Vershinina**, *Audencia*
Author: **Gideon D. Markman**, *Colorado State U.*
Author: **Peter Rodgers**, *Southampton Business School*
Author: **Peter Stokes**, *DeMont Fort U.*

Corruption has detrimental effects on individuals, organizations, societies, and nations; it therefore comes as no surprise that the extant research in this area is focused on government corruption and on bureaucrats who coerce firms to pay bribes. Although the coercive nature of institutional pressure cannot be overstated, we question the view that, when faced with corruption, firms are merely powerless victims; in fact, we theorize that firms often play an active role and that their actions can and do perpetuate corporate corruption. Our longitudinal, qualitative study of 55 foreign firms operating in Russia and Ukraine and of eight local chambers of commerce reveals that, to deal with corruption, firms use strategic agility—often in nonmarket settings—to avoid, comply with, and even instigate and entrench corruption. Unpacking the corruption-agility link is no trivial matter, especially because strategic agility is framed as an adaptive modality; it was therefore surprising to learn about its maladaptive side and how it causes negative externalities such as heightened corruption. Managers rarely divulge their corrupt activities; so, corroborating research on this topic, including on the role played by strategic agility and nonmarket settings, is urgently needed.

Paper is Available to Meeting Registrants Only.

IM: Environmentally-sustainable strategies and export performance

Author: **Camila Costa**, *Pontifical Catholic U. of Rio de Janeiro (PUC-Rio)*
Author: **T. Diana Macedo-Soares**, -
Author: **Jorge M. T. Carneiro**, *FGV EAESP Sao Paulo School of Business Administration*
Author: **Filip De Beule**, *KU Leuven*
Author: **Rafael Burstein Goldszmidt**, *Fundacao Getulio Vargas*

Research is still scant about the impact of environmentally-sustainable strategies in export markets. Given that engaging in environmentally-friendly actions might increase some costs (e.g., control and monitoring) while reducing others (e.g., pollution remediation, energy use, waste), the impact on organizational performance is not clear-cut. However, environmentally-sustainable strategies are expected to attract more customers and increase their willingness to pay, thereby positively affecting sales. This study examines two thus far under-researched issues: the mediating impact of environmental certifications over the effect of environmentally-sustainable strategies on export market performance, and the moderating impact of the level of environmental consciousness of customers in the destination country. Empirical evidence from a sample of 142 Brazilian agribusiness firms corroborates the expected positive association between environmentally-sustainable strategies and export market performance, for exports to both lower and higher environmentally-conscious markets, but no evidence was found about the effect being higher in the latter markets. Interestingly, the mediation of certifications was not statistically significant, which suggests that clients use other ways to assess the environment-friendly efforts carried out by firms.

Paper is Available to Meeting Registrants Only.

IM: Firm level CSR and the perception of government effectiveness in Latin America

Author: **Larissa Marchiori Pacheco**, *Northeastern U.*
Author: **Elizabeth Marie Moore**, *Northeastern U.*
Author: **Kristin Brandl**, -
Author: **Luis Alfonso Dau**, *Northeastern U.*

Recent evidence suggests firms use CSR strategically to respond to formal institutions and governmental policies—but they also respond to the absence or underdevelopment of these institutions and policies. Firms engage with local institutions in order to create or change them in the presence of institutional voids. Consequently, it can be expected that as firms continue to engage with local institutions and enhance their CSR programs, governments, and the way individuals perceive the role of governments will be impacted. Thus, we examine the impact of firms' CSR on the perception of government effectiveness in emerging markets where institutional voids are prevalent. Using a sample of 820 firm-year observations of 145 firms from 30 Latin American countries, over the period of 2005-2018, we find robust support for our hypotheses. Results suggest that firms' CSR have a significant, but negative impact on the perception of government effectiveness. This effect is increased when firms are more profitable, and thus have more leverage. Further, the effect is increased in countries that receive higher amounts of foreign direct investment, but reduced when countries are able to pay off larger portions of their international debt. Our findings provide important insights for the CSR literature, but also critical implications for policymakers in emerging market contexts.

Paper is Available to Meeting Registrants Only.

IM: **The complex interaction of cognitive factors in influencing time theft behaviors** 

Author: **Chandrashekhar Lakshman**, *Florida Atlantic U.*

Author: **Kubilay Gok**, *Winona State U.*

Author: **Linh Chi Vo**, *ESDES, U. Catholique de Lyon*

Author: **John J. Sumanth**, *Wake Forest U.*

Time theft is a costly yet poorly understood phenomenon in business organizations. Although research has addressed workplace deviance on the part of employees, much of this work has focused on severe forms of deviance. The relative attention given to nonaggressive, production-oriented and organizationally targeted deviant behavior such as time theft is much less, despite its serious consequences. We contribute to this literature by examining the effect of abusive supervision on time theft in the context of Vietnam. We utilize a sociocognitive theory-based reasoning to propose a model. We found that time theft is the outcome of a simultaneous interaction between abusive supervision, moral disengagement, and equity sensitivity. Our model and empirical results suggest that a complex process of social information processing, with several countervailing factors balancing each other, influences time theft. We provide a discussion of these results, directions for future research, and the limitations of our study.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **269** | Submission: **15544** | Sponsor(s): (MC, ODC, OB, STR)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 11:00AMET (UTC-4)**

A Sociotechnical Perspective on Managing the Future of Work and Organization

Managing the Future of Work and Organization



Organizer: **Eric Kramer**, *Netherlands Defence Academy*
Organizer: **Matthijs Moorkamp**, *Radboud U. Nijmegen*
Speaker: **Stuart Winby**, *SPRING Network - Silicon Valley Design Firm*
Speaker: **Steven Dhondt**, -
Speaker: **Peter Jay Sorenson**, -
Speaker: **Peter Aughton**, -

While there is a broad consensus that new technology will have transformative effects on the future of work and organization, the nature of its specific effects remains part of an ongoing discussion in which academics, practitioners, management consultants and popular media are involved. These discussions indicate that the process of shaping the future of work and organization needs to be managed and managing this process requires viable applied perspectives. The sociotechnical approach offers such an applied perspective on the design and development of job, organizations and ecosystems. Although it was developed in the era of mechanization, the sociotechnical perspective is continuing to develop in the context of new technology. In this PDW, an international forum of practitioners and academics report on different cases in which a sociotechnical perspective is used to deal with the potential transformative effects of new technology. The video clips of these presentations form the input for an online discussion on managing the future of work and organization and the future development of applied sociotechnical theory.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **270** | Submission: **15002** | Sponsor(s): (MED, ODC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 10:30AMET (UTC-4)**

The Future of Management Education: Change, challenges and opportunities

The Future of Management Education



Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Martin R. Fellenz**, *Trinity College Dublin*
Organizer: **Sabine Hoidn**, *U. of St. Gallen*
Discussant: **Martin R. Fellenz**, *Trinity College Dublin*

MED Global Forum Best Symposium Award for the symposium that best creates the opportunity to address global issues of significance to management education and/or development.

To remain relevant, management education (ME) must reflect and address the realities that influence its subject matter, management. In the context of immense turbulence that has characterized 2020, an assessment of where ME stands and where it is going is timely, because even without the global pandemic ME stands at the crossroads of significant changes that require innovative solutions. The drivers of change are multifaceted, and include changing business dynamics; increasingly diverse and complex social and cultural contexts; shifting societal expectations; speed, complexity, and variety of technological developments; evolving and new roles for ME stakeholders; expanding policy, regulatory and accreditation influences; and issues related to environmental and sustainability concerns. While these factors have recently been overshadowed by the global Covid pandemic and its direct impact on the provision of ME worldwide, with rolling lockdowns and travel restrictions and the increased reliance on remote and digitalized teaching and learning, ME and business schools as the most visible actors in the ME space face questions about their future. The five papers in this symposium collectively question to what degree current models of ME practice may be sustainable and where they are not, and critically explore what may take their place.

The World Market and the Global Ecosystem for Management Education

Author: **Geoffrey T. Wood**, *U. of Western Ontario*

Internal and External Narratives: Business School Histories and Strategies

Author: **Paul Hibbert**, *U. of St Andrews*
Author: **William Foster**, *U. of Alberta*

Educational technology in business schools after Covid-19: Leveraging the technological pivot

Author: **David Lefevre**, *Imperial College Business School*
Author: **Leonardo Caporarello**, *SDA Bocconi and Bocconi U.*

Beyond 'The School' as the object of Assessment: Changes to Business School Accreditation

Author: **Ulrich Hommel**, *EBS U. of Business and Law*
Author: **Koen Vandembemt**, *U. of Antwerp*

The Forgotten Subject of ME: Early Career Academics and the Future of Business Schools

Author: **Olivier Ratle**, *U. of the West of England*
Author: **Alexandra Bristow**, *The Open U. Business School*
Author: **Sarah Robinson**, *U. of Glasgow*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **271** | Submission: **14953** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 1:00PMET (UTC-4)**

Organizational Behavior Doctoral Consortium - Day 2
OBDC Day 2 (Application Required)



Organizer: **Celia Moore**, *Imperial College Business School*
Speaker: **Mo Wang**, *U. of Florida*
Speaker: **Elizabeth Wolfe Morrison**, *New York U.*
Speaker: **Anthony Klotz**, *Texas A&MU.*
Speaker: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Participant: **Elizabeth Eve Umphress**, *U. of Washington*
Participant: **Mark C Bolino**, *U. of Oklahoma*
Participant: **Jennifer Nahrgang**, *U. of Iowa*
Participant: **Keith Norman Leavitt**, *Oregon State U.*
Participant: **Abbie J. Shipp**, *Texas Christian U.*
Participant: **Erik Ian Dane**, *Washington U. in St. Louis*
Participant: **Laurie Barclay**, *U. of Guelph*
Participant: **Paul Bliese**, *Darla Moore School of Business, U. of South Carolina*
Participant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Participant: **Ashli Carter**, *NYU Stern School of Business*
Participant: **Bradford Edward Baker**, *Georgia Institute of Technology*
Participant: **David Welsh**, *Arizona State U.*
Participant: **Jared Mitchell Poole**, *U. of Massachusetts, Boston*
Participant: **Jennifer Carson Marr**, *U. of Maryland*
Participant: **Julianna Pillemer**, *New York U.*
Participant: **Katerina Gonzalez**, *Suffolk U.*
Participant: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Participant: **Stephen Humphrey**, *Pennsylvania State U.*

The Organizational Behavior Doctoral Consortium is held annually and designed for doctoral students who are in the final stages of their programs. The consortium includes a mix of presentations, discussions, and interactive sessions designed to help doctoral students navigate the job market and launch them into their academic careers. The program includes faculty presentations and roundtable sessions on topics such as crafting the right academic job, succeeding at research and publishing, and preparing for effective teaching, as well as how to successfully organize and deliver a job talk that best communicates their research and teaching identity. More than 40 faculty members have volunteered to present or serve as roundtable hosts for this session, which takes place over two days.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **272** | Submission: **16721** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 9:00AM- 10:00AMET (UTC-4)**

OCIS Executive Committee Meeting
OCIS Executive Committee Meeting

Program Chair: **Marco Marabelli**, *Bentley U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: 273 | Submission: 13530 | Sponsor(s): (ODC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 11:30AMET (UTC-4)**

**Relational Coordination and Stakeholder
Alignment: Integrating Theory and Methods for
Systems Change**



Relational Coordination and Stakeholder Alignment

Chair: **Lauren Hajjar**, *Suffolk U.*
Organizer: **Jody Hoffer Gittel**, *Brandeis U.*
Organizer: **Joel Cutcher-Gershenfeld**, *Brandeis U.*
Organizer: **Ninna Meier**, *Aalborg U.*
Organizer: **Angela Aristidou**, *U. College London*
Organizer: **Carsten Hornstrup**, *Joint Action A/S*
Organizer: **Mike Haberman**, *Stakeholder Alignment Analytics*
Organizer: **Victoria Parker**, *U. of New Hampshire*
Organizer: **Yaminette Diaz-Linhart**, *Brandeis U.*
Organizer: **Pat Canavan**, *WayMark Systems*
Organizer: **Barbara Mittleman**, *Stakeholder Alignment Analytics*

Individuals, groups, functions, organizations, and stakeholders increasingly connect laterally in order to coordinate and deliver results. In recent years, two methods for fostering horizontal connections provide an essential contrast – relational coordination (RC) centers on process - communicating and relating for the purpose of task integration and action, while stakeholder alignment (SA) centers on substance – issues or interests that are “at stake” for the purpose of alignment and action. This professional development workshop involves parallel table-top exercises in which the two methods are introduced and applied in role-play simulations of a complex multi-stakeholder challenge involving community behavioral health. This synchronous, interactive workshop will bring together researchers and practitioners from different fields to explore the complex relational and stakeholder dynamics of multi-party systems change. At the same time we will be taking into account embedded levels of change from the microdynamics of intra and interpersonal change, the meso-dynamics of inter-group and organizational change, and the macrodynamics of inter-organizational, community and institutional change. Workshop participants will break into working groups to apply RC and SA methods to a community behavioral health challenge, then meet across RC and SA groups to articulate how different methods can complement each other with their distinct results and implications for theory and practice. We will develop theoretical and practical insights into the relational dynamics operating at multiple levels among multiple stakeholders with differential power, and how these create possibilities and challenges for positive change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **274** | Submission: **10712** | Sponsor(s): **(ODC, ENT, MOC, OB, STR, SAP, RM, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 11:00AMET (UTC-4)**

Publishing Inductive Qualitative Research in Prominent Academic Journals
Publishing Inductive Qualitative Research



Host: **Quy Nguyen Huy**, *INSEAD*
Distinguished Speaker: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*
Distinguished Speaker: **Davide Ravasi**, *UCL School of Management*

This PDW workshop is aimed at fostering information exchange among practitioner scholars interested in publishing inductive qualitative research in prominent academic journals. Practitioner scholars are individuals who pursue rigor in their research process and output as well as produce knowledge that is useful for improved managerial practice. This PDW has been offered for several years now and keep attracting hundreds of scholars. The content offered is not predetermined and varies every year depending on the audience's questions and evolving norms in the field. The workshop will feature scholars with a track record of publishing qualitative research in premier journals. The goal will be to build help practitioner scholars to disseminate their ideas through prominent journals, while still encouraging these scholars' focus on managerial relevance. The conference presenters will lead exchanges around topics such as understanding the expectations of premier journals; conducting a literature review; designing data collection and analysis processes; selecting and working with co-authors; writing a first research draft; refining a manuscript before journal submission; and dealing with the editor and reviewers during the review process.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Environmental strategies

Digital Session Chair: **Gregorio Martín De Castro**, *U. Complutense de Madrid*

ONE: Environmental Strategies in the New Era of Corporate Environmentalism: From Reactor to Upcyclers

Author: **Gregorio Martín De Castro**, *U. Complutense de Madrid*
Author: **Javier Amores Salvadó**, *U. Complutense de Madrid*

Since the nineteenth century, there is a growing concern of nations, citizens and businesses on the preservation of the natural environment. In that sense, during the last three decades, several proposals have explored the environmental stance of the firms showing different typologies of environmental strategies. Nevertheless, current climate emergency and the approach to several interconnected tipping points call for an enriched understanding of firm's environmental positioning as well as new business model solutions and more advanced environmental strategies able to reverse the situation. In this sense, our research refines and develops the existing theory in two distinct ways. Firstly, through deconstructing existing environmental strategies into their key dimensions based on Strategy and Innovation and Learning traditions, we offer an enriched understanding and refinement about their nature and implications, traditionally focused on the reduction of negative environmental externalities. Secondly, we develop theory by fleshing out a new environmental strategy, called upcycling, that conveniently addresses the big challenge of climate emergency by showing a new firm's environmental positioning where companies not only reduce their negative environmental externalities but also remove and reverse current environmental degradation and create by the first time, by means of a 'new sustainable capitalism', positive environmental externalities in their daily business activities.

Paper is Available to Meeting Registrants Only.

ONE: Firms and the Growth-Sustainability Nexus: A Review and Research Agenda

Author: **Swantje Freund**, *U. of Oldenburg*
Author: **Josua Oll**, *U. of Oldenburg*
Author: **Joern Hoppmann**, *U. of Oldenburg*

Scholars of corporate sustainability and corporate social responsibility have long pointed to the detrimental consequences of economic growth for ecological and social systems. However, thus far, the debate on the growth-sustainability nexus has primarily taken place at the macro-economic level. As a result, although firm growth forms a central underlying driver of economic growth, it remains unclear which role firms (can) play in fostering or hindering a post-growth world and how they can design strategies that more explicitly take into account the negative consequences of growth. To address this shortcoming, we analyze the management literature on growth to gain firm-level insights on the outcomes, measures, strategies, and drivers of growth, and to derive implications for the field of corporate sustainability and corporate social responsibility. Our review shows that firm growth represents an important, prominent, and heterogeneous topic in management scholarship. Yet, sustainability considerations or critical reflections on firm growth have not made their way into the leading general management and sustainability management journals. Reflecting on our findings from a sustainability perspective, we develop a robust research agenda to stimulate future micro-level research on the growth-sustainability nexus.

Paper is NOT Available. Please contact the author(s).

ONE: Natural resource dependence: understanding why companies (do not) disclose on biodiversity

Author: **Fiona Vanessa Stappmanns**, *HSG U. of St. Gallen*
Author: **Leo Vogel**, *U. of St. Gallen*
Author: **Judith Louise Walls**, *HSG U. of St. Gallen*

Biodiversity is the foundation of all life on earth and plays a critical role in solving grand challenges like climate change. Yet, corporate disclosure on biodiversity remains scarce. We develop a theoretical model to explain why companies (fail to) disclose on biodiversity, by applying and extending natural resource dependence theory. Our model shows that companies may omit to disclose on biodiversity when they perceive an operational or regulatory risk associated with dependence on biodiversity. By contrast, when companies view biodiversity as material or a reputational threat, they are more likely to engage in disclosure. In addition, materiality positively moderates the relationship between biodiversity risk and disclosure. We discuss ways in which the topic of biodiversity, in spite of its complexity, can be brought to the forefront of manager's minds in order to place greater emphasis on biodiversity in corporate sustainability management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **276** | Submission: **16741** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 10:30AM ET (UTC-4)**

AMP: A Paper Development Workshop  
AMP: A Paper Development Workshop

Organizer: **Gideon D. Markman**, *Colorado State U.*
Organizer: **Geoffrey T. Wood**, *U. of Western Ontario*

AMP Incoming Co-Editors, Gideon Markman and Geoffrey Wood, and the team of Associate Editors provide tips on how to write a successful AMP paper. All are welcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **277** | Submission: **16755** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 11:00AMET (UTC-4)**

Publishing in AMD including the Future World of Work Special Issue 
Publishing in AMD

Organizer: **Kevin W. Rockmann**, *George Mason U.*

Have interesting findings you can't explain? Curious about exploring new or unexplained phenomena? Have a desire to be more creative and transparent in presenting your research? Come learn about publishing in Academy of Management Discoveries (AMD). In this session you will hear a presentation about AMD from the current editor-in-chief followed by an opportunity to ask questions related to publishing in the journal. You will also have an opportunity to hear about the special issue on the Future World of Work from that editorial team and to ask them specific questions regarding the special issue. We hope to "see" you there!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethical Leadership

Digital Session Chair: **Muhammad Waheed Akhtar**, *COMSATS U. Islamabad, Sahiwal Campus*

SIM: Leaders Moral Muteness and Followers Derogation: The Jeopardies of Despotic Leadership

Author: **Muhammad Waheed Akhtar**, *COMSATS U. Islamabad, Sahiwal Campus*
Author: **Fauzia Syed**, *Assistant Professor (FMS)*
Author: **Muzhar Javed**, *COMSATS U. Islamabad, Sahiwal Campus*

Based on the assumptions of moral disengagement theory, we hypothesized that under despotic leadership employees tend to engage in moral disengagement in turn fosters employee outcomes (unethical work behaviour, negative workplace gossip and retaliation). Moreover, we hypothesized that moral identity affects the despotic leadership and moral disengagement relationship; we also hypothesized that moral identity moderates the mediated relationship. Employing a multi-wave and two-source sample, data was collected from employees and their peers (n=255) in the services sector of Pakistan. We validated the proposed framework using the moderated-mediation technique. Results supported the mediating effect between despotic leadership and employee outcomes using moral disengagement. The results revealed that the impact of despotic leadership on moral disengagement was weaker under high moral identity and vice versa. Furthermore, it was revealed that moral identity moderates the mediated relationship. The study concludes with implications, limitations and directions for future research.

Paper is Available to Meeting Registrants Only.

SIM: What's Charisma Got to Do with It? Two Faces of Charismatic Leadership and CSR Engagement

Author: **Tanurima Dutta**, *U. of Nevada, Reno*
Author: **Rafik Beekun**, *U. of Nevada, Reno*
Author: **Jinyu Hu**, *U. of Nevada, Reno*

In this article, we examine the importance of leadership styles in corporate social responsibility (CSR). Drawing from charismatic leadership theory, we argue that the two distinct styles of charismatic leadership, personalized charismatic leadership (PCL) and socialized charismatic leadership (SCL) influence firm's CSR engagement through different underlying mechanisms. Integrating with existing CSR typologies (internal-external CSR, institutional-technical CSR, reputation-enhancement and stakeholder-reciprocation strategic CSR and substantive-symbolic CSR), we propose that socialized charismatic leaders favor CSR initiatives that benefit a wide array of stakeholders while personalized charismatic leaders have the propensity to selectively engage in CSRs that address the needs of a particular group of stakeholders (external CSR, technical CSR, reputation enhancement strategic CSR and symbolic CSR). In doing so, our study advances knowledge about the micro-foundations of CSR and the unique pathways between leadership styles and CSR types.

Paper is Available to Meeting Registrants Only.

SIM: Responsible Leadership: a double ethical alignment between values and CSR commitment

Author: **Catherine Pourquier**, *CEREN, EA 7477, Burgundy School of Business - U. Bourgogne Franche-Comté*
Author: **Jacques Igalens**, *U. of Toulouse I, Capitole*

For more than fifteen years, the literature on Responsible Leadership (RL) has been trying to outline the contours of this concept, which is still under construction at several levels, micro, meso and macro. Our objective is to focus on the link between the leader's posture and that of his or her organization in terms of CSR commitment from an ethical perspective. To do this, we put forward the concept of alignment. In our view, this alignment is a "marker" for the embodiment of RL's ethical posture. We propose a new way of reading RL based on a double ethical alignment, alignment of the CSR values of the organization and the leader on the one hand, and alignment of the CSR commitments of the organization and the leader on the other hand. From an academic point of view, the concept of alignment makes it possible to embody the ethical commitment of responsible leaders and their organizations. From a managerial point of view, alignment makes it possible to measure the level of responsible and ethical commitment of the leader and the company. We illustrate this concept of alignment through two case studies of world leaders in their fields of expertise, Essilor and Danone, who are also considered CSR "champions". Through these two examples, as well as an interview with the former chairman of Grameen Danone Bank, Nobel Peace Prize winner Muhammad Yunus, we will show how alignment is both a generic concept that measures the strength of investing in an ethical commitment to CSR and also a contingent concept that takes into account the cultural specificities of the organization. We propose a theoretical and a managerial model of alignment to shed light on the concept of RL. Keywords: Responsible Leadership, Ethics, CSR, Alignment, Values, Commitment

Paper is Available to Meeting Registrants Only.

SIM: How stakeholders' CSR attribution is formed: The role of leader humility

Author: **NAIDAN ZHANG**, *U. of Nottingham Ningbo China*
Author: **Alim J. Beveridge**, *U. of Nottingham, China*

Corporate social responsibility (CSR) research at the micro-level is receiving increased interest and attention in academic and managerial circles. However, much of the existing literature ignores an important factor in micro-CSR research—CSR attribution. In addition, compared with analyzing the influence of CSR attribution on stakeholders' attitudes and behavior, understanding how stakeholders form different attributional explanations is not yet well understood. Against this backdrop, this study aims to investigate the formation of stakeholders' CSR attributions. Drawing upon social information processing theory and the literature on leader humility, this article aims to analyze how leader humility and stakeholders' received CSR cues interactively influence the formation of stakeholders' CSR attribution. Specifically, we propose that leader humility and stakeholders' received CSR cues interactively influence their CSR attribution through underlying mechanism of perception of selflessness. This article extends existing research on literatures of CSR, CSR attribution and leader humility, and can help companies to manage stakeholders' scepticism more effectively.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **279** | Submission: **16618** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:00AM- 10:30AMET (UTC-4)**

TIM Executive Committee Meeting
TIM Executive Committee Meeting

Participant: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Employee Perceptions of HRM and its Relationship with Employee Well-being and Performance
Employee HR perceptions, Wellbeing & Performance



Organizer: **Jeske Van Beurden**, *Tilburg U.*
Organizer: **Karina Van De Voorde**, *Tilburg U.*
Organizer: **Marc Van Veldhoven**, *Tilburg U.*
Discussant: **Kaifeng Jiang**, *Ohio State U.*
Presenter: **Sargam Garg**, *California State U. Sacramento*
Presenter: **Jeske Van Beurden**, *Tilburg U.*
Participant: **Karina Van De Voorde**, *Tilburg U.*
Participant: **Marc Van Veldhoven**, *Tilburg U.*
Participant: **Kaifeng Jiang**, *Ohio State U.*
Presenter: **Mengwei Li**, *U. of Kansas*
Participant: **Clint Chadwick**, *U. of Kansas*
Participant: **Brian Harney**, *Dublin City U.*
Presenter: **Kerstin Alfes**, *ESCP Business School*
Participant: **Argyro Avgoustaki**, *ESCP Business School*
Participant: **Nils Fürstenberg**, *U. of St. Gallen*
Participant: **Adrian Ritz**, *U. of Bern*
Participant: **Veronique Tran**, *ESCP Business School*

Thus far, the empirical evidence about the role of employees in the relationship between human resource management (HRM) and employee and organizational outcomes, shows that it is the perceived human resource (HR) practices by employees rather than the implemented HR practices as rated by managers that have a more direct influence on employees' behavior and outcomes. Despite the importance given to employees as key recipients of HRM, we still have a limited understanding of what factors explain and influence employee perceptions of HRM and how they impact employee well-being and performance. Accordingly, the papers in this symposium aim to shed light on (a) the role of employees in influencing their own perceptions of HRM, (b) other factors that influence employee perceptions of HRM, and (c) the processes through which employee perceptions of HRM impact employee well-being (trade-offs) and team effectiveness.

Impression Management: Can it Explain Variance in Employee Perceptions of HR practices?

Author: **Sargam Garg**, *California State U. Sacramento*

In the Eye of the Beholder: Manager and Employee HR Perceptions, Employee Outcomes and HR salience

Author: **Jeske Van Beurden**, *Tilburg U.*
Author: **Karina Van De Voorde**, *Tilburg U.*
Author: **Marc Van Veldhoven**, *Tilburg U.*
Author: **Kaifeng Jiang**, *Ohio State U.*

Untangling HRM and Employee Wellbeing Trade-offs: Towards a Comprehensive Understanding

Author: **Mengwei Li**, *U. of Kansas*
Author: **Clint Chadwick**, *U. of Kansas*
Author: **Brian Harney**, *Dublin City U.*

Collective Perceptions of HR Practices and the Implications for Team Wellbeing and Performance

Author: **Kerstin Alfes**, *ESCP Business School*
Author: **Argyro Avgoustaki**, *ESCP Business School*
Author: **Nils Fürstenberg**, *U. of St. Gallen*
Author: **Adrian Ritz**, *U. of Bern*
Author: **Veronique Tran**, *ESCP Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **281** | Submission: **12936** | Sponsor(s): **(CAR, OB, IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 9:30AM - 11:00AMET (UTC-4)**

Academic Job Opportunities in China  
Academic Job Opportunities in China

Chair: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*
Participant: **Lirong Long**, *Huazhong U. of Science and Technology*
Participant: **Fuli Li**, *Xi'an Jiaotong U.*
Participant: **Ben Nanfeng Luo**, *Renmin U. of China*
Participant: **Yuanyang Song**, *East China U. of Science and Technology*
Participant: **Ying Wang**, *School of Management and Economics, Beijing Institute of Technology*

The COVID-19 pandemic has been generating profound impacts on the higher education sector. In many countries, one of the major negative consequences of this pandemic is the fall of the revenue of universities, due to the factors such as the drop of enrolment of international students. The budget cut of universities has further resulted in salary reduction, hiring freeze, or layoff. In contrast, in China, job opportunities are steadfastly growing, and open to the international job market. However, China job market for management scholars is so far not well understood to the international scholars, even ambiguous for many Chinese scholars, as this market is characterized as complex, dynamic, multi-level, and of highly internal variety. In this PDW, scholars from several representative Chinese universities (both senior and junior faculty members, and from multiple geographical regions) share their experiences, observations, and insights regarding the job opportunities in China for candidates in the management field. Topics to be covered include (but not limited to) recent developments and trends in the application procedures, selection criteria, promotion, compensation and benefit, teaching load, and research funding, as well as those policies particularly for foreign employees.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **282** | Submission: **10193** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:30AM - 11:00AMET (UTC-4)**

**Promoting Equity in Learning: Inclusion in the Classrooms across
Healthcare Management Programs**
Promoting Equity in Learning



Participant: **Michele Heath**, *Cleveland State U.*
Participant: **Lihua Dishman**, *A. T. Still U.*
Participant: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*

This Professional Development Workshop (PDW) will discuss how to create equity in the classroom. Equity requires putting systems in place to ensure that every student has an equal chance for success despite race, gender, ethnicity, language, disability, family background or income. Professors need to understand the unique challenges and barriers faced by students in order to provide support to help students overcome those barriers. As higher education becomes more diverse, our image of a “typical” college student needs to evolve. Students have unique backgrounds, identities, and experiences that they bring to classroom. Equity can only be created once professors recognize these learner differences and build environments that honor those perspectives. An equitable education system understands who each person is, makes learning relevant, and helps all students develop the knowledge and skills they need. It is important to give all students an equitable start, which leads to better outcomes for individuals. This PDW seeks to address common inequities and best practices on how to create equity and inclusion in the classroom. The PDW will start with a short reflection about what equity is and the challenges (academic and outside) most minorities face while attempting to obtain a degree. Next, we will conduct breakout sessions to discuss prepared questions to prompt discussion on promote social justice and equity in learning as well as inclusion in the classroom. Lastly, we will have a large group discussion that includes report out, brief discussion, and Q&A.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **283** | Submission: **13383** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:30AM - 11:30AMET (UTC-4)**

Organizational Behavior Division Junior Faculty Workshop
Junior Faculty Workshop



Organizer: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Moderator: **N. Sharon Hill**, *George Washington U.*
Panelist: **Michelle K. Duffy**, *U. of Minnesota*
Panelist: **Aparna Joshi**, *Penn State Smeal College of Business*
Panelist: **Kyle Lewis**, *U. of California, Santa Barbara*
Panelist: **Ning Li**, *SEM Tsinghua*
Panelist: **Jochen I. Menges**, *U. of Zurich*
Panelist: **Marie S. Mitchell**, *U. of Georgia*
Panelist: **Anthony J. Nyberg**, *U. of South Carolina*
Panelist: **Andreas Wilhelm Richter**, *U. of Cambridge*
Panelist: **Riki Takeuchi**, *U. of Texas at Dallas*
Panelist: **Michele Williams**, *U. of Iowa*
Coordinator: **Cheng-Huan Liu**, *Rutgers U., School of Management and Labor Relations*

The Organizational Behavior (OB) Junior Faculty Workshop is designed for faculty members who consider themselves junior (e.g., are untenured or within the first 4-5 years of an academic position). The goal is to provide a developmental forum for participants to learn from Faculty Fellows about how to navigate career challenges related to research, teaching, and service. There are ten Faculty Fellows, which includes a mix of senior faculty from different countries and with varied career experiences. The Fellows will offer their perspectives regarding (1) tips, best practices, and/or lessons learned about navigating our field; and (2) questions from participants. The format of the workshop is highly interactive and will include a combination of panel and small group discussions. Participation is limited and pre-registration is required.

Participation is limited; pre-registration is required. Please check for availability and register at https://unlv.co1.qualtrics.com/jfe/form/SV_6Xxxu8yOTpE6D66.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Fear of COVID, Emotional Exhaustion, and Employee Outcomes



Digital Session Chair: **Muhammad Mohtsham Saeed**, *U. of South Australia*

OB: Fear of Pandemic (COVID-19) & Employees' Engagement - The Moderating Role of Perceived Support

Author: **Muhammad Mohtsham Saeed**, *U. of South Australia*
Author: **Tafara Chipamaunga**, *Australian Institute of Business*

COVID-19 has impacted nearly all walks of life – life at work is no exception. In 2020, nearly all the working professionals had to make some sort of adjustments in their routine work life to address the monumental challenges posed by the pandemic. Employees in most organisations are reported to have experienced distress, fear and anxiety while working in a highly unpredictable environment created by COVID19 across the globe. As a result, managers are struggling to find ways to maintain /enhance the level of employees' engagement and continue to realize their true potential while at work. This study aims to advance knowledge in the Fear of Pandemic area in particular. While driving its theoretical foundations from cognitive activation theory of stress, "Four Horsemen of Fear" and Organisational Support theory, we have tried to develop a comprehensive theoretical framework to enhance our understanding of the pandemic and the vital role it plays in lowering the levels of employees' engagement / performance while at work. It also emphasises the need to have effective Organisational/Supervisory / Peer support mechanisms in place to assist the managers in their fight against monumental workplace challenges posed by the Pandemic. In the prevailing context of COVID 19, study offers quite useful and timely insights both for the researchers as well as practitioners; it draws their attention to the escalating fear created by this dreadful disease on one hand and facilitates their efforts to devise a successful strategy to deal with it on the other. The study will help the managers to revisit/ further refine their existing HR policies & procedures particularly the policies around employees engagement/retention, rewards/ incentives /compensations and future development/recognition etc and ensure they are well-equipped to deal with any such challenges in the future.

Paper is Available to Meeting Registrants Only.

OB: Transformational leadership: Building Follower Resources to Reduce Emotional Exhaustion during Covid

Author: **Dustin Bluhm**, *U. of Colorado, Colorado Springs*
Author: **Paul B. Lester**, *Comprehensive Soldier Fitness Office*
Author: **Bruce Avolio**, *U. of Washington*
Author: **Sean Hannah**, *Wake Forest U.*

The COVID-19 pandemic has resulted in unprecedented uncertainty and rapid change within organizations, leaving employees more susceptible to burnout and productivity loss. Using Conservation of Resources theory, we explore how transformational leadership can bolster followers' psychological and skill-based resources to reduce emotional exhaustion and productivity loss in the pandemic crisis context. Based on the adaptive performance framework and Event System Theory, we also examine leader crisis response competence and perceived coronavirus disruption as boundary conditions. Using multi-wave field study data collected as the pandemic unfolded (n = 453), our moderated serial-mediation model demonstrates that during extreme events, transformational leadership positively influences follower resources of psychological capital and coping with uncertainty, with a dominant effect of psychological capital in mediating the effects of transformational leadership on follower emotional exhaustion and productivity loss. Further, the serial mediation effect was strengthened when perceptions of leader crisis response competence was high, and no longer significant when response competence was low, suggesting that transformational leadership behaviors must be paired with an effective crisis response by the leader in order to reduce follower emotional exhaustion and productivity loss. This research offers contextualized theoretical contributions to multiple literatures in addition to important practical implications for leaders during the pandemic and other extreme events.

Paper is Available to Meeting Registrants Only.

OB: Perceived Threat of Covid-19, Collectivism and Employee Creativity

Author: **Fangzhou Liu**, *Shanghai Jiao Tong U.*
Author: **Anyi Ma**, *Tulane U.*
Author: **Krishna Savani**, *Nanyang Technological U.*

The present study investigated the joint effects of cultural collectivism and perceived threat of Covid-19 pandemic on employee anxiety and creativity. Consistent with threat rigidity perspectives on creativity, two studies, including an online experiment (Study 1, N = 183) and a field study (Study 2, N = 293), found that greater perceived threat of Covid-19 was associated with greater self-reported anxiety, which in turn was associated with lower employee creativity. More importantly, we found that cultural collectivism weakened the association between perceived threat of Covid-19 and anxiety. Further, greater perceived threat of Covid-19 was associated with heightened anxiety as well as lower creativity only when cultural collectivism was low; when cultural collectivism was high, perceived threat of Covid-19 was unrelated to anxiety, and ultimately, to creativity. The present findings suggest that cultural collectivism help employees cope with psychological threats. By buffering the anxiety induced by perceived threat of a pandemic, cultural collectivism can help mitigate the negative influence of threat on employee creativity in the midst of crises.

Paper is Available to Meeting Registrants Only.

Author: **Rui Zhong**, *Sauder School of Business, U. of British Columbia*

Author: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*

Author: **Vanessa Shum**, *Simon Fraser U.*

Author: **Christopher D. Zatzick**, *Simon Fraser U.*

Author: **Sandra Robinson**, *U. of British Columbia*

Employees have to face the heightened awareness of human mortality and vulnerability amid the pandemic. Extant research focuses on two distinct forms of death awareness: Death anxiety and death reflection. To date, researchers have overwhelmingly taken a variable-focused approach by examining these forms of death awareness as separate variables across individuals. Yet, this approach overlooks the possibility that different subpopulations of employees might experience distinct combinations of death anxiety and reflection. To address this limitation, we adopted a personal-centered approach to consider death anxiety and reflection conjointly within individuals in the context of the COVID-19 pandemic. Across two studies, we identified three distinct death awareness profiles—the disengaged, calm reflectors, and anxious reflectors—and found that these profiles were distinguished by both personal and contextual health risks. In addition, we found that these profiles differentially predicted not only traditional, context-general death awareness outcomes—well-being and prosocial behavior at work—but also context-specific outcomes in light of the unfolding public health and social justice crises amid the pandemic—COVID-19 prevention behavior and pro-diversity behavior. We concluded with a general discussion on our research’s implication.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Socialization of Organizational Newcomers

Digital Session Chair: **Han Cheng Chang**, *Guangdong U. of Finance and Economics*

OB: A Theoretical Model of Social Support on Newcomer OCB: The Mediation of Team Cohesiveness

Author: **Han Cheng Chang**, *Guangdong U. of Finance and Economics*
Author: **Jin Feng Uen**, *National Yang Ming Chiao Tung U.*
Author: **Su Cheng Chang**, *Yuanta Securities Co., Ltd*

This study investigated the relationship between social support, team cohesiveness, and newcomer organizational citizenship behavior (OCB) using the flying-geese phenomenon and social learning theory. The authors of this study used a cross-level questionnaire survey to analyze 103 samples from 32 organizations and found social support and team cohesiveness had positive effects on newcomer OCB. Furthermore, team cohesiveness played a mediating role in the relationship between social support and newcomer OCB. This showed that team cohesiveness is a critical mechanism influencing newcomers' behavior in the process of organizational socialization. When employees receive social support, they would show OCB and blend into their organization, which would increase the organization's effectiveness. This study compensated for cross-level verifications of social learning theory and recommended that businesses value their newcomers' OCB to strengthen the effect of team cohesiveness on the socialization process.

Paper is Available to Meeting Registrants Only.

OB: Welcome to Our (Divided) Team: Perceived Subgroups and LMX During Newcomer Socialization

Author: **Laura Elisabeth Creon**, *SRH Berlin U. of Applied Sciences*
Author: **Carsten C. Schermuly**, *SRH Berlin U. of Applied Sciences*

Organizational newcomers' early team and leadership experiences can determine socialization success. Team colleagues and leaders form the first points of contact for newcomers, but research on their role in socialization remains scarce. Based on the social identity approach and signaling theory, we expect perceived subgroups in the team and LMX to predict socialization outcomes (social integration, organizational attractiveness, intentions to remain) and psychological safety to mediate these processes. We conducted a two-wave field study and an experimental vignette study. Results confirmed most hypotheses, indicating that low perceived subgroups and high LMX function as precursors to successful socialization via psychological safety.

Paper is NOT Available. Please contact the author(s).

OB: How Voice and Silence Develop in Newcomers: A Four-Wave Organizational Socialization Perspective

Author: **Tim Alexander Reissner**, *Maastricht U., School of Business & Economics*
Author: **Hannes Guenter**, *Maastricht U.*
Author: **Simon Barend De Jong**, *Maastricht U., School of Business & Economics*

We develop and test a dynamic perspective into the ways in which voice behavior and employee silence develop in organizational newcomers. Unlike prior cross-sectional research, we focus on the differences in changes of voice behavior—distinguishing between promotive and prohibitive voice behavior—and employee silence. We suggest that these changes in employee voice and silence depend on the degree to which organizational newcomers understand and adjust to organizational norms, goals, and values (i.e., organizational socialization). We draw from multiple goal pursuit theory to substantiate our hypotheses which we test on 198 organizational newcomers across four waves of data. Using random coefficient growth models, we find employee voice and silence to develop along relatively independent trajectories and provide partial evidence for the influence of organizational socialization on these changes in newcomer behavior. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

OB: Should I Show My Competence? The Influence of Newcomers' Self-promotion on Coworkers after Entering

Author: **Pang Xingyu**, *School of Economics & Management, Tongji U.*
Author: **Mingyun Huai**, *Tongji U.*

When entering a new organization, newcomers need to make good impressions to gain coworkers' support and acceptance. Whether self-promotion, as a widely used impression management strategy, is effective for newcomers when they interacting with coworkers is still unknown. Drawing on social interdependence theory and social influence theory, in this study we examine how newcomers' self-promotion behavior can lead to different reactions (positive or negative) from coworkers when considering the complex interdependent relationships (cooperative and competition) with coworkers. Furthermore, we propose task interdependence to moderate the relationships between newcomers' self-promotion and coworkers' reactions by determining the salience of different types of interdependence between newcomers and coworkers. Results from data of 414 newcomers show that newcomers' self-promotion is positively related to coworkers' admiration and then lead to coworkers' social support. Besides, newcomers' self-promotion is also positively related to coworkers' envy and then lead to social undermining. The positive relationship between self-promotion and coworkers' admiration is stronger when task interdependence is high and the positive relationship between self-promotion and coworkers' envy is stronger when task interdependence is low. These findings illustrate that in different conditions, the effectiveness of newcomer's self-promotion is different, which extends the literature on both organizational socialization and impression management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **286** | Submission: **13353** | Sponsor(s): **(OMT, OB, GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:30AM - 11:00AMET (UTC-4)**

Minorities & Networks: How Stereotypes Influence Network Utilization, Position and Evaluations
Minorities & Networks



Organizer: **Tatiana Lluent**, *ESMT Berlin*
Organizer: **Carla Rúa-Gomez**, *SKEMA Business School - U. Côte d'Azur*
Presenter: **Tiziana Casciaro**, *U. of Toronto*
Participant: **Bill McEvily**, *U. of Toronto*
Participant: **Evelyn Ying Zhang**, *U. of Toronto, Rotman School of Management*
Presenter: **Jasmien Khattab**, *Erasmus U. Rotterdam*
Participant: **Daan Van Knippenberg**, *Drexel U.*
Participant: **Charmi Patel**, *Henley Business School, U. of Reading*
Presenter: **Raina A. Brands**, *U. College London School of Management*
Participant: **Pier Vittorio Mannucci**, *London Business School*
Presenter: **Eric Quintane**, *ESMT Berlin*
Participant: **Matthew Brashears**, *U. of South Carolina*
Participant: **Helena Gonzalez**, *NEOMA Business School*
Discussant: **Adam M. Kleinbaum**, *Dartmouth College*

The aim of this symposium is to understand, through the lenses of social identity theory and stereotypes theory, how network utilization and alters' evaluations vary for members of minority and majority groups. Furthermore, the symposium also aims to explore how these theories contribute to explaining differences in the outcomes that members of majority and minority groups achieve even though they occupy similar network positions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **287** | Submission: **11247** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:30AM- 10:30AMET (UTC-4)**

STR Global Representatives Meeting
STR Global Representatives Meeting

Participant: **Timothy B. Folta**, *U. of Connecticut*
Participant: **Heather Berry**, *George Washington U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **288** | Submission: **10016** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:45AM - 11:15AMET (UTC-4)**

Russian and CIS Management Research Caucus  
Russian and CIS Management Research Caucus

Presenter: **Carl Fey**, *Aalto U. School of Business*
Participant: **Tatiana Andreeva**, *Maynooth U.*

This event is an opportunity for Russian/CIS management research scholars to meet and discuss important Russian/CIS research topics, challenges, opportunities and how Russian management scholars can broaden our sight and deal with dichotomies. This year we will also discuss “Knowledge Management Practices in Russian Companies,” led by Tatiana Andreeva from Maynooth University.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **289** | Submission: **16642** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 12:00PMET (UTC-4)**

Academy of Management Presidential Address
Presidential Address

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Host: **Quinetta M. Roberson**, *Michigan State U.*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Carley Tryon**, *Academy of Management*

The 76th Academy of Management President, Quinetta M. Roberson, presents the Presidential Address.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Conflict Management Division: Top Papers  

Digital Session Chair: **Samuel Skowronek**, *The Wharton School, U. of Pennsylvania*

 **CM: About 70% of Participants Know That The Canonical Deception Paradigms Measure Dishonesty** 

Author: **Samuel Skowronek**, *The Wharton School, U. of Pennsylvania*

Four paradigms dominate the study of behavioral ethics: the coin task, the die task, the matrix task, and the sender task. Over 60,000 people have participated in experiments with these paradigms, and results from these studies inform theory and practice. In this article, I challenge the construct validity of these tasks. In Study 1, I show that most participants know that these tasks are designed to measure their ethical decision making. This awareness leads most participants to believe that the experimenter expects and wants them to lie and leads many participants to conceptualize lying in these experiments as an amoral activity. In Studies 2 and 3, I show that participant sophistication significantly correlates with participants' overreporting. In Study 4, I conduct three construct validation tests by running participants through three foundational experiments. I show that sophisticated and unsophisticated participants behave differently in these experiments. Rather than deception, the results from these studies instead measure how participants perceive their relationship with the experimenter.

Paper is Available to Meeting Registrants Only.

 **CM: Becoming a Pirate: Leaving the Gig Economy** 

Author: **Michael Maffie**, *Pennsylvania State U.*

How and why do platform workers "quit"? Using data from more than 330 ride-hail drivers, I find that platform companies downplay the costs of working a 'gig', such as asset depreciation and vehicle maintenance, resulting in workers underestimating the true cost of working a "gig." Once workers realize these costs, some exit, yet others have come to rely on gig income to meet their economic needs. In response, I find these workers begin their own "pirate" (illegal) taxi operations to decrease their reliance on platform companies. This article develops both a new category of conflict and response for marketized employment relationships.

Paper is NOT Available. Please contact the author(s).

 **CM: People Use Prosocial Behavior as a Cue for Intelligence**  

Author: **Polly Kang**, *NUS Business School*

Author: **David P. Daniels**, *NUS Business School*

People often need to judge others' motivation ("Are they prosocial, or selfish?") and ability ("Are they intelligent, or foolish?") under uncertainty. Current theories across the behavioral sciences suggest that actors who cooperate in one-shot interactions will be viewed as less intelligent, and vice-versa. However, we theoretically show that if people think about cooperative interactions using simple mental models – specifically, as one-shot Prisoner's Dilemmas played by actors with prosocial motivations – then the situation can transform into a Stag Hunt coordination game in which cooperation is a sign of intelligence. Thus, our key prediction is that prosocial behavior is a cue for intelligence: actors who cooperate in one-shot interactions will be viewed as more intelligent, and vice-versa. We test our theory across six studies. Consistent with our theory, in surveys of managers and U.S. adults we find that actors who are viewed as more prosocial are actually viewed as more intelligent, and vice-versa (Studies 1–3, 6). Furthermore, in experiments we find that managers are more likely to hire workers for intelligence-based tasks if workers previously cooperated in one-shot interactions (Studies 4–5); this hiring effect vanishes among the relatively small minority of managers who do not believe that cooperation in a one-shot interaction is a sign of intelligence (Study 5). On the other hand, we do not find evidence that people who only engage in other types of prosocial behavior (e.g., altruistic behavior in Dictator Games; cooperation in repeated Prisoner's Dilemmas) are viewed as more intelligent, consistent with our theory's focus on one-shot cooperation, but ruling out a simple "halo effect" account (Studies 5–6). Interestingly, we find that people who previously cooperated in one-shot interactions are not significantly more intelligent in reality (Studies 4–5), suggesting that observers' actions are driven by misperceptions and ruling out rival accounts such as costly signaling theories.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **291** | Submission: **15299** | Sponsor(s): **(CMS, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 11:30AM ET (UTC-4)**

**Intersectionality and Corporate Social Responsibility:
Missing Voices in Global Value Chains**
Intersectionality and CSR: Missing voices in GVCs



Organizer: **Tania Jain**, *London School of Economics*
Chair: **Ram Mahalingam**, *U. of Michigan, Ann Arbor*
Discussant: **Mustafa Ozbilgin**, *Brunel U.*
Panelist: **Suparna Chatterjee**, *Xavier U.*
Panelist: **Kate Grosser**, *RMIT U.*
Panelist: **Charlotte M. Karam**, *American U. of Beirut*

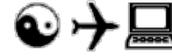
Despite increasing attention to corporate social responsibility (CSR) issues in global value chains (Gond & Moon, 2011), the complicity of multinational corporations in perpetuating global inequities is still on the sidelines in mainstream scholarship and practice (Banerjee, 2014). More recently, gendered inequities across global value chains have begun to be recognised in the CSR literature (e.g. Grosser, 2009; Karam & Jamali, 2013; McCarthy, 2017). However, intersectional voices continue to remain veiled or missing in this discourse (Ozkazanc-Pan, 2018). An intersectional approach to CSR acknowledges that the dominant hegemony erases the experiences of other less-privileged group members (Crenshaw, 1989; Liu, 2017). It enables us to understand GVCs and CSR in a different way, and that the inequalities therein are 'the outcome of intersections of different social locations, power relations and experiences' (Hankivsky, 2014: 1). Further, explorations of CSR in GVC contexts need to investigate not just women and children as oppressed, and men as oppressors, but to explicate the 'multiple sources' of actors' privilege as well as their experiences of discrimination (Crenshaw, 1989; McCarthy, Soundararajan & Taylor, 2019). Privilege and discrimination; and agency and oppression are nested in power structures and present in complex multidimensional experiences (Crenshaw, 1989; Mohanty, 2003).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **292** | Submission: **13337** | Sponsor(s): **(ENT, STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 12:30PMET (UTC-4)**

**Digital Technologies and Platforms: Reshaping
Entrepreneurship, Business Models, and Ecosystem**
Digital Technologies and Platforms



Organizer: **Alberto Di Minin**, *UC Berkeley*
Organizer: **Antonio Crupi**, *Scuola Superiore Sant'Anna*
Organizer: **Nicola Del Sarto**, *Scuola Superiore Sant'Anna*
Chair: **Christopher L. Tucci**, *Imperial College Business School*
Chair: **Gianvito Lanzolla**, *Cass Business School*
Chair: **Martin Kenney**, *U. of California, Davis*
Chair: **Michael G Jacobides**, *London Business School*
Chair: **Shaker A. Zahra**, *U. of Minnesota*
Chair: **Susan L. Cohen**, *U. of Georgia*
Discussant: **Dominique Lepore**, *U. di Macerata*
Discussant: **Donato Cutolo**, *U. of Bologna*
Discussant: **Giulio Ferrigno**, *Scuola Superiore Sant'Anna*
Discussant: **Luca Marinelli**, *U. Politecnica delle Marche*
Discussant: **Valentina Cucino**, *Sant'Anna School of Advanced Studies*

Digital technologies and online platforms continue to transform the environment within which companies and industries operate. These technologies are reshaping the ground for competition and thereby are impacting the context within which new firms, existing organizations, and the infrastructure for entrepreneurship. On one hand, they offer new opportunities for innovation. However, on the other hand, these technologies increase uncertainty and create new risks. The remarkable scale of the digital transformation is attracting increasing interest in the entrepreneurship research community. More recently, it is being recognized that the digital platform firms, such as, Amazon, Apple, Facebook, Google, and many smaller platforms are integrating entrepreneurs into their ecosystems. In fact, some are arguing that the context for entrepreneurship itself is changing from the traditional one described by Schumpeter to one where the context for entrepreneurship is facilitated, but dependent upon a platform. Today, it is difficult to imagine establishing a new firm without ensuring that its website is found on Google or without advertising on Instagram or some other platform. It is vital that we understand the implications of these changes in context and how a firm expresses its existence for entrepreneurship, business models, and entrepreneurial ecosystem Dynamics. This PDW assembles leading thinkers on these issues and aims to promote an interdisciplinary dialog aimed at highlighting new research directions, exploring effective research designs and methods to better integrate these issues into the ENT, TIM and STR agenda.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Working with COVID-19: How the Pandemic Impacted our Lives

Digital Session Chair: **Ronit Waismel-Manor**, *The Open U. of Israel*

GDO: No Room of Her Own: Gendered-Spatial Analysis of Work-Family Conflict during COVID-19

Author: **Ronit Waismel-Manor**, *The Open U. of Israel*

Author: **Varda Wasserman**, *The Open U. of Israel*

Author: **Orit Shamir Balderman**, *The Max Stern Yezreel Valley College, Israel*

The present study proposes a gendered spatial theoretical perspective for studying the work-family interface of employees working from home during the COVID-19 crisis. Based on interviews with fifteen professional heterosexual couples, working in fulltime jobs, with children under 18 in Israel, we present three gendered spatial strategies employed by the couples in order to meet the challenges of home-working during the first quarantine, when both parents were forced to work from home while simultaneously taking care of their children. First, a gendered division of the space: the domestic space was unequally divided, with men occupying the private, distant, and comfortable parts of the house, while women worked near the children, often in the kitchen or living room, where they had no privacy or quiet. Second, controlling work time: time was unequally divided, with men working during standard work hours with few disruptions from the children, whereas women more often worked afternoons and/or nights, with fewer options to display their visibility and accessibility to work. Third, bodily gendered practices to mark work-family boundaries: the penetration of work into the domestic space has generated a new gendered form of bodily regulation that forced many women (and not men) to use their bodily appearance as an aesthetic disciplining dictate, as means to separate the private from the public sphere, and as a way to defy the organizational invasion to the private home. The findings show that these gendered strategies are reproducing the gendered division of labor and inequality between partners.

Paper is Available to Meeting Registrants Only.

GDO: Employee resource groups: Examining a viable and valuable crisis response structure

Author: **Theresa M. Welbourne**, *U. of Alabama*

Author: **Seth Butler**, *The U. of Alabama*

Author: **Ashton Royal**, *The U. of Alabama*

Although employee resource groups (ERGs) have existed since the early 1960s, little empirical research has been conducted on them. Most of the knowledge comes from case studies that focus on individual ERGs with less work conducted on the reasons ERGs come into existence, optimal ERG structures, how they develop as teams, the growth paths of ERGs, leadership roles and how they adapt to help members and stakeholders, including during crisis situations. In this paper we explore the potential of the grass-roots programs known as ERGs to respond to crisis. Given that the pre-cursor to today's ERGs was the first black caucus in Rochester, NY, that was born out of a crisis (the first race riot in the USA), it should not be surprising that their evolutionary form of today, ERGs, have been actively responding to COVID-19s. In order to understand why ERGs may be particularly suited to respond to crisis situations, we explore the topic of ERG structure and conduct two different studies gathering data on ways ERGs are responding to COVID-19. This work suggests that evolving ERG structures that fit the description of parallel organizations, have high potential to take on big challenges and crisis situations, particularly when taking on an intersectional perspective.

Paper is Available to Meeting Registrants Only.

GDO: Words as a conveyor of internal strife: Tales from working mothers during COVID-19

Author: **Christina Hymer**, *Darla Moore School of Business, U. of South Carolina*

Author: **Caitlin Ray**, *Darla Moore School of Business, U. of South Carolina*

Author: **Sherry M. B. Thatcher**, *U. of South Carolina*

This study acknowledges the tremendous demands that the COVID-19 pandemic has placed on working mothers and its impact on their careers. In Study 1, we examine the phenomenon of cross-domain identity threat, which occurs when an identity-relevant event (here, COVID-19) simultaneously threatens the cross-domain identities of working mothers (worker identity, mother identity). We anticipate that working mothers experiencing cross-domain identity threat report higher levels of emotional exhaustion and lower levels of career optimism. We test these hypotheses with a sample of working mothers obtained from the social media site, Reddit. In Study 2, we examine the relationship between the negativity of working mothers' identity narratives expressed over the course of COVID-19 on Reddit and a planned job behavior – intent to leave the workforce. We find support for our hypotheses. Our study contributes to the identity literature by conceptually and empirically extending research on identity threat and identity narratives.

Paper is Available to Meeting Registrants Only.

GDO: Mom Guilt, Work family Conflict, and cognitive dissonance during the COVID-19 pandemic

Author: **Matthew Aplin-Houtz**, *U. of Missouri -St. Louis*

Author: **Bahareh Javadizadeh**, *Indiana State U.*

Author: **Audrey Churchill**, *Indiana State U.*

In this study, we explored how the Covid-19 pandemic affected women via changes in organizational justice perspectives, amplification of work-family conflict (WFC) from additional responsibilities such as managing remote learning, and conflicts of identity for the traditional roles of working mothers. Our data revealed the lack of structure traditionally found in the physical office setting twinned with increased family-work conflict (FWC) dramatically changed our participants' view of home and work. Additionally, our data revealed that our participants' identities for their mother and worker roles also shifted due to the Covid-19 pandemic. Our findings show the necessary implications of boundaries for working mothers and how those boundaries establish fairness for both home and work settings and impact the identity of working mothers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diversity Management and Outcomes

Digital Session Chair: **Sanjana Singh**, *Utrecht U.*

GDO: Are Organizational Gender Diversity Management Practices Effective?

Author: **Sanjana Singh**, *Utrecht U.*
Author: **Eva Jaspers**, *Utrecht U.*
Author: **Tanja Van Der Lippe**, *Utrecht U.*

While organizations use gender diversity management (GDM) to promote women's participation, it can have negative unintended consequences for their integration. However, integration is seldom accounted in GDM evaluations as it traditionally focused just on women's representation. We develop a novel network-based measure of gender diversity which accounts for both representation and integration in a team. Specifically, we evaluate the relative effectiveness of different approaches to GDM using both, the traditional and the new gender diversity measures. This is analyzed using Bayesian Informative hypothesis evaluation of network information from 401 teams across nine countries and six sectors. We find GDM practices to largely be ineffective. This could follow from current efforts being misguided by traditional measures to focus on representation at the cost of integration. In fact we found the traditional measure to inflate the effectiveness of practices, as compared to the new measure. Our findings suggest that policymakers must consider integration along with the representation of women to understand the net effectiveness of GDM.

Paper is Available to Meeting Registrants Only.

GDO: Detrimental Effects of the "Business Case for Diversity" for Underrepresented Groups' Belonging

Author: **Oriane Georgeac**, *Yale School of Management*

Many organizations provide explanations for why diversity matters. How do these affect underrepresented groups? I investigated the content, prevalence, and consequences of two organizational justifications: the "business case" (BC), which claims diversity is valuable for its performance benefits, and the "fairness case" (FC), which justifies diversity based on morality. Using an algorithmic classification, Study 1 (N=410) found the BC is more prevalent (80%) than the FC (1%) among the Fortune 500. Extending social identity threat theories, I theorized that the BC undermines underrepresented groups' anticipated belonging to, and thus interest in joining, organizations – an effect driven by threat. Study 2 (N=151) found that LGBTQ+ professionals randomly assigned to read an organization's BC (vs. FC) anticipated lower belonging, and in turn, less attraction to it. Study 3 (N=371) showed that the same effects emerge among women (but not men) STEM job seekers. Study 4 (N=509) documented the process of social identity threat (over and above alternative mechanisms) among STEM women. Study 5 (N=480) found that the BC (vs. FC and control) thwarts African Americans' anticipated belonging through similar processes. These findings suggest that the most prevalent organizational justification for diversity functions as a threatening cue that paradoxically hinders organizations' diversity goals.

Paper is Available to Meeting Registrants Only.

GDO: How Incentive Compensation can Persuade Managers to Foster Gender Diversity in their Organization?

Author: **Denis Monneuse**, *UQAM U. of Quebec in Montreal, Canada*

The diversity management literature underscores the critical role played by managers. However, the determinants of their commitment to diversity management have been overlooked so far. This paper aims to contribute to closing this gap. It reports a 4-year ethnography in "BeBank" the main subsidiary (6,000 employees) of a European retail bank which implemented a new reward system: 10% of senior managers' incentive compensation depended on their actions in favor or gender diversity. BeBank succeeded in dramatically advancing women's careers after the implementation of this incentive plan. This paper focuses on the mechanisms explaining how incentive compensation can persuade managers to foster gender diversity. This paper contributes to closing the research-practice gap by providing insight into how to persuade managers to reduce gender inequality. It also extends the theory of inequality remediation in the workplace and contributes to integrating change management and the attention-based view of the firm in the diversity management literature.

Paper is Available to Meeting Registrants Only.

GDO: Can Training Help Break the Silence? Understanding Target Reporting of Workplace Sexual Misconduct

Author: **Chelsie Josephine Smith**, *Sprott School of Business, Carleton U.*
Author: **Kathryne Dupre**, *Carleton U.*

Encouraging employees to report workplace sexual misconduct is becoming more prevalent, yet the success of these efforts remains poorly understood. In the current study, we examined the predictors of sexual misconduct reporting within an organization that is actively providing training on sexual misconduct policies and resources and encouraging employees to report sexual misconduct experiences they endure. Within a sample of 3,230 gender harassment, 890 sexual advance harassment, and 570 sexual assault incidents, we examined the extent to which factors related to this organizational intervention (i.e., knowledge of sexual misconduct policies and resources, satisfaction with training, and perceptions of organizational intolerance of sexual misconduct) predicted targets' reporting of sexual misconduct over and above demographic factors (e.g., sex, race, tenure) and incident details (e.g., relative perpetrator power). We found that predictors of target reporting varied based on the type of sexual misconduct incident and that training most strongly benefitted target reporting in cases of gender harassment incidents. Though the directionality of certain demographic and incident characteristic predictors (e.g., target sex, perpetrator power) aligned with our hypotheses, others including target race and perceptions of organizational intolerance for sexual misconduct, did not. These unexpected findings incite a nuanced discussion of implications pertaining to target voice subsequent to sexual misconduct that is relevant to researchers and practitioners alike.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **295** | Submission: **10277** | Sponsor(s): **(GDO, OB, CMS, CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 12:00PMET (UTC-4)**

**#ShareTheMic: Pandemic Adjustments, Allyship, and
Antiracist Research & Practice**
#ShareTheMic



Chair: **Samantha E. Erskine**, *Weatherhead School of Management, Case Western Reserve U.*
Chair: **Katherine Crawford Alexander**, *Auburn U.*
Chair: **Alexandra Noel Figueroa**, *U. of Utah, David Eccles School of Business*
Chair: **Jean-Claude Mansanga Ndongo**, *Florida Atlantic U.*
Organizer: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*
Organizer: **Tosen Nwadei**, *Emory U., Goizueta Business School*
Organizer: **Marla White**, *UT Arlington*
Organizer: **Brittany Torrez**, *Yale U.*
Organizer: **Erik Hoempler**, *Texas A&M U., Mays Business School*
Organizer: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Organizer: **Herrison Chicas**, *U. of North Carolina, Chapel Hill*
Organizer: **Alice Gordon Holloway**, *Brock School of Business, Samford U.*
Organizer: **Jamila Maxie**, *U. of North Texas*
Organizer: **Simona Hite-Womack**, *Kennesaw State U.*
Organizer: **Zachariah Berry**, *Cornell U.*
Panelist: **Courtney Lynn McCluney**, *ILR at Cornell*
Panelist: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Panelist: **Veronica C. Rabelo**, *San Francisco State U.*
Panelist: **Victor Ray**, *The U. of Iowa*
Panelist: **Donna Chrobot-Mason**, *U. of Cincinnati*
Moderator: **Anthony C. Hood**, *U. of Alabama, Birmingham*
Discussant: **Ashleigh Shelby Rosette**, *Duke U.*

The proposed Professional Development Workshop (PDW) seeks to illuminate how scholars and managers can propel organizations toward an antiracist climate by amplifying the research and voices of scholars of color. Antiracism has been recently defined as “a continuous, reflexive practice of proactively interrogating Whiteness from an intersectionality framework, leveraging one’s position of power and privilege, and courageously interrupting the status quo” (Erskine & Bilimoria, 2019: 1). Specifically, this PDW will challenge the way scholars and managers think about, discuss, and address antiracist allyship in the workplace and how they can personally leverage privilege to disrupt the systems of inequality in their own scholarship. Considering our sponsorship by The PhD Project’s Management Doctoral Student Association, we propose that we are the organization and PDW proposal best equipped to facilitate this timely and impactful conversation on antiracist allyship.

To help us make this PDW a meaningful experience for you, and to keep the conversation going beyond this virtual conference space, we would encourage (but we do NOT require) you to fill out the form here: https://bit.ly/aom2021_antiracist_allyship. All of the questions are optional. Your answers will be shared with our panelists.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **296** | Submission: **16820** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 11:00AM ET (UTC-4)**

Corporate Social Responsibility

Digital Session Chair: **Shubham Singh**, *ESSEC Business School*

The papers in this session examine various aspects of Corporate Social Responsibility as they related to international management. The first paper examines the impact of business group affiliation on CSR. The second paper looks a cross-sector partnerships and their impact on perceived social risks. The third paper examines how emerging market MNEs manipulate their CSR practices as a response to institutional complexity when undertaking cross-border acquisitions. The final paper then offers an institutional complexity framework which it uses to better understand the mechanisms that disincentivize MNE irresponsibility.

IM: In the Same Boat Towards Social Impact: Business Group Affiliates' CSR

Author: **Yannick Wiessner**, *Erasmus U. Rotterdam*
Author: **Brian Pinkham**, *Erasmus U. Rotterdam*

Business groups (BGs) are fundamental drivers of economic activity and growth in many countries. However, research on the financial performance of groups and affiliates dominates the field. The socio-environmental impact of BGs, beyond externalities of their financial performance and economic impact, has widely been overlooked. This paper contributes by considering the impact of BG affiliation on one form of affiliates' non-financial performance; specifically on corporate social responsibility (CSR). We argue that a firm's BG affiliation increases member firms' engagement in behaviors and strategies that potentially lead to improved socio-environmental impact through a social embeddedness mechanism. Central to this mechanism are the links between the collective, i.e. group-level of a BG, and the individual affiliates' goals and behavior. Individual firms within a BG may have their behaviors shaped by different pressures and incentives – leading to variation in compliance and shirking depending on the level of affiliation. This effect is expected to fade the more peripheral the focal organization is within the BG in a structural sense. However, once the BG network transcends national borders, the effect of being too decoupled from the BG network might again incentivize more CSR from a focal affiliate. We test our hypotheses drawing on a unique dataset of approximately 7,000 firms across 46 countries over 10 years. Owing to the comprehensive nature of our dataset, we also control for country-level institutions beyond company-level financial aspects.

Paper is Available to Meeting Registrants Only.

IM: Window dressing or enduring commitment: CSR as a strategic tool in cross-border acquisitions

Author: **Xiaoying Li**, *Keele U.*
Author: **Qihai Huang**, *Huddersfield Business School, U. of Huddersfield, UK*
Author: **Guowei Cai**, *Sun Yat-Sen U. Business School*

Emerging market multinational enterprises (EM-MNEs) face the challenge of liability of foreignness and legitimacy in their internationalisation. This article examines how EM-MNEs manipulate their corporate social responsibility (CSR) practices as a response to institutional complexity when undertaking cross-border acquisitions. Drawing on institutional theory and strategic view of CSR, we propose a dynamic relationship between different stages of acquisition development and CSR performance. Such a relationship is contingent on different ownership and institutional conditions. Using data collected from different sources on Chinese firms listed on Shanghai or Shenzhen Stock Exchange from 2008 to 2017, we test our hypotheses and made several important theoretical contributions and managerial implications.

Paper is NOT Available. Please contact the author(s).

IM: Cross-sector partnerships and perceived social risks

Author: **Anthony Goerzen**, *Queen's U.*
Author: **Luke Fiske**, *Queen's School of Business, Canada*

The United Nations' Sustainable Development Goal (SDG) 17 encourages global partnerships for sustainable development, of which cross-sector partnerships (CSPs) are a particularly important mechanism. Yet, a good amount of evidence is emerging that CSPs fail to match their objectives and often fall into inactivity. In this paper, we argue for a new conceptualization of why partners form CSPs that illuminates these common failings and suggests ways to overcome them. We put the question of the partners' perceived social risks at the center of CSP formation and suggest CSPs emerge primarily as a social risk mitigation practice. Using semi-structured interviews to explore how partners understand social risk, we catalogue how multi-national corporations (MNCs), governments, non-governmental organizations (NGOs) and others perceive the likelihood and consequences of social risks. Our analysis, grounded in convention theory (CT), identifies six perceived social risks and three overarching mitigation practices. Our contribution is broadly to the CSP literature as well as to an emerging stream that focuses on social risk.

Paper is Available to Meeting Registrants Only.

IM: MNE Irresponsibility and its Disincentives: An Institutional Complexity Approach

Author: **Irina Minodora Surdu**, *Warwick Business School*
Author: **Giulio Nardella**, *Loughborough U., School of Business and Economics*

Abstract Purpose – This paper puts forward a definition of corporate social irresponsibility (CSI) which is relevant to the study of the multinational enterprise (MNE). We then offer an institutional complexity framework through which to understand the mechanisms that disincentivize MNE irresponsibility.
Design/methodology/approach – In presenting the approaches taken by social regulation researchers as well as international business policy scholars to understand CSI, we propose a definition of CSI and explicate the various disincentives associated with MNE irresponsibility. Originality/value – We recognize that a primary hurdle to the advancement of international management research concerning MNE irresponsibility has been a lack of a precise definition of CSI. MNEs manage complex global operations and supply chains, situated within diverse institutional environments, with often competing stakeholder perceptions, pressures, and demands. Should MNEs be identified as having behaved irresponsibly, they may experience pressure by formal institutional mechanisms led by regulatory bodies and policymakers, as well as by informal social regulatory mechanisms, where deterioration in stakeholder perceptions may, among other performance deficits, lead to damages in MNE reputation. We offer a definition of CSI that is sufficiently nuanced to capture the complexity of the contemporary MNE context, as well as a framework that presents a clearer understanding of the institutional mechanisms that may disincentivize MNE irresponsibility. By examining the institutional complexity of MNE irresponsibility, our framework offers a bridge connecting the international business policy and social regulation research streams.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **297** | Submission: **16749** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 11:00AM ET (UTC-4)**

**IM Division Willamette U. Best Paper in Int'l Ethics, Soc.
Responsibility &/or Sustainability Award**



Digital Session Chair: **Malika Richards**, *Pennsylvania State U.*

This session features the finalist papers for the IM Division Willamette University, Atkinson Graduate School of Management Best Paper in International Ethics, Social Responsibility, &/or Sustainability Award, which is presented to the best scholarly paper of the IM Division focusing on International Ethics, Social Responsibility, and/or Sustainability at the Academy of Management annual meeting. This award is sponsored by Willamette University, Atkinson Graduate School of Management. All papers with a research focus on International Ethics, Social Responsibility, and/or Sustainability accepted by the IM Division for presentation at the Academy of Management annual meeting are eligible for the award.

IM: Culture and Mixed Signals: Does ESG Reduce Risk Everywhere?  

Author: **Limin Fu**, *U. of Newcastle*

Author: **Dirk Boehe**, *Massey U.*

Author: **Md Akhtaruzzaman**, *Australian Catholic Uni*

Signaling theorists have paid abundant attention to the signalers and the quality of signals. However, limited research has been dedicated to the signaling environment and the question of how receivers may interpret the same signal in different institutional environments. We examine the effect of cultural contexts, as part of an institutional environment, on corporate (unsystematic) risk resultant from firms' signals on Environmental, Social, and Governance (ESG) scope. We define ESG scope as the extent to which the focal firm performs evenly in all ESG dimensions (broad scope) or selectively focuses on a few (narrow scope). Drawing on signalling theory, we argue that the incongruence between ESG scope and stakeholders' cultural values can create signaling noise, which can lead to receivers having differing perceptions of ESG signals. We gauge how such noise affects corporate risk. Using a sample of 1,543 firms in 35 countries in a multilevel linear modeling design throughout 16 years (2002–2017) and drawing on GLOBE data, we find empirical support for our argument. Our study contributes to signalling theory by incorporating the cultural environment into the signaling framework.

Paper is Available to Meeting Registrants Only.

IM: Relief of Disclosure in Soft Regulation: Selective Inaction as Risk Aversion in Multiplicity

Author: **Xie Nina**, *Chinese U. of Hong Kong*

This paper focuses on an organization's resistance behavior against conformity in two major contextual topics -- diffusion of global norms, and multiplicity of institutional complexity affecting cross-listing firms. We integrate institutional theory with research on the behavioral agency model to illustrate how firms' "selective inactions" effectuate resistance to the normative procedures. Where the firm is capable of but not willing to conform, we examine the substantive corporate governance quality as the basis of the firm's likelihood to conform. However, cross-listing firms may be substantially structured which following recommended corporate governance codes; the attention based selective inaction might be a result of comparison between environment. We test our argument with a sample of internal control includes 1,340 firms listed in China from 2007 to 2010. In addition by examining corporate capital structures, we found that the a higher ratio of shares trading in the foreign market, associates with managers' risk aversion behavior, further discouraging internal control reporting at firms' home exchange.

Paper is Available to Meeting Registrants Only.

IM: All but impossible? Sustainability in extractive industry located in unstable institutional context  

Author: **Pablo Leao**, *FGV EAESP Sao Paulo School of Business Administration*

Author: **Larissa Marchiori Pacheco**, *Northeastern U.*

Author: **Maria Tereza Leme Fleury**, *Fundacao Getulio Vargas*

This article draws on stakeholder theory and neo-institutional theory to analyze how relevant stakeholders from different levels (local and global) pressure companies to adopt sustainable practices in an industry with significant environmental and social impacts. A multiple case study with four multinational companies (MNEs) in the pulp and paper sector in Brazil yields results that indicate that stakeholders reinforce each other demands. We found that government and industry associations take over the roles as moderators, while NGOs translate demands from global to local level. Additionally, we found that companies will also advocate in favor of sustainable practices in an institutional context where environmental policies are being dragged to a level below the one already adopted by them. Our contribution is twofold: we expand the knowledge regarding the role of stakeholders in pushing sustainability agendas, and we present empirical evidence on how firms from an institutional unstable context relate to demands from several stakeholders at the local and global levels.

Paper is Available to Meeting Registrants Only.

IM: The Heterogeneous Impact of Gender Diversity on Technological Evolution  

Author: **ZEYNEP YAVIC**, *The Ohio State U. Fisher College of Business*

Author: **Rafael Corredoira**, *The Ohio State U. Fisher College of Business*

Author: **Mona V Makhija**, *Ohio State U.*

This study examines how gender diversity affects innovation outcomes and how countries' formal and informal institutional context impacts this relationship. We argue that societies' written and unwritten rules determine the extent of cognitive differences between men and women and lead to greater diversity in their perspectives and knowledge, particularly in societies where traditional gender role attitudes are dominant. Such increased disparity results in greater returns from gender diverse teams in countries where gender equality is relatively less emphasized by their institutions. Data from the United States Patent and Trademark Office (USPTO), World Bank's survey on Women, Business and the Law, and GLOBE cultural practice survey allow an inclusive and generalizable conceptualization of the impact of gender diversity on innovation. The findings indicate that increased gender diversity results in better innovation outcomes, and institutional context moderates this relationship. These findings suggest that it is necessary to consider institutional structures related to gender role attitudes in order to understand the impact of gender diversity on the technological influence of inventions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **298** | Submission: **16638** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 10:30AMET (UTC-4)**

How to Get the Most of Your AOM Member Benefits

Member Benefit of the Day

Organizer: **Julia Vesei**, *Academy of Management*
Organizer: **Terese Loncar**, *Academy of Management*
Speaker: **John Pescatore**, *Academy of Management*

A daily overview of AOM member benefits and how to obtain them including overviews and Q&A about: Publications, Meetings, DIG online communities, Career Services and more.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Management History and International Business

Digital Session Chair: **Katharina Bothe**, *German Maritime Museum - Leibniz Institute for Maritime History*

MH: **Globalization from Below: Labor Inequality in the German Shipbuilding Industry, 1960-2000**   

Author: **Katharina Bothe**, *German Maritime Museum - Leibniz Institute for Maritime History*

Author: **Carolin Decker-Lange**, *The Open U. Business School*

Journal of Management History Award for Best International Paper

This study examines how globalization affected employment changes in the German shipbuilding industry in the second half of the 20th century. Over four decades, as a response to global competition originally large and labor-intensive shipyards in the northwest of Germany evolved into lean and nimble high-technology companies. Our findings based on 28 oral history interviews with former staff of two leading shipyards show that this large-scale industry transformation is a hitherto hidden history of labor mobility, migration and evolving dimensions of diversity in the workplace. Allowing for a look at globalization from below, the narrations reveal structural and subjective implications on workforce hierarchies and on different workers' roles and positions. We identify five patterns of social exclusion and inequality between and within groups of workers with and without migrant backgrounds that have not been documented before.

Paper is NOT Available. Please contact the author(s).

MH: **Integrating Historical Research into International Business: Towards an eventful temporality** 

Author: **Stephanie Decker**, *Department of Management, U. of Bristol, UK*

Historical research is inherently temporal, highly contextualised and offers important insights to IB scholars. These accounts demonstrate eventful temporality in that they are contingent, complex and causally heterogeneous. We outline a framework for historical research in IB that focuses on 1) embedding theory to make historical accounts more relevant to IB scholars, 2) configuring such narratives as sequential, multi-level and contextual, and 3) generalising insights as contributions to theory. We end by reflecting on the potential for theoretical contributions through the integration of more historical research on international phenomena.

Paper is Available to Meeting Registrants Only.

MH: **Institutional Legacy and Community Enterprise Development**

Author: **Helen Haugh**, *U. of Cambridge*

The history of land ownership in Scotland is one of political struggle between commercial landlordism and Dùthcas - the hereditary, indissoluble and inalienable right of people and communities to the land on which they live and work in common. This paper examines the cases of two community enterprises established to buy and commit land that was formerly privately-owned into community ownership, and then manage the estates for community benefit. The methodology employs archival, observation and interview data to consider how the institutional legacy of landlordism impacts community enterprise development. By situating community entrepreneurship in the Scottish historical context, the research demonstrates the influence of institutional legacies on community enterprise development and entrepreneurial plurality.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **300** | Submission: **13588** | Sponsor(s): **(MOC, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 12:00PMET (UTC-4)**

Teaching in the Rough

Teaching in the Rough

Coordinator: **Alex Bolinger**, *Idaho State U.*
Organizer: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*
Organizer: **Lillien M. Ellis**, *Cornell U.*
Facilitator: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Nathan Pettit**, *New York U.*
Facilitator: **Jennifer L. Eury**, *Pennsylvania State U.*
Facilitator: **Kumaran Rajaram**, *Nanyang Technological U.*
Facilitator: **Sean Martin**, *U. of Virginia*
Facilitator: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Presenter: **Kathy Lund Dean**, *Gustavus Adolphus College*

Cognition is a central concern in organizations, and courses in management (e.g., entrepreneurship, strategy, and organizational behavior) repeatedly deal with topics that involve understanding the cognition of individuals and groups. A challenge for instructors is to find exercises, activities, and methods for teaching in ways that students can better appreciate the challenges of cognition “in the rough” (i.e., situated, in real-time, influenced by organizational politics and time constraints, and emotions among other contextual influences). The purpose of this PDW is to bring together expert instructors to share classroom-tested experiential exercises, activities, and lesson plans for teaching about cognition in the rough. The PDW will proceed in a “round-robin” workshop format, whereby participants will have the opportunity to rotate to three different breakout rooms in which expert instructors provide interactive, 20-minute explanations/demonstrations of their exercise/activity/lesson. Thus, participants will have the opportunity to take home three unique activities or instructional ideas that they can use in their own classes.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

What Makes Me Want to Quit?



Digital Session Chair: **Shinhee Jeong**, *Louisiana State U.*

OB: **Is Turnover Intention Static or Dynamic?**

Author: **Shinhee Jeong**, *Louisiana State U.*
Author: **Yunsoo Lee**, *Hanyang U.*

The purpose of the present study is to identify the growth trajectories of employees' turnover intention using growth mixture modeling. We utilized work, family, and health study (WFHS) data consisting of repeatedly measured data of employees from an extended-care company (n = 799). We identified three profiles (i.e., Low-flat profile, Steadily increasing profile, and High-flat profile) that exhibit distinct patterns of change. Using multinomial logistic analysis, this study also investigates the associations between the identified profiles and inter-role conflict (i.e., work-life conflict and life-work conflict), psychological workplace strain (i.e., perceived stress and emotional exhaustion), and socio-demographic characteristics (i.e., gender, age, tenure, and education). Finally, we also examined mean differences in those variables among the three profiles. Based on these results, we suggest theoretical and practical implications related to turnover intention.

Paper is Available to Meeting Registrants Only.

OB: **Taking a differentiated perspective of age in the workplace**

Author: **Sabine Katzdobler**, *Bundeswehr U. Munich*
Author: **Sonja Sackmann**, *U. Bundeswehr, Munich*

Ageism against older employees is prevalent in the IT-industry, increasing the risk of older IT-employees' turnover intention. To contribute to a more differentiated perspective of age, we provide the first empirical test of the recently developed GATE framework (North, 2019) that disentangles generation, age, tenure and work experience. This study uses longitudinal data from the Socioeconomic Panel. We test hypotheses about the effects of the GATE-variables on the probability of older IT-workers' intention to quit (ITQ) involving the within-between random effects approach. The results suggest that the GATE-framework partly provides added value. Whereas there is partial support that tenure is important for reducing ITQ, chronological variables (age and generational difference) were not found to be relevant. The respective influence of age and work experience on ITQ examined with cross-sectional data was not related in the within-person model. The theoretical and practical implications of the GATE-framework are discussed. This study makes three contributions: First, it provides some support for a more differentiated view of age in the workplace. Second, it informs the turnover research by addressing age-related predictors for reducing ITQ. Third, the benefits of long-tenured employees' human capital are highlighted by focusing on the tenure-ITQ relationship in the IT-sector.

Paper is Available to Meeting Registrants Only.

OB: **The Dark and Bright Side of News Consumption for Employees: A Conservation of Resources Perspective**

Author: **Teng Iat Loi**, *Washington State U.*
Author: **Leah Sheppard**, *Washington State U.*
Author: **Kristine Kuhn**, *Washington State U.*

Although news consumption is a daily habit for many, little is known about its effects on employee outcomes. We draw from conservation of resources theory to develop an integrative model that simultaneously examines the beneficial and detrimental consequences of news consumption for employees. We conducted a 15-day experience sampling study to test our model. Results show that although news consumption is positively associated with news-to-work interference, it can also increase news-to-work enrichment. News-to-work interference and enrichment, in turn, exert different effects on employee withdrawal behavior and work goal progress. Moreover, employees' trait construal level buffers the relationship between news consumption and news-to-work interference, and job relevance strengthens the relationship between news consumption and news-to-work enrichment. Taken together, our research enhances our theoretical understanding of news consumption, highlighting that daily news consumption can yield both positive and negative outcomes for employees.

Paper is NOT Available. Please contact the author(s).

OB: **The Effect of Gender and Racial Diversity on Collective Turnover**

Author: **Gary Chapman**, *De Montfort U.*
Author: **Shukhrat Nasirov**, *De Montfort U.*

We draw on insights from the social identity theory to answer two important questions: does gender and racial diversity influence collective employee turnover in organizations? If so, can an organization's experience with a pro-diversity climate attenuate these relationships? Drawing on the U.K. higher education sector as the empirical context, we demonstrate that greater gender and racial diversity has a positive association with collective turnover. At the same time, more experience with pro-gender diversity practices moderates this association so that this experience reduces collective turnover due to gender diversity in more gender-diverse organizations, while its effect is found to be opposite in less gender-diverse organizations. We detect no similar effect for an organization's experience with pro-racial diversity practices.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Connected by Emotion: How Emotions Shape and are Shaped by Interactions at Work
Emotion and Workplace Interactions



Chair: **Manuel F. Gonzalez**, *Baruch College*
Chair: **Elizabeth Weglarz**, -
Chair: **Yochi Cohen-Charash**, *Baruch College & The Graduate Center, CUNY*
Discussant: **Shane Connelly**, *U. of Oklahoma*
Presenter: **Jake Gale**, *U. of Florida*
Presenter: **Manuel F. Gonzalez**, *Baruch College*
Presenter: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*
Presenter: **Arik Cheshin**, *U. of Haifa*
Presenter: **Florencio F. Portocarrero**, *U. of California, Irvine*

In this symposium, we present five studies that examine the ways in which emotions simultaneously influence and are influenced by interactions at work. Our presenters use content-coding, experience-sampling, field and online experimental research methods, and rely on various organizational and emotion theories, to examine the joint influence of emotions and interactions on each other and on outcomes. Specifically, our presenters highlight how: (1) emotions influence employees' interactions with others and (2) others' interactions with the employee; (3) how interactions influence employees' emotions, which (4) can be regulated in ways that influence subsequent interactions; and (5) how emotions shape employees' interactions with their organizations and communities. In addition to the contributions to theory development, our presenters offer practical implications for managers to better understand the relationship between workplace interactions and emotions. Dr. Shane Connelly will discuss and integrate the findings presented and offer additional insight into the understanding of the relationship between emotions and interactions at work and beyond.

From Road to Rage: How Commute Stress Causes Rudeness at Work (And What to Do About It)

Author: **Jake Gale**, *U. of Florida*
Author: **Trevor Foulk**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Amir Erez**, *U. of Florida*
Author: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*

Battling Boredom: Identifying How People Behave Toward Bored Employees

Author: **Manuel F. Gonzalez**, *Baruch College*
Author: **Yochi Cohen-Charash**, *Baruch College & The Graduate Center, CUNY*
Author: **Shirley Chiem**, *Bernard M. Baruch College*
Author: **Manav Tilwani**, *Baruch College*

Envy You: When does Envy Yield Proactivity?

Author: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*
Author: **Daan Van Knippenberg**, *Drexel U.*
Author: **Jinlong Zhu**, *Renmin U. of China*

Regulate Others' Emotions, Not Your Own: The Role of Emotion Regulation in Emergent Leadership

Author: **Arik Cheshin**, *U. of Haifa*
Author: **Gil Luria**, *U. of Haifa*

Affective and Behavioral Consequences of Corporate Social Responsibility: A Field Experiment

Author: **Florencio F. Portocarrero**, *U. of California, Irvine*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Algorithms: Who's in control?

Digital Session Chair: **Lydia Qianqian Li**, *Shanghai U.*

OCIS: (Not) Seeing Like an Algorithm: Managerial Control and Worker Resistance in the Platform Economy

Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

How has the relationship between control and resistance changed as organizations increasingly use algorithms to manage workers? Drawing on workers' experiences from a comparative ethnography of two of the largest platform organizations, we found that platforms' use of algorithms to control workers made worker outcomes more visible, but worker activities leading to those outcomes were difficult for the algorithm to observe. Specifically, we found workers devised covert resistance tactics to manipulate the platforms' algorithmic rating systems in order to maintain high ratings and receive access to future work opportunities. We also found that, compared to customers, workers had greater knowledge of how the platforms' algorithms worked, and used this expertise to manipulate customers when employing covert resistance tactics. More broadly, our findings reveal that visibility asymmetry - a form of information asymmetry that highlights how organizations and workers have differing observations into the labor process - provides an important lens through which to examine the relationship between control and resistance. We further discuss how visibility asymmetries are based on an organization's control system and the way work is configured. Taken together, our findings extend prior theories of control and resistance by characterizing the role of visibility asymmetry and demonstrating how these asymmetries transform visibility into a strategic engine of workers' resistance.

Paper is Available to Meeting Registrants Only.

OCIS: How information asymmetry influences platform-complementor relationship continuance

Author: **Chenchen Weng**, *U. of Nottingham, China*
Author: **Martin J Liu**, *U. of Nottingham, China*
Author: **Jun Luo**, *U. of Nottingham, China*

Platform owners adopt preferential treatment strategy to garner heterogeneous values. Complementors who do not receive preferential treatment get the short end of the stick. An interesting phenomenon is although certain complementors receive unfavorable treatments, they still choose to stay on the platform. To sustain disadvantaged complementors and maximize the overall ecosystem value, platform owner leverages information asymmetry in the preferential treatment governance. However, we have limited understandings regarding how information asymmetry influences platform-complementor relationship continuance. Drawing on the interviews with platform and complementors, our study identifies a process model that explains how information asymmetry influences disadvantaged complementor's relationship continuance. This study highlights the role of algorithm in producing information asymmetry and identifies two levels of information asymmetry: the governance level between platform and complementor and the relational level between different complementors. We also find that information asymmetry produces two distinct sensemaking routes—a passive attitude via sensemaking route and a meaning-restructuring route via sensebreaking, that enables complementors to maintain relationships.

Paper is NOT Available. Please contact the author(s).

OCIS: Developing Human Trust in Automated Systems: The Central Role of Personal Control

Author: **Chris Long**, *St. John's U., New York*
Author: **Elizabeth Niedbala**, *United States Army Aeromedical Research Laboratory*
Author: **Amanda Kelley**, *United States Army Aeromedical Research Laboratory*

In this article, we build from previous research on the antecedents of trust in human and non-human relationships to identify and classify four primary components of autonomous system trustworthiness (superior capability, reliable credibility, accessible customization, communicated consideration). Using these components, we develop a theory outlining the psychological processes that lead individuals to trust autonomous systems. A primary contribution of our theory is that we demonstrate how an individual's perceptions of personal control influences the development of human trust in an autonomous system. We argue that the extent to which a technology increases an individual's sense of personal control on key dimensions (i.e., control over one's task environment and control over a given technology) determines the extent to which an individual will trust a given autonomous system. The paper concludes with a discussion of how the theory we outline here advances research on human-machine interaction and trust in autonomous systems.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **304** | Submission: **17330** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 11:30AM ET (UTC-4)**

Organizational Imprints 
Organizational Imprints

Digital Session Chair: **Yang Liu**, *Cornell SC Johnson College of Business*

OMT: **Producing Masks Amid COVID-19? How A Pandemic Imprint Affects Firm's New Medical Production**  

Author: **Yang Liu**, *Cornell SC Johnson College of Business*
Author: **Christopher Marquis**, *Cornell U.*

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

We examine how corporate leaders' prior pandemic experience influences their response to a later and similar pandemic. Drawing on imprinting theory, we argue that corporate leaders that experienced Severe Acute Respiratory Syndrome (SARS) are more likely to be aware of the severity of a new and similar infectious disease (i.e., COVID-19) and so are quicker to respond to COVID-19 by producing personal protective equipment (PPE). We theorize that this imprinting effect can vary in intensity and so the effect of the pandemic imprint is stronger if the corporate leader experienced the SARS during a more susceptible life stage (i.e., early adulthood). Furthermore, a series of environment-triggered processes will also shape the imprinting intensity. Specifically, population mobility from the epicenter and local COVID-19 spread tend to strengthen the effect of a SARS imprint, whereas local quarantine rate and the abundance of local medical resources likely weaken the effect of a SARS imprint. Using a large sample of publicly traded firms in China, we find evidence that mostly supports our theory. Our study contributes to imprinting theory by highlighting how imprinting intensity can vary depending on individual-level susceptibility and environment-level triggered processes. We also contribute to literature on organizational responses to public crises and provide fresh insights on corporate diversification decisions.

Paper is NOT Available. Please contact the author(s).

OMT: **Imprinting, Organizational Incentives, and Politician Behaviors Towards FDI in China** 

Author: **Tao Wu**, *National U. of Singapore*
Author: **Yanbo Wang**, *National U. of Singapore*
Author: **Andrew Delios**, *National U. of Singapore*

By embedding individuals in incentive frames of organizations, we theorize how organizational incentives serve as an "iron cage" to weaken the momentum of imprints in sustaining specific behavioral patterns. We test our theory in the context of the city-level bureaucratic system in China using a longitudinal dataset of city-official pairs from 1994 to 2009. We investigate how the extent of manifestation of imprints – the impact of exposure to the history of the Second Sino-Japanese War on actions against FDI entries by Japanese firms – varies between the party secretary and the mayor of a city. Leveraging the asymmetry of incentive schemes in economic domain between these top two officials, we found that party secretaries – whose hometown was a major battlefield (strongly imprinted) – are more likely to block entries by Japanese firms compared to those whose hometown was not a major battlefield (weakly imprinted). However, this blocking effect is not significant for mayors although both can substantially affect the decisions as to FDI introduction under a dual leadership system in China. Our study extends current literature on imprinting and provides an incentive perspective to explaining the variation in manifestation of imprints.

Paper is Available to Meeting Registrants Only.

OMT: **Making Sense of Organizational Imprints** 

Author: **Matthew CB Lyle**, *U. of Colorado, Colorado Springs*
Author: **Ian Walsh**, *Bentley U.*
Author: **Bogdan Prokopovych**, *U. of Massachusetts, Amherst*

Scholars have explained the maintenance of organizational imprints largely in terms of institutional forces, with little attention given to the potentially formative influence of the individuals who enact imprints in a context. Drawing on a field study of a home healthcare agency, we develop theory that explains how organization members reinterpret and sustain organizational imprints over time. We demonstrate how newcomers' encounters with imprints during socialization experiences spur sensemaking processes through which they express, revise and endorse the shared meanings of imprints. We close with a discussion of the implications of our work for scholars investigating imprinting, sensemaking, and other social processes in organizational contexts.

Paper is Available to Meeting Registrants Only.

OMT: **Organizational Memory Refinement and Framework**

Author: **Heloisa Aragao**, *U. of Texas At Arlington*
Author: **Liliana Pérez-Nordtvedt**, *U. of Texas At Arlington*

In this study, after a bibliometric analysis and an in-depth review of the literature, we propose a refined and more precise conceptualization of organizational memory (OM) and a framework to guide its research. Specifically, we argue that OM consists of the pool of past organizational experiences - transformed collectively over time through three interrelated processes - retention, distribution, and retrieval – that is brought to bear in present situations. In addition, we suggest that OM's main functions are the interpretation of new experiences, and the present guidance of organizational member's behavior and organizational action. Further, we discuss how the origins of OM are grounded on imprinting processes at founding, and how its continuous development is the result of experiential learning. Importantly, given the apparent overlap between OM and absorptive capacity (AC), two important constructs for organizational learning, we distinguish between them and suggest how these two constructs fit in the nomological network. Our study provides a better understanding of the OM construct, setting OM's boundaries and allowing for research in this area to advance further.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **305** | Submission: **10129** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 12:00PMET (UTC-4)**

OMT Dissertation Proposal Workshop
OMT Dissertation Proposal Wksp



Organizer: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Discussant: **Christine Beckman**, *U. of Southern California*
Discussant: **Peer Fiss**, *U. of Southern California*
Discussant: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*
Discussant: **Candace Jones**, *U. of Edinburgh*
Discussant: **Martin J. Kilduff**, *UCL School of Management*
Discussant: **Nelson J. Phillips**, *UC Santa Barbara*
Discussant: **Trish Reay**, *U. of Alberta*
Discussant: **Marc-David Seidel**, *U. of British Columbia*

Like every year, the OMT Dissertation Proposal Workshop is a chance for students at the pre-proposal stage to draw on the wisdom and expertise of a group of established OMT scholars to develop a defensible dissertation proposal. Classes and preliminary exams usually have clear structures and guidelines, but we often get little sense of how to turn our vague good ideas into dissertation proposals that will intrigue potential committee members, pass a defense, and grow into a high-quality dissertation. This workshop aims to address this gap by improving the focus and framing of research questions, identifying and addressing methodological issues, and/or constructively critiquing conceptual foundations. As well as these important content issues, discussions may also address process issues like managing your dissertation committee, and completing the dissertation. Also in the virtual format, the workshop will start with a short panel and continue with roundtable discussions between faculty mentors and doctoral students working on dissertation proposals in the panelist's area of expertise.

This session is Invite Only. For all questions, please contact renate.meyer@wu.ac.at

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **306** | Submission: **13405** | Sponsor(s): **(OMI, RM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 11:30AMET (UTC-4)**

Computational Text Analysis: Value Added to Strategy and Organization Research

Computational Text Analysis



Organizer: **P Devereaux Jennings**, *Alberta School of Business*
Organizer: **Timothy Hannigan**, *Alberta School of Business*
Facilitator: **Jean-philippe Vergne**, *UCL School of Management*
Distinguished Speaker: **Mark Kennedy**, *Imperial College Business School*
Presenter: **Pedro Aceves**, *Bocconi U.*
Presenter: **Amir Goldberg**, *Stanford U.*
Presenter: **Ana M. Aranda**, *Catolica Lisbon School of Business and Economics*
Discussant: **Joseph Porac**, *New York U.*

In organization theory and strategy, the study of culture, institutions, and cognition has been an active research space (Kaplan, 2011). Work in the area has attempted to capture collective representations and shared (institutional) meanings in the content of texts. Notably, scholars have approached this challenge from multiple perspectives, attempting to map patterns of words in groups, populations, and fields (Carley, 2002; Huff, 1990; Kennedy, 2008; Porac et al., 1995). The extent to which meanings have been effectively captured has been a deep perennial issue. With the increased availability of digital text data and adoption of methods from computational linguistics, techniques for measuring meanings have begun to infiltrate strategy and organizational research on a larger scale, once again intensifying the concerns capturing meaning (Hannigan et al., 2019; Evans & Aceves, 2016). In this symposium, we examine two leading approaches that are seemingly bifurcating: word embedding methods and topic modeling rendering methods. We invite a group of scholars in management with expertise doing cutting edge work across both approaches do engage in discussion. Our primary goal is to use these two approaches to explore whether this increased sophistication adds value to organization and strategy research above and beyond the existing methods in the field?

We will try to run an open forum type symposium, using panels, discussion and question periods. We may take advantage of breakout rooms, depending on the timing. We ask that participants without much background in computational text analysis approaches to examine some of the posts for the session at <https://www.interpretedatascience.com/>. Once on that page, you will be steered to specific materials and useful links for the session, including the IDEaS GitHub. Best, Dev Jennings & Tim Hannigan /Symposium Co-Organizers

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Decolonizing and Rethorizing Sustainability

Digital Session Chair: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*

ONE: Decolonizing Organization Theory in the Age of the Anthropocene and Gaia

Author: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Author: **Diane-Laure Arjalies**, *Ivey Business School*

Our aim in this article is to change the terms of the conversation about the ecological crisis. We argue that the nature-culture dualism, a product of Enlightenment thought, and which is largely responsible for the ecological crisis, cannot be the basis for any meaningful solutions. We show how more recent Western imaginaries like the Anthropocene and Gaia that are proposed to overcome the separation of nature from culture, are also based on exclusions that reflect Enlightenment rationality and legacies of colonialism. In sharp contrast, we show that Indigenous philosophies that preceded the Enlightenment by thousands of years have developed systems of knowledge based on a relational ontology that reflects profound connections between humans and nature. We demonstrate that such forms of knowledge have been systematically subjugated by Western scholarship based on Enlightenment based ideals of arguments of rationality and empiricism. We propose that a decolonial imagination can generate new insights into understanding the ecological crisis and call for management scholars to challenge the anthropomorphic biases and the economism that dominates our field, through a respectful engagement with Indigenous worldviews.

Paper is Available to Meeting Registrants Only.

ONE: Envisioning indigenous territorial autonomy

Author: **Rajiv Maher**, *EGADE Business School, Tecnologico de Monterrey*

I analyze the case of an indigenous autonomy movement, the Autonomous Territorial Government of the Wampis Nation (GTANW in Spanish) located in the Amazon forest in Peru. The Wampis people have lived in their territory for 7000 years and have a rich culture, traditions, spirituality, economy and knowledge that facilitates self-sufficiency or tarimat pujut. The problem lies in the fact that tarimat pujut requires a well conserved forest and since colonization by the Spanish and later Peru this self-sufficiency is under threat. The article details the process of autonomy struggles led by the Wampis people ranging from institutionalization to state-like structures to de-institutionalizing to engage in violent conflict with state forces to formally declaring autonomy from Peru in 2015. The article reveals the hybrid practices of organizing and leadership undertaken by the GTANW in pursuit of tarimat pujut. I identify the use of pragmatism, ancestral knowledge of organizing and leading for war; and a flexible relational approach taken by the GTANW to achieve their main aim of tarimat pujut as key hybrid practices for achieving de-colonial autonomy.

Paper is Available to Meeting Registrants Only.

ONE: Tackling Grand Challenges Requires Tackling Grand Conspiracies

Author: **Janet Su**, *U. of Lausanne*

Climate change denialists have been particularly successful in using narratives to spread doubt around the existence of a climate change crisis. Our paper uses a mixed-method narrative analysis approach to study how climate change denialists communicate, particularly through documentaries. Documentaries are an effective medium not only to entertain audiences, but to simultaneously educate and/or mobilize audiences for collective action. In this study, we demonstrate how denialists use emotions to gain legitimacy while delegitimizing critics. A process of amplifying negative emotions and juxtaposing negative and positive emotions has been used. We contribute to the deinstitutionalization literature by identifying the role that emotions play in the communication of firms under threat. We also find evidence of how positive and negative emotions can work together to create new forms of emotional energy.

Paper is NOT Available. Please contact the author(s).

ONE: Organisational struggles over the natural environment: a co-evolutionary analysis (WITHDRAWN)

Author: **Kirti Mishra**, *Indian Institute of Management, Udaipur*

Due to its multidimensional nature and impacts, climate change requires a systemic, multilevel response approach incorporating organisational, small-scale, regional and national institutions, as well as global governance mechanisms, which together form the climate change response regime. We argue that, since organizations are embedded in this response regime, they have to both develop their own direct climate change response actions and, at the same time, respond to the tensions and struggles manifested within the response regime. The organisational interactions that occur within the response regime, in relation to the management of struggles over the natural environment are also under-theorised. Therefore, this research paper investigates how organizations manage these struggles through intra and inter organisational interactions within the response regime. More specifically the research questions guiding our study are: how do organisations manage struggles over the natural environment? and, what inter and intra organisational interactions drive these responses? For This paper adopted a co-evolutionary theoretical perspective, which provides us with a framework for understanding change in complex socio-ecological systems (Abatecola, 2012; Breslin, 2014; Child & Rodrigues, 2011) for investigating interactions between organizational and environmental systems. Our findings reveal that organisational and regime climate change responses were interdependent, as a result of symbiotic or mutualistic co-evolution (Jones, Ferrière, & Bronstein, 2009; McKelvey, 2002) This paper makes a number of contributions to the discipline of management and organisation studies, as well as to literature on policy interventions, by identifying inter and intra-organisational co-evolutionary interactions that drive organisational responses to tensions and struggles over the natural environment. More specifically, we identify those interactions whereby an organisation manages the challenges of response regime struggles and, at the same time, develops its own climate change responses. Co-evolutionary interaction is illustrated by the specific ways in which the firm's responses are influenced by and influence developments within the response regime.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Craft of Conducting Research: Literature Reviews and Hypotheses



Digital Session Chair: **Amanda Hinojosa**, *Howard U.*

RM: **Storytelling in Review Articles: Exemplars and Guidelines**

Author: **Amanda Hinojosa**, *Howard U.*
Author: **George Banks**, *UNC Charlotte*
Author: **William L. Gardner**, *Texas Tech U.*

Review papers are some of the most challenging, but also some of the most impactful and highly cited types of papers published in academic and practitioner-oriented outlets. Despite the popularity of such papers, guidance on how to execute an impactful, rigorous review is scattered across different outlets due to the variety of review types that can be conducted. We sought to provide a methodological process (i.e., a six-step flowchart) for writing reviews that have a critical impact on the advancement of the field. First, we highlight the need to align the choice of review type and the review's purpose to maximize the theoretical, practical, or methodological contribution of the work. We discuss how a good review is very much like a good story and thus should employ the same elements to present a compelling review story (narrative conflict, characters, setting, plot, sequence, and narrative arc). Second, we identify several important methodological issues that authors must take into consideration when executing their review. Together, these contributions provide a methodological process for the development of rigorous and impactful reviews.

Paper is Available to Meeting Registrants Only.

RM: **Heuristics and Comparison Standards: Developing Hypotheses Via Thought Experiments**

Author: **Lisa Schurer Lambert**, *Oklahoma State U.*
Author: **Truit Gray**, *Oklahoma State U.*

Organizational research seeks to advance theory through the testing of hypotheses derived from theory. While the task of hypothesis development is widely acknowledged to require imaginative and disciplined thinking, unfortunately, the practice of hypothesis development remains ambiguous and defies efforts to distill it into a replicable process or even into a set of best practices. The present paper is oriented to novices and seeks to provide three strategies that may be used in order to spur the development of well thought out and precise hypotheses. First, we demonstrate that comparisons are at the heart of all knowledge acquisition within organizational research and subsequently incorporate comparison standards into the hypothesis development process. By deliberately invoking comparison standards as a tool for theoretical thinking, researchers may expand and clarify their thinking and increase the precision of their hypotheses. Second, we demonstrate how three less commonly discussed tricks or heuristics for hypothesis development may stimulate thinking to result in stronger hypotheses. Lastly, we show how thought experiments, "hypothetical cases intended to function as experiments" (Häggqvist, 2009, p. 57), for generating hypotheses may be enhanced by combining comparison standards and our three heuristics. By offering practical guidelines for hypothesis development we hope to provide junior scholars with tools that may be used to fully articulate their hypotheses.

Paper is NOT Available. Please contact the author(s).

RM: **In Search for the Context: Using Machine Learning for Creating Custom Bibliographic Databases**

Author: **Oskar Kosch**, *Cracow U. of Economics*
Author: **Marek Szarucki**, *Cracow U. of Economics*

The adoption of machine-learning is apparent throughout science, technology and business, as we learn how to maximise its usefulness. There has been a similarly broad range of effects across empirical sciences, from biology to cosmology to social science, as machine-learning methods have been developed to analyse high throughput experimental data in novel ways. For example, in learning to detect articles related to the methodology of management sciences (MMS), the task is to assign a label of "MMS" or "not MMS" to any given publications identified in relevant bibliographical repositories (e.g., Scopus or Web of Sciences databases). This task seems to be even more complicated when one is searching for MMS publications written in non-English language. Our paper deals with methodological issues related to this undiscovered to date problem on the example of polish methodology of management sciences. To even approach the issue, first, the custom database needs to be created, as the coverage of the existing database is selective, and inherits characteristics of the core-periphery model of scientific production. We propose a procedure to do so, as well as employ machine learning, and explore its accuracy in analogue documents inclusion into custom bibliographic databases for the case of polish management methodology. Our results are highly suggestive and reveal the applicability of the proposed procedure, and consequently, allow for more context-aware literature reviews and bibliometrics. This may lead to bringing back the manager to the management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **309** | Submission: **10103** | Sponsor(s): (SAP, OCIS)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 12:00PMET (UTC-4)**

Artificial Intelligence in the Processes and Practices of Digital Strategizing

Artificial Intelligence and Digital Strategizing



Facilitator: **Luciana D'Adderio**, *U. of Edinburgh*
Facilitator: **Samer Faraj**, *McGill U.*
Facilitator: **Mikkel Flyverbom**, *Copenhagen Business School*
Facilitator: **Stefan Haefliger**, *Cass Business School, City U. London*
Facilitator: **Marleen Huysman**, *Vrije U. Amsterdam*
Facilitator: **Neil Pollock**, *U. of Edinburgh business school*
Facilitator: **Joe Nandhakumar**, *U. of Warwick*
Facilitator: **Henri Schildt**, *Aalto U. School of Business*
Organizer: **Jochem T. Hummel**, *Warwick Business School*
Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*

While scholarship on digital strategies such as platform strategies is progressing, less attention has been paid to the role of digital technologies in the processes and practices of strategy-making. To address this gap, this PDW focuses on the role of Artificial Intelligence (AI) such as machine and deep learning technologies. Specifically, by bringing together distinguished strategy and information systems scholars, this PDW aims to 1) give an overview of recent advancements on the role of AI in the processes and practices of crafting, refining, and implementing (digital) strategies; 2) discuss how different theoretical perspectives and methods can advance future research; 3) summarize and distribute results from these discussions to inspire future research. The PDW builds on a panel symposium on digital strategizing at the AOM 2019 and a correspondent PDW at the AOM 2020.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

The Pandemic and COVID-19

Digital Session Chair: **Isabelle Le Breton-Miller**, *HEC Montreal*

SIM: Do Socially Responsible Firms Foster Socially Responsible Citizens? Social Distancing under Covid-19

Author: **Danny Miller**, *HEC Montreal*
Author: **Zhenyang Tang**, *Clark U.*
Author: **Xiaowei Xu**, *U. of Rhode Island*
Author: **Isabelle Le Breton-Miller**, *HEC Montreal*

The literature on the interplay between geographic communities and organizations has largely ignored the role of individual residents. In adopting a meso-perspective, we examine a potentially vital relationship between corporate conduct and pro-social behavior demanding sacrifice from individuals. Drawing on Weber (1922), we theorize that organizations in a community legitimize personal social conduct in three ways – by serving as role models, imparting norms and values, and routinizing forms of interaction. We study the relationship between corporate social responsibility (CSR) behavior by local firms and the social distancing (SD) of citizens in US counties during the Covid-19 pandemic, a core ethical outcome. We argue and find that the residents of communities in which firms exhibit higher levels of CSR engaged in more SD during the Covid-19 pandemic. This was true when firms were a) long-established, b) isomorphic in their CSR, and c) major employers and vendors. Moreover, CSR relating to the treatment of employees and positive and negative extremes in CSR had an especially strong effect on SD. Implications are drawn for the study of business ethics, as modeled by CSR, as a force for ethical personal behavior and public health in communities.

Paper is Available to Meeting Registrants Only.

SIM: The role of the stakeholders' perception on the company's performance during the pandemic

Author: **Ivo Hristov**, *U. of Rome Tor Vergata*

The pandemic has brought a complete change to the way organizations operate, people live, and governments administer. Many business enterprises were either completely shut down or operating at a substantially reduced scale. The stakeholders' perception represents one of the most relevant dimensions that impacts on the companies' performance, and consequently, potentially plays an important role for better crisis management. To this end, the aim of this paper is twofold: 1) to identify the main strategic dimensions that affect stakeholders' perception, and 2) to analyze the relation exists between stakeholders' perception and company's performance during the pandemic. Based on a survey among 221 managers of Italian companies, the information provided by a semi-structured interview with 45 of them, and a total of 995 of their stakeholders (divided by suppliers, clients, banks and employees), we identified four relevant dimensions (sustainable development, organizational drivers, digital transformation and cultural change), which, if implemented in a company, impact on the decision-making process of the stakeholders. In addition, we explored the relationship between the overall companies' performance during an early stage of the pandemic (May-December 2020), in terms of job orders, credit line granted, deferred payments, and employee absenteeism, and the perception score of their stakeholders. Results suggest that companies with a high-level score, in terms of stakeholders' perception, have a greater chance of surviving during the pandemic, leading an organization to be better positioned in terms of reducing financial risk, improving its image and reputation, complexity reduction and risks-into-opportunities transformation.

Paper is Available to Meeting Registrants Only.

SIM: COVID-19 Will Bring Us Together: The Dynamics of Place and the Structure of Cross-Sector Partnership

Author: **Mohamed Hassan Awad**, *California State U., Los Angeles*

Local places, such as communities, cities, and towns, host many cross-sector partnerships primarily towards alleviating social and environmental issues on the local level. Yet, existing literature has focused on large-scale systemic impact and global challenges such as climate change, paying scant attention to the role of these local dynamics in shaping cross-sector partnerships. In this article, I advance the concept of place, a geographic location imbued with specific meaning systems and material resources, to unpack how local embeddedness shapes the structure of cross-sector partnerships. I focus on elements of formalized structure, specifically the scope of operations, partners' roles, and shared resources. I employ a longitudinal approach focusing on two place-based dynamics: the changes in the wicked problem, and the subsequent shifts in the tensions between the moral and material considerations of the partners. I investigate these shifts using a three-year field study of Occupy Medical, a local partnership between the civic society and the local government in Eugene, Oregon, tackling the wicked problem of providing healthcare to marginalized and disenfranchised communities, mainly the homeless. The analysis covers a nine-year period of 2011 – 2020 and various restructurings of the organization, the latest prompted by the onset of the COVID-19 pandemic. I unpack a dynamic relationship between the two partners in response to place-based dynamics captured in shifts in the organizational structure. I theorize two forms of structural arrangements between the partners, loosely and tightly-coupled, and further elaborate on the role of cross-sector partnerships in crisis response on the local level.

Paper is Available to Meeting Registrants Only.

SIM: Employee Deviance: Retaliation after Employer's Response to COVID-19

Author: **Jean Phillips**, *Penn State U.*
Author: **Dorothea Roumpi**, *Pennsylvania State U.*
Author: **Solon Magrizos**, *U. of Birmingham*
Author: **Caroline Moraes**, *U. of Birmingham*

Research has advanced our understanding of the causes of employee deviance, including employee retaliation intentions and behaviors. We know less about how employer decisions that put employees' safety at risk, for example relaxing COVID-19 restrictions once allowed by state governors to do so, might influence employees' deviance intentions. In this study, we examine whether retaliation intentions are particularly high among employees perceiving lower organizational support, having higher turnover intentions, and with a greater ease of leaving the employer. We utilize the negative norm of reciprocity and equity as enabling theories to build a model that we test with a survey of 327 working adults in the United States. We analyze the moderated-moderated-mediation model with a path analytic and bootstrapping procedure that tests the model's indirect effects. We find support for the proposed model, with the exception of the proposed interaction between perceived organizational support and ease of leaving. This work makes several theoretical contributions in the areas of business ethics, and employee deviance and by identifying boundary conditions for the relationship between employee perceptions of low organizational support and retaliation intentions. Specifically, we highlight the originality of the moderating effects of preexisting turnover intentions and the perceived ease of leaving the employer on deviance intentions. Practical implications include the importance of increasing employees' perceptions of organizational support when difficult organizational decisions and policies might put employee safety at increased risk, which is particularly likely to reduce retaliation intentions among people intending to stay with the organization.

Paper is Available to Meeting Registrants Only.

Author: **Hai Guo**, *Renmin U. of China*

Author: **Yang Li**, *Renmin U. of China*

Author: **Rui Shen**, *School of management, Zhejiang U.*

The relationship between corporate social responsibility (CSR) and firm performance has received much research attention, yet hasn't achieved a consensus. By introducing optimal distinctiveness theory to CSR literature, we argue that CSR deviation, the extent to which a firm differs from its peers in the same category in terms of CSR activities, may have a significant effect on firm performance. Specifically, we examine the effect of CSR deviation on firms' post-disaster recovery in the context of COVID-19, where both the institutional and competitive pressures are exacerbated. Drawing on the survey data of 939 firms in China, we find supports for an inverted-U shaped relationship between CSR deviation and firms' post-disaster recovery, as well as the moderating roles of regional disaster severity and government support. The study enriches the CSR literature by reconciling the inconsistent findings on CSR-performance relationship and offers contextual insights to the optimal distinctiveness theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **311** | Submission: **12078** | Sponsor(s): **(STR, OMT, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:00AM - 12:00PMET (UTC-4)**

Creating and Curating Your Own Teaching Content Efficiently

Creating Your Own Teaching Content Efficiently



Organizer: **Johann Peter Murmann**, *U. of St. Gallen*
Organizer: **Vijaya Narapareddy**, *U. of Denver*
Distinguished Speaker: **Ron Adner**, *Dartmouth College*
Distinguished Speaker: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*
Distinguished Speaker: **Mukti Khaire**, *Harvard U.*
Distinguished Speaker: **David Kryscynski**, *Brigham Young U.*
Distinguished Speaker: **Ithai Stern**, *INSEAD*

This professional development workshop (PDW) features innovative approaches to creating and curating your own teaching content efficiently. While there is ample teaching material available from textbook publishers and case clearing houses such as Harvard Business School or The Case Center, instructors often find that the material may not fit their teaching purposes perfectly due to the analytical lens or setting (e.g. country, industry) of the material. Furthermore, creating one's own teaching material can help students learn better as the instructor will better identify with the material and be more enthusiastic about teaching it. In this PDW, we seek to provide participants with an overview of the basic principles and challenges in teaching strategy using one's own research findings and other (online, popular) sources. The primary objectives of this PDW are twofold. First, it will introduce and provide short demonstrations of award-winning professors teaching content that they have personally created, emphasizing their approach and challenges they have encountered. Second, it will provide participants with the opportunity to engage with our highly-experienced presenters during an interactive Q&A to learn how to do this themselves. Some of the key questions we aim to answer are as follows: • When is it effective to create your own teaching materials? • What are the to-do's and not-to-do's in the process? • How can one pull together materials from the Internet quickly?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Broadening Innovation

Digital Session Chair: **Arzi Adbi**, *NUS Business School*

TIM: Robin Hood Pricing? Bottom of the Pyramid, Product Variety, and Performance     

Author: **Arzi Adbi**, *NUS Business School*

Author: **Ajay Bhaskarabhatla**, *Erasmus U. Rotterdam*

Small packs are ubiquitous in resource-constrained, bottom-of-the-pyramid (BOP) markets. Firms can sell small packs at a discount, premium, or uniform price relative to large packs, and each pricing strategy entails important tradeoffs. How firms balance these tradeoffs and set prices for BOP products remains an understudied empirical question. Using granular data from Nielsen on prices and sales of all shampoo products in India, we find evidence of price discounts for smaller packs. Firms offering greater product variety outside BOP offer larger discounts on BOP products. Furthermore, we find that operating in BOP markets is associated with better performance outside BOP markets. Evidence highlights the use of redistributive pricing strategy and suggests that some firms do well outside BOP markets by doing good in BOP markets.

Paper is Available to Meeting Registrants Only.

TIM: Commons and Tokens — How Governance Modes in Decentralized Autonomous Organizations (DAOs)

Author: **Xule Lin**, *Imperial College Business School*

This study discovers the new, poorly understood phenomena of "Decentralized autonomous organizations" or DAOs. Posited by blockchain technology, DAOs provide an alternative solution to the collection action problem, enabling non-hierarchical communities of stakeholders to coordinate without a central authority and to achieve common goals. Examining DAOs built on Ethereum blockchain with abductive reasoning, this exploratory study investigates how governance modes emerge to address the paradox of centralized adoption of decentralized blockchain technology. A conceptual framework is proposed to provide a plausible explanation of the focal phenomena. Building on extant studies on blockchain governance, the proposed framework specifies the "layers" in the blockchain technology stack and explains how governance challenges manifest in the tensions between "commons logic" and "token logic" along with several domains.

Paper is Available to Meeting Registrants Only.

TIM: Supply chain management ambidexterity and incumbent-startup collaborations

Author: **Julius-Ferdinand Kolb**, *RWTH Aachen U.*

Today's digital age has created the need for the transformation of incumbent firms. It requires them to explore novel opportunities, while continuing to exploit their existing ones. One way is to open the innovation path to outside firms. The automotive industry is already well known for its use of suppliers as a source of innovation. But, while maintaining their traditional partnerships with tier-1 suppliers, many automotive firms have implemented startup programs to gain access to and collaborate with small and innovative firms. As part of a 30-month participant-observation study in an incumbent automotive company we conducted a multiple case study research of 5 startup cooperations of the incumbent. In this study, we observed the use of different forms of ambidexterity within the incumbent and across its divisions in an attempt to balance their exploration and exploitation activities. The organizational structure suggests that the research and development (R&D) division uses structural ambidexterity to leverage the innovations coming from their startup collaborations. The purchasing and supply chain management (PSM) division on the other hand, as an important facilitator for all R&D cooperations, is characterized by contextual ambidexterity. Our case studies however show, that each startup project is characterized by a different combination of ambidexterity approaches by the R&D and PSM Division. We extend the ambidexterity literature by showing the different effects and challenges of combining structural and contextual ambidexterity have on startup-incumbent collaborations.

Paper is Available to Meeting Registrants Only.

TIM: Temporal balancing: The timing of network mobilization across the idea journey

Author: **Anne L.J. Ter Wal**, *Imperial College Business School*

Author: **Paola Criscuolo**, *Imperial College London*

Author: **Ammon Salter**, *U. of Bath*

This paper explores how technologists differ in their timing of mobilizing support and feedback from their network during the idea journey, and how such timing differences affect their innovation performance. We argue that individuals with greater temporal balancing in network mobilization – i.e. who involve different contacts from their network at different stages – will perform better than individuals who reach out to all their contacts at the same stage of idea maturity. Such temporal balancing enables individuals to benefit from early-stage feedback and support from close confidants whilst shielding embryonic ideas from pragmatic skeptics until these ideas are more clearly developed and can better withstand criticism. We further argue that hierarchical peers and strong ties are close confidants who tend to be mobilized early, whereas managers are more likely to be pragmatic skeptics who tend to be involved at later stages of the idea journey. We test our predictions based on survey data and archival innovation performance records on 303 technologists in the R&D function of a large multinational firm. We find support for our predictions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **313** | Submission: **11941** | Sponsor(s): **(INDAM, MED)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 10:30AM - 12:00PMET (UTC-4)**

**Impact of institutional changes on Indian Higher
Educational Institutions**
institutional changes and Indian HEI



Panelist: **Swetketu Patnaik**, *Anglia Ruskin U.*
Panelist: **Sujay Sinha**, *U. of East London*
Panelist: **Surender Munjal**, *U. of Leeds*
Discussant: **Yama Temouri**, *Khalifa U., Abu Dhabi, UAE*
Panelist: **Ashish Malik**, *Newcastle U. Business School*
Panelist: **Vijay Edward Pereira**, *Khalifa U., Abu Dhabi, UAE*
Chair: **Glenn Muschert**, *Khalifa U., Abu Dhabi, UAE*

Indian higher education sector has undergone several changes in the last few years. In July 2020, a new national policy on education was laid down in the country. It is expected that that in line with previous policy changes new policy will also bring out further reforms in the sector and make education more relevant for industry where most of the graduates are ultimately employed. and experience Private sector is likely to play a pivot role in this respect. In this backdrop, this PDW will discuss the impact of various changes in the institutional environment on the Indian higher education institutions (HEI). It will highlight that while institutional changes have presented various opportunities for growth to HEIs in India, ambiguity in these changes have put sever constraints too. Taking a few case studies this PDW investigates the pros and cons of institutional changes and recommends ways for dealing with them.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Leader Identity

Digital Session Chair: **Matthew Rodgers**, *Hope College*

OB: Effects of Leader Group Prototypicality on Effectiveness & Performance via Leader Identity Threat

Author: **Matthew Rodgers**, *Hope College*
Author: **Tingting Chen**, *Lingnan U.*
Author: **Emily David**, *China Europe International Business School*

Low follower perceptions of their leader's group prototypicality can pose a threat to the leader's identity. In this study, we theorized and tested how both follower-assessed leader group prototypicality and follower-leader congruence on this factor relate to perceived leader identity threat. We also proposed that perceived leader identity threat negatively affects both leadership effectiveness and team performance, and perceived organizational support mitigates the negative relationship between perceived leader identity threat and leadership outcomes. Using a multi-source and time-lagged survey design to collect data from 402 employees and their 90 leaders, the results generally support our research hypotheses. For example, both follower-assessed leader group prototypicality and follower-leader congruence on leader group prototypicality negatively relate to perceived leader identity threat. In addition, the effects of perceived leader identity threat on leadership effectiveness and team performance were weaker when perceived organizational support was high rather than low.

Paper is Available to Meeting Registrants Only.

OB: Developing a Leader Identity: The Effect of Motivational Traits on Engagement in Identity Work

Author: **Sarah Greeley**, *U. College Cork*
Author: **Ronan Carbery**, *Cork U. Business School*
Author: **Anthony McDonnell**, *U. College Cork*
Author: **Gillian Barrett**, *U. College Cork*

Existing conceptualizations of the process of leader identity development remain abstract, hampering advancement in understanding specific characteristics that motivate individuals to engage in identity work, or the active engagement in developing a leader identity. Motivation to engage in identity work has been broadly theorized as pivotal to leader identity development, however its specific role is lacking critical analysis. This means that while motivation could be invaluable in leader development efforts, there is currently too little explicit knowledge to fully harness its potential. This paper seeks to redress this by elucidating the role of motivation in individual-level leader identity development through the creation of an expectancy process model. In so doing, the integral role of self-efficacy and goal orientation on individual motivation are emphasized by predisposing individuals to having differential levels of valence to engage in identity work. Additionally, we unpack how one's fit within organizationally defined norms influences overall motivation to engage in identity work. Through the concept of perceived prototypicality, we propose that when individuals experience little motivation to engage in identity work, high levels of perceived prototypicality may act as a buffer, stimulating increased identity work.

Paper is Available to Meeting Registrants Only.

OB: Individual identity and organizational control systems: A review and a new research agenda

Author: **Daniel Afonso**, *PhD Student*
Author: **Monica Franco-Santos**, *Cranfield School of Management*
Author: **Valentina Battista**, *Cranfield School of Management*

The identity literature studying the relationship between individual identity and organisational controls has mostly understood controls as a coercive force. This literature seems to mainly investigate controls as mechanisms that ensure individuals evaluate and correct their behaviours and sense of self to align with what organizations believe will help deliver their materialistic or financial objectives. From a control literature perspective, this understanding of organisational controls could be considered partial. The control literature reveals a richer and more nuanced understanding of the types of controls organizations adopt, some of which can be coercive, while others can be enabling. There seems to be a dearth of research in the identity literature that accommodates or contrasts these different types of controls. We do not know, however, what explains the lack of focus on enabling controls and whether incorporating these types of controls will add value to identity research. To address these issues, we set out to more closely review the literature examining the relationship between individual identity and organisational controls as informed by both the identity and the control literatures with the aim to advance the knowledge of this relationship and to open the door for new lines of research.

Paper is Available to Meeting Registrants Only.

OB: What does the word 'Leader' 'Do'?

Author: **Mark Learmonth**, *Durham U.*
Author: **Kevin Morrell**, *Durham U. Business School*

Increasingly, the word 'leader' is being used to refer to those in formal positions of authority at work. Talking and writing about 'leaders' is becoming (if it has not already become) a normal, and normalized way to refer to anyone in a top job. The practice is becoming so commonplace, that it goes virtually unnoticed in many sorts of discourse: whether in corporate reports, job adverts and mundane day-to-day conversations at work; or outside formal organizations in the news and social media. It is because so many of us are now using 'leaders' commonly and routinely to talk about executives and other top people that the focus of our paper is on the effects this apparently mundane practice is having. Our primary focus is not on questions about what leadership is; our objective is rather to draw attention to what using the term 'leader' does. We show how the routine use of 'leader' for organizational elites (especially when compared to many of the alternatives) has a capacity to do things which, while often unnoticed, both reflect and reinforce wider societal trends and processes of great potential significance to us all.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **315** | Submission: **11354** | Sponsor(s): (OMT, PNP, SIM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:30AM - 12:00PMET (UTC-4)**

Cross-Sectoral Partnerships for Social Impact: Synergetic Interactions in and Around Partnerships

Cross-Sectoral Partnerships



Chair: **Angela Aristidou**, *U. College London*
Organizer: **Santi Furnari**, *City, U. of London*
Organizer: **Mohamad Hasan Sadri Karami**, *IE Business School*
Discussant: **Johanna Mair**, *Hertie School of Governance*
Discussant: **Jean-François Harvey**, *HEC Montreal*
Discussant: **Barbara Gray**, *Pennsylvania State U.*
Discussant: **Jill M. Purdy**, *U. of Washington, Tacoma*
Presenter: **Matthew Grimes**, *Cambridge Judge Business School*
Presenter: **Danielle Logue**, *U. of Technology, Sydney*
Presenter: **Iteke Van Hille**, *Amsterdam U. of Applied Sciences*
Presenter: **Frank G.A. De Bakker**, *IESEG School of Management*
Presenter: **Julie E. Ferguson**, *U. of Amsterdam*
Presenter: **Peter Groenewegen**, *Leeds U. Business School*
Presenter: **Anne-Laure Fayard**, *New York U.*
Presenter: **Anne-Claire Pache**, *ESSEC Business School*
Presenter: **Ilze Kivleniece**, *INSEAD*
Presenter: **Vikas A. Aggarwal**, *INSEAD*
Presenter: **Anna Szerb**, *INSEAD*

Cross-sectoral partnerships have been highlighted as a key mechanism to deliver the promise of the United Nations 2030 Agenda for Sustainable Development and are acknowledged to play a crucial role in addressing complex and grand societal challenges. Realising and sustaining effective cross-sectoral partnerships is often necessary, but also challenging. This Symposium contributes to the growing knowledge of cross-sectoral partnerships by focusing on the role of synergistic interactions in and around a focal cross-sectoral partnership. As most research on cross-sectoral partnerships has focused on a focal partnership, less attention has been devoted to the role of synergistic interactions - defined as the interactions with additional actors (partner or broker) that produce a combined effect greater than the sum of their separate effects, in and around a focal cross-sectoral partnership. Understanding the role of synergies in realizing, sustaining and even scaling cross-sectoral partnerships, going beyond a focal partnership, is important from both theoretical and practical standpoints. This Symposium fosters research and debate around these issues, showcasing pioneering empirical studies that shed light on how these synergies help realize, sustain and even scale cross-sectoral partnerships (CSPs) for social impact.

For any inquiries related to the Symposium, contact Dr. Angela Aristidou; a.aristidou@ucl.ac.uk

Harnessing the hype: Coverting the cultural momentum of impact investing into lasting social change

Author: **Matthew Grimes**, *Cambridge Judge Business School*
Author: **Danielle Logue**, *U. of Technology, Sydney*

Collective convening: Organizational and interorganizational-level tensions in joint CSP formation

Author: **Iteke Van Hille**, *Amsterdam U. of Applied Sciences*
Author: **Frank G.A. De Bakker**, *IESEG School of Management*
Author: **Julie E. Ferguson**, *U. of Amsterdam*
Author: **Peter Groenewegen**, *Leeds U. Business School*

Working across institutional boundaries: Fostering ambiguity to enact a generative collaboration space

Author: **Anne-Laure Fayard**, *New York U.*
Author: **Anne-Claire Pache**, *ESSEC Business School*

Cross-Sector Partnerships and Scaling Hybrid Organizations: The Case of Unjani Clinics

Author: **Ilze Kivleniece**, *INSEAD*
Author: **Vikas A. Aggarwal**, *INSEAD*
Author: **Anna Szerb**, *INSEAD*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **316** | Submission: **16388** | Sponsor(s): **(OMT, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

Organizational Virtue: Conceptualization and Measures *Organizational Virtue*



Organizer: **Miguel Angel Alzola**, *Fordham U.*
Participant: **Rosa Chun**, *IMD*
Participant: **Matthew Kraatz**, *U. of Illinois*
Participant: **Geoff Moore**, *Durham U.*
Participant: **Jared Peifer**, *City U. of New York, Baruch College*

The purpose of this panel is to entertain the question of whether corporations are the kind of entities that can possess virtue (and vice) and whether and how corporate virtue can be measured. We will consider several measures of virtues and vices and the assumptions that underlie the conceptualization and operationalization of virtue notions. The ultimate goal is not only to assess the existing empirical research claiming to measure the presence or absence of corporate virtue and vice but also to critically examine the very idea of measuring virtue and the possibility for collective entities to be virtuous in a robust sense.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **317** | Submission: **13911** | Sponsor(s): **(OMT, SIM, ONE)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 10:30AM - 12:30PMET (UTC-4)**

**Addressing Grand Challenges in Organization
Theory-System Change Through Theory,
Engagement & Action**
Addressing Grand Challenges in Organization Theory



Organizer: **Helen Etchanchu**, *Montpellier Business School*
Organizer: **Lianne Lefsrud**, *U. of Alberta*
Organizer: **Maggie Cascadden**, *U. of Alberta*
Moderator: **Kamal A Munir**, *U. of Cambridge*
Panelist: **Gerald F. Davis**, *U. of Michigan*
Panelist: **Giuseppe Delmestri**, *WU Vienna U. of Economics and Business*
Panelist: **Joel Gehman**, *U. of Alberta*
Panelist: **Sandra A. Waddock**, *Boston College*

The Covid-19 pandemic warrants increased scholarly attention to grand challenges, such as inequality, poverty, climate change, ecological imbalances, socioeconomic and political crises along with their extended impacts (Davis, 2020; Ferraro, Etzio, & Gehman, 2015; George et al., 2016; Munir, 2020; Pio & Waddock, 2020). Whereas mainstream organizational theorizing brings those challenges in as part of our empirical contexts, or in our managerial implications, this symposium will discuss how we can address head-on the importance of grand challenges, make them a core aspect of our research, and accordingly develop theoretical and empirical approaches that may be seen as a ‘grand challenges turn’ in our field. Some recent examples include work on the patriarchy of microfinance (Zhao & Wry, 2016) and providing toilets in Indian villages (Mair, Wolf, & Seelos, 2016). Nevertheless, even scholars working on grand challenges tend to focus on a particular problem and may lose sight of the broader systemic challenges of these issues (Munir, 2019).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Environmental performance



Digital Session Chair: **Jun Jin, Zhejiang U.**

ONE: How ICT capability affect Environmental Performance of Manufacturing Firms?

Author: **Jun Jin, Zhejiang U.**
Author: **Zan Chen, Zhejiang U.**
Author: **Shijing LI, Zhejiang U.**

Information and Communication Technology (ICT) has great potential for improving the environment. However, significant ambiguity remains in the study of how ICT capability affect the environmental performance at firm level. To address this gap, from the perspective of capability hierarchy, we have explored the internal mechanism and the moderators in the relationship between ICT capability manufacturing firms' environmental performance. The data of the World Bank Enterprise Survey in China from 2011-2013 is used to test the hypotheses. Results reveal that ICT capability significantly improves firms environmental performance, and the positive relationship is mediated by ambidextrous innovation. Moreover, the research indicates that the main market and industry attribute can moderate the relationship between ICT capability and environmental performance, while the moderating effect of competitive environment is not significant. These results not only promote the dialogue between environmental management theory and ICT management theory, but also provide important management implications for implementing ICT and innovation to foster the firms environmental performance.

Paper is NOT Available. Please contact the author(s).

ONE: Testing non-linear relationships between environmental innovation and firm performance.

Author: **Dante Ignacio Leyva-de La Hiz, Montpellier Business School**
Author: **Maria Teresa Bolivar-Ramos, Autonomous U. of Barcelona**

Despite the growing interest in environmental innovations, there is still no consensus about their effect on firm performance. On the one hand, advocates of environmental innovations state that such innovations exert a positive influence on firm performance, as they can reduce production costs, open new markets and improve a firm's corporate image, among other benefits. On the other hand, environmental innovations represent relevant drawbacks such as high development costs and uncertainty, which drives some authors to establish a negative link. We try to shed light on this debate by stating that this relation is more complex than a simple linear association; hence, we propose a U-inverted relationship between environmental innovations and firm performance. In addition, we claim that firm age plays a key role in that relationship, as more mature firms find it more difficult than younger firms to capitalize on environmental innovations to improve firm performance. Our longitudinal analysis of 4,634 environmental patents from 75 companies belonging to the electrical components and equipment industry worldwide confirms our hypotheses.

Paper is Available to Meeting Registrants Only.

ONE: Varieties of Capitalism, Environmental Risk and Readiness, and MNCs' Environmental Performance

Author: **Stephen Brammer, U. of Bath**
Author: **Layla Jayne Branicki, The Open U. Business School**
Author: **Stephen Pavelin, U. of Bath**
Author: **Lynda Porter, U. of Bath**

The environmental impacts of large multinational companies (MNCs) are attracting increasing scrutiny as the climate crisis intensifies. In this study, we extend prior research that has examined the role of country-level institutions on MNCs' corporate environmental performance (CEP) by exploring interdependencies between home- and host-country conditions and between institutional and ecological country characteristics. Specifically, we theorize that multinational companies' home-country Variety of Capitalism (VoC) affects their CEP by shaping firms' comparative advantages in environmental performance, and by acting as an interpretive schema by which host-country conditions are evaluated and responded to. We test our theoretical propositions using a large sample of 3,994 MNCs headquartered in 72 countries over the time period 2009 to 2018. Findings show that MNCs' environmental performance is shaped significantly by host-country characteristics, and that MNCs' home-country VoC also significantly moderates the impacts of host-country influences on MNCs' CEP. We find that firms' home country variety of capitalism asymmetrically affects how home- and host-country institutional conditions influence CEP: for CME MNCs, home country institutional readiness complements firm CEP, but host-country institutional readiness substitutes for firm CEP, with the opposite being true for LME MNCs. Thus, add to debates regarding how varieties of capitalism influence forms of pro-social firm behavior by highlighting their asymmetric importance for home and host-country conditions.

Paper is Available to Meeting Registrants Only.

ONE: Organizational Sustainability Cognition and Its Relationship with Sustainability Performance

Author: **Waqas Nawaz, Smith School of Business, Queen's U.**

Three decades after the Brundtland Commission's report, evidence suggests that the organizations are still unclear about what sustainable development means. Most previous research on organizational sustainability cognition is conceptual and it treats sustainability as ideal-types (business-case frame or paradoxical frame). The very few empirical studies are either restricted by a cross-sectional design or their focus is organizational motivation to pursue sustainability. I analyzed 99 organizational reports of 11 firms in the Textile and Apparel Industry between 2010 and 2019 to find what sustainability means to the firms. For this purpose, I focus on 'why firms do what they do' (implicit cognition) instead of 'what they do' (explicit behavior). The implicit frames uncover the full breadth of sustainability understanding of firms, which I have thematically organized over the collective action frames (motivational, diagnostic, and prognostic frames). I then empirically argue that existing corporate sustainability benchmarks do not consider the qualitative aspects of sustainability embedded in firms' cognitive perspective. Ignoring these qualitative elements may put the cognitively advance firms at a disadvantage and discourage them from being creative in addressing sustainability challenges. I have identified opportunities for future research at the end of this paper.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **319** | Submission: **16587** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:30AM - 11:30AMET (UTC-4)**

OSCM Doctoral Consortium Social
OSCM Doctoral Consortium Social

Host: **Desiree Van Dun**, *U. of Twente*

Host: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **320** | Submission: **13438** | Sponsor(s): **(PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:30AM - 12:00PMET (UTC-4)**

PNP Division Faculty Development Consortium
PNP Division Faculty Development Consortium



Facilitator: **Adam Eckerd**, *Indiana U. / Purdue U., Indianapolis*

This consortium provides concurrent discussions explicitly designed to customize the workshop experience for the needs of public and nonprofit faculty at various stages of professional development. The workshop will run two-tracks for participants: A pre-tenure and a post-tenure track. Pre-tenure topics include assembling research networks, work-life balance, pursuing teaching excellence, and the review and promotion process. Post-tenure topics include promotion to full professor, assuming an administrative position in your department, work-life balance, and becoming a journal editor. Additional topics will be solicited in the registration process. Participants will pre-register in advance and indicate a desired track by contacting Dr. Eckerd at aeckerd@iu.edu.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **321** | Submission: **11921** | Sponsor(s): **(HR, OB, ODC, OMT, SIM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 10:45AM- 1:00PMET (UTC-4)**

Teaching Employee Share Ownership and Equity Compensation in the Contemporary Business School

Teaching Employee Share Ownership



Chair: **Joseph Blasi**, *Institute for the Study of Employee Ownership and Profit Sharing at Rutgers SMLR*
Moderator: **Adria Scharf**, *Rutgers U., School of Management and Labor Relations*
Presenter: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*
Presenter: **Saehee Kang**, *Florida State U.*
Presenter: **Daphne Berry**, *U. of Hartford*
Presenter: **Edward Carberry**, *U. of Massachusetts, Boston*
Presenter: **Jegoo Lee**, *U. of Rhode Island*

Employee share ownership and related types of employee financial participation are widespread compensation practices today. According to the 2018 General Social Survey, 19.8% of U.S. employees have equity ownership in the companies where they work, 8.7% hold stock options, 38.1% are eligible for profit sharing, and 30.1% are eligible for gain sharing. Nationally, 46.8% of employees are eligible for one or more of these forms of financial sharing (Kruse and Blasi 2019). Ownership sharing takes a variety of forms, from stock options and stock bonuses for skilled employees in tech and professional settings, to broad-based employee share ownership approaches found in Employee Stock Ownership Plan companies and worker cooperatives. Despite the ubiquity of employee share ownership and despite research showing its positive effects on employee and firm-level performance outcomes, the topic is largely overlooked in business school classrooms. Few business schools educate students about this widespread organizational tool—despite its direct relevance to many commonly taught business school courses. In this PDW, presenters will describe their own strategies for teaching about employee share ownership in a variety of business school and management classes, highlighting strong case studies, readings and films designed for classroom use. Participants will then meet in pairs before breaking into facilitated discussion groups and closing with a large group discussion. Participants will gain knowledge about employee share ownership, familiarity with new teaching tools, and ideas for how to integrate discussion of employee share ownership into courses that they themselves teach.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **322** | Submission: **16650** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:00AM - 12:30PMET (UTC-4)**

Public vs. Private Lives - Lights! Web-Cam! Action! *Ethics Forum*

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Panelist: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Panelist: **Rachel McCullagh Balven**, *Arizona State U.*
Panelist: **Jessica Peck**, *Cleveland State U.*
Panelist: **Jacob Park**, *Castleton U.*
Panelist: **Kristin MacDonald**, *Virginia Commonwealth U.*

This session looks at the ever-increasing juncture between public and personal (private) lives. For students, issues include online exam proctoring, online synchronous classes, taped presentations, and virtual meetings with faculty. The requirement to turn on the camera exposes them away from school lives. There are cases of the lectures taped and shown on social media and the exposure of their home and family (a realm previously not shared) to peers, students, and academic leaders for faculty. As we navigate a broader online/virtual life - what are the ethical rules?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **323** | Submission: **10096** | Sponsor(s): **(AFAM, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:00AM - 12:30PMET (UTC-4)**

Entrepreneurship Programs in sub-Saharan Africa: Content and Context

Entrepreneurship Programs in sub-Saharan Africa

Organizer: **Constant D. Beugre**, *Delaware State U.*
Organizer: **Jean Dibondo Kabongo**, *U. of South Florida, Sarasota-Manatee*
Participant: **James Calvin**, *Johns Hopkins U.*
Participant: **dt ogilvie**, *Rochester Institute of Technology*
Participant: **Mzamo P. Mangaliso**, *U. of Massachusetts, Amherst*

For the last two years, the Africa Academy of Management has been organizing a PDW on Entrepreneurship Education in sub-Saharan Africa. In 2019, the PDW focused on Enhancing Entrepreneurship Education in sub-Saharan Africa: The Role of the Diaspora. In 2020, the second PDW explored the establishment of new institutions to foster entrepreneurship education in sub-Saharan Africa. The present PDW draws from the experience of five scholars to discuss the content and context of entrepreneurship programs in universities in sub-Saharan Africa. The purpose of this PDW is to provide solutions to the development of entrepreneurship programs that turn students into problem solvers and job creators.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

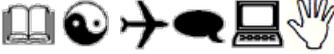


Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **324** | Submission: **11858** | Sponsor(s): **(CAR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:00AM- 1:30PMET (UTC-4)**

CAR Doctoral Consortium 
CAR Doctoral Consortium

Organizer: **Ricardo Rodrigues**, *King's College London*
Organizer: **Mel Fugate**, *Mississippi State U.*
Organizer: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Distinguished Speaker: **Jon P. Briscoe**, *Northern Illinois U.*
Speaker: **Svetlana Khapova**, *Vrije U. Amsterdam*
Facilitator: **Keimei Sugiyama**, *U. of wisconsin milwaukee*
Speaker: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Facilitator: **Jos Akkermans**, *Vrije U. Amsterdam*
Speaker: **Anders Dysvik**, *BI Norwegian Business School*
Facilitator: **Ariane Froidevaux**, *U. of Texas At Arlington*
Speaker: **Ryan Lee Klinger**, *Old Dominion U.*
Facilitator: **Denise Mary Jepsen**, *Macquarie Business School*
Speaker: **Eric J. Michel**, *Northern Illinois U.*
Facilitator: **Amanda Jones**, *King's College London*
Facilitator: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Facilitator: **Alexandra Budjanovcanin**, *King's College London*
Distinguished Speaker: **Wendy J. Casper**, *U. of Texas At Arlington*
Distinguished Speaker: **Scott Seibert**, *Rutgers U., School of Management and Labor Relations*
Distinguished Speaker: **Belle Rose Ragins**, *U. of Wisconsin, Milwaukee*

Doctoral students are often faced with multiple unfamiliar challenges. The PhD process can be demanding and overwhelming and very often students are expected to navigate these challenging issues themselves. Building a support network and effective strategies to manage this process can be critical to these students' future academic and career success. This year's "CAR Doctoral Consortium" will provide a forum for early to mid-stage doctoral students to meet, connect, and learn from each other informally, from guest speakers, and from a panel of distinguished career scholars on several useful and relevant topics. Our aim is to bring together scholars from a broad range of cultures and institutions that mirror the diversity of the CAR membership. Our speakers are a group of distinguished senior as well as junior international faculty. They will share insights on the following seven topics: (1) Finding your First Academic Job; (2) Surviving: Accessing and leveraging formal and informal resources during your doctoral program; (3) Thriving: Recruiting mentors and collaborators for your network; (4) Make it happen: Effectively navigating the dissertation process; (5) Head of the class: Preparing for your first course assignment and teaching role; (6) Balancing act: How to juggle demands of academic life during your doctoral program and beyond; (7) Need Field Data: Find Out How To Get It. Moreover, the PDW will conclude with a 1-hour panel discussion with highly published career scholars along this year's AOM theme of "Bringing the Manager Back in Management".

The Careers Division Doctoral Consortium provides a forum for doctoral students to meet, connect, and learn from each other, guest speakers, and a panel of distinguished career scholars. Please note that this session is by invitation only. Doctoral students wishing to attend should confirm their interest by email to Ricardo Rodrigues (ricardo.rodrigues@kcl.ac.uk) and indicate their preferences using this link <https://forms.gle/DxnLinsBqwPYYgJa8>

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **325** | Submission: **10512** | Sponsor(s): **(HCM, MED)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 11:00AM - 12:30PMET (UTC-4)**

**Development of a Screen-Based Change Management Simulation for
Health Professionals**
Screen-Based Change Management Simulation



Presenter: **Ashleigh Allgood**, *U. of Alabama at Birmingham*
Presenter: **Mohanraj Thirumalai**, *U. of Alabama at Birmingham*
Presenter: **Nancy Borkowski**, *U. of Alabama, Birmingham*

The presenters will describe the development of a screen-based change management simulation that was designed to effectively create a "real-world" experience for students in health professions related programs and practicing professionals to learn the needed skills necessary to be a successful change agent. Through this active learning experience, participants are able to internalize the skill-set needed to successfully lead change by optimizing stakeholder buy-in thereby minimizing resistance to the change initiative.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **326** | Submission: **15306** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:00AM - 12:30PMET (UTC-4)**

What we have learned from 2020 for 2030 and beyond - A
Dialogue with Senior Global Executives
Beyond 2020. A Dialogue with Sr. Global Executives



Organizer: **Gerhard Apfelthaler**, *California Lutheran U.*
Panelist: **Stéphane J.G. Girod**, *IMD*
Moderator: **Gerhard Apfelthaler**, *California Lutheran U.*
Organizer: **Stéphane J.G. Girod**, *IMD*

In the 10-year period between 2008 and 2018, both world trade and world gross domestic product (GDP) have increased by about 26% (WTO, 2019). Worldwide exports of goods and services as a percentage of global GDP had reached more than 35% by the end of 2019 (World Bank, 2021). Despite frictions such as the U.S. administration's trade war against China, globalization seemed unstoppable. The experience of recent years, especially the pandemic of 2020 and early 2021, however, has forced governments and companies globally to rethink existing practices and policies. In this Professional Development Workshop (PDW), International Business (IB) scholars will discuss recent changes and future adaptations with a live panel of senior business executives from globally active companies. Moderated by an IB scholar, we will also address how instructors can prepare their students better with regards to dynamic shifts in the world economy as well as ways in which practitioners' experience can be integrated into the classroom. During the PDW, participants will have an opportunity to interact with the panelists in the form of a Question-and-Answer session, and a recording will be made available after the PDW.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Corruption and Political Issues in International Management

Digital Session Chair: **Luke Fiske**, *Queen's School of Business, Canada*

This session addresses cultural and political issues in international management. It includes papers examining a dynamic gravity approach to corruption and outward FDI, the institutionalization of corruption in multinational corporations, the consequences of political violence for foreign direct investment, and non-market strategies in response to political disruption of international business ties.

IM: **Bribe and Co. - The Institutionalization of Corruption in a Multinational**

Author: **Armando Castro**, *UCL*
Author: **Suzana Braga Rodrigues**, *Rotterdam School of Management, Erasmus U.*
Author: **Nelson Phillips**, *UC Santa Barbara*

The engagement of multinational corporations from different nationalities in corrupt operations in every corner of the world has more recently driven an extensive scholarly interest for the antecedents and outcomes of corruption. Indeed, exploring corruption around and between organizations, has significantly advanced the field of international business, but yet, there are still important issues underdeveloped. How multinational corporations engage in corruption, how this is internally developed, sustained and then spread across its various units at home and even abroad is still an uncharted research field. Our paper addresses this gap drawing upon a case study of the EMNE Odebrecht – one of the largest construction companies in Latin America. We bring together conventional theories of international business, and the institutionalization perspective to understand what enabled the company to institutionalize and reproduce corrupt practices not only with the country of origin but also around subsidiaries around the world.

Paper is Available to Meeting Registrants Only.

IM: **Is violence bad for business? The consequences of political violence for foreign direct investment**

Author: **Anne Jamison**, *Princeton U.*

William H. Newman Award Nominee

What are the consequences of political violence for foreign direct investment (FDI)? The conventional wisdom suggests that political violence, a type of political risk, inhibits foreign investment in the developing world. I argue that this explanation is incomplete: the effect of political violence on investment varies with market structure. While current knowledge holds for investment in competitive markets—these firms are indeed deterred by violence—conflict has the opposite effect on investment in prospective monopolies (such as utilities, telecommunications, and logistics). Specifically, violence creates opportunities for firms to profit as these are markets with inelastic demand regardless of conflict. I test the theory using novel sector-level FDI data and a conservative estimation strategy. Building on work in business, political science and economics, this project forces us to rethink the relationship between conflict and capital. This has important consequences for the determinants of FDI and post-conflict reconstruction literatures.

Paper is Available to Meeting Registrants Only.

IM: **Non-market Strategies in Response to Political Disruption of International Business Ties**

Author: **Alexander Settles**, *U. of Florida*
Author: **Juha Väätäinen**, *LUT U., School of Business and Management*
Author: **Roman Teplov**, *Lappeenranta-Lahti U. of Technology LUT*

This study contributes to research on international targeted sanctions and their measurable effects. We investigate how targeted sanctions affect Russian companies and individuals. Our study methods are combination of quantitative analysis on measurable sanctions effects on turnover, assets, liquidity, and employment. What we find is short-term indeterminate negative financial effects on targeted sanctioned firms that dissipate over time. To further explore how sanctioned companies are shielded and use adaptation strategies to overcome sanction we examine case studies of sanctioned firms. Our analysis indicates that sanctioned firms adapt to sanction regimes and undermine the economic impact of these targeted sanctions. The implications of this research are that while target sanctions create symbolic meaning in foreign relations and create financial friction for targeted firms and individual there exist adaptation strategies that negate the economic impact of these sanctions. Sanctioned Russian individuals and firms seem to have restructured their international holdings subject to sanctions to avoid the negative impacts of these sanctions.

Paper is Available to Meeting Registrants Only.

IM: **Corruption and Outward FDI: A Dynamic Gravity Approach**

Author: **Mahdi Forghani Bajestani**, *Old Dominion U.*
Author: **Shaomin Li**, *Old Dominion U.*

We study how the perception of bribery level in target markets by foreign investors shapes their investment behavior. The literature is dominated by two views arguing that inward FDI is deterred by (1) corruption in the host country, and (2) corruption differences between home and host markets. We shift the focus from recipient countries to investors' perspective and develop a framework with distinctions between low and highly corrupt countries to evaluate their firms' responses to clean and corrupt environments abroad reflected in their outward foreign investments. Applying a dynamic gravity model to a panel data on bilateral FDI among 36 OECD countries, we find that first, low-corruption sources of investment are deterred by widespread bribery in foreign markets and tend to commit more resources to clean environments. Second, and more interestingly, highly corrupt countries invest more in high-corruption target markets, supporting the corruption distance perspective.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Status, Exclusion, Inclusion and Gatekeeping

Digital Session Chair: **Caterina Maria Orlandi**, *U. of East Anglia*

ODC: ‘Aided Visibility Work’ and Social Exclusion in Housing Association Organizations

Author: **Caterina Maria Orlandi**, *U. of East Anglia*
Author: **Zografia Bika**, *U. of East Anglia (UEA)*

This study examines how Housing Association (HA) organizations and their micro enterprise and employment support partners carry out institutional work aimed at disrupting social exclusion processes in the global North. Through a qualitative case study comparison, we uncover how Anglo-French HA organizations navigate the visibility of their social tenants/clients in order to help, especially those who are “invisible” or “negatively hypervisible”, come back to the labour market, start a business or volunteer and thus enable them to be seen anew in a more positive light within their ‘small worlds’. Three interrelated mechanisms underpin their strategic intervention through what we call here aided visibility work: (1) handholding/accompagnement, (2) outreach/aller vers, and (3) stigma mitigation activities. Our findings have implications both theoretically in terms of bridging the institutional work, organizational stigma management and (in)visibility literatures, and also practically in terms of unveiling the role that HAs have as applied institutional workers.

Paper is Available to Meeting Registrants Only.

ODC: Organization’s Status in Flux – Analyzing Employees’ Status Work and Micro-Narratives During Change

Author: **Olli-Jaakko Kupiainen**, *Aalto U. School of Science*
Author: **Outi Vanharanta**, *Aalto U. School of Science*
Author: **Matti A. Vartiainen**, *Aalto U.*

The organization’s status is important both for the organizations and employees. However, research analyzing status has often used different public rankings, and employees’ perceptions of their organization’s status have been neglected. By taking insiders’ perspectives into account, we offer a dynamic view of status. Our case organization - a large technology organization, went through substantial changes over a year. We analyze organizational members’ micronarratives on enterprise social media and their interpretations of changes. Our research questions explored what justifications organizational members use to form evaluations of their organization’s status and social standing in its operational environment during the large-scale change processes and how are the organization’s status upward mobility potentials narrated in organizational members’ change talk. Our findings illustrate that employees use different markers to justify their organization’s status, and they use status aspiration and status seeking when they narrate their organization’s potentials to the upward mobility of status. We suggest that the organization’s status is plural and several interpretations of status co-exist. The nascent finding suggests that by giving up control, the organization can improve its status. Our research shows that employees are active in defining, explaining, defending, and augmenting their organization’s status and social standing through status work.

Paper is Available to Meeting Registrants Only.

ODC: Staying in a Dying Organisation: Stigmatisation and Organisational Identificatification

Author: **Sandra Krisberga-Sinigoj**, *Cranfield School of Management*
Author: **Patrick Reinmoeller**, *IMD*
Author: **David Denyer**, *Cranfield U.*
Author: **Jutta Tobias**, *City U. London*

ODC Division Best Doctoral Student Paper Finalist

The literature suggests that employees tend to leave stigmatised organisations whose operations are then threatened by the challenge of hiring and retaining employees (Pozner, 2008). This qualitative case study seeks to answer the question: What keeps employees in a dying organisation? Dying organisations are stigmatised organisations facing the acute challenge of retaining employees so they can reach the very final stage of completing the closure process. This empirical study analyses changes in dying organisations over three years using the lens of organisational identification and organisational commitment. It is based on a dataset of retrospective, semi-structured interviews with 44 former employees across a European financial services firm, thus providing a unique opportunity to capture insights across all levels of the organisational hierarchy. The findings challenge previous findings suggesting that stigmatisation may facilitate employee retention and the biggest risk to retention is the loss of organisational identification due to the changed identity of the dying organisation. This study contributes to deepening current understanding of organisational identification, its relationship to stigmatisation and its conceptual distinction from organisational commitment.

Paper is Available to Meeting Registrants Only.

ODC: The Paradox of the “Enlightened” Capitalist: Role of ‘Freedoms’ and ‘Unfreedoms’ in Market Economies

Author: **Saheli Nath**, *U. of Central Oklahoma*

ODC Division Best Paper Finalist

William H. Newman Award Nominee

In this paper, we examine the role of Sen’s “development as freedom” paradigm in management studies by theorizing how understandings of freedom and unfreedoms affect the adoption and institutionalization of extra-institutional social movement tactics as mainstream business practices in market-based economic systems. Rather than a capabilities approach that narrowly focuses on fulfilling elementary needs like health, education and sanitation, this study argues that freedom can be more broadly construed in terms of the ways in which people perceive their choice to allocate resources to influence the world around them. We propose a framework for understanding how values and ideologies on what constitutes as freedom affect the choices of individual and institutional investors in a market-based economy to invest selectively by ostracizing certain businesses and privileging others. We illustrate the process of accessing such freedom using the example of the rise of the logic of social protection and environmental justice from the divestment movement of the 1960s, and the resultant growth in the business practice of socially responsible investing in financial markets. We conclude by discussing how understandings of freedoms and unfreedoms shape the emergence of alternative logics in capital markets and the development of subsequent organizational forms and practices.

Paper is Available to Meeting Registrants Only.

Author: **Yi Ren**, *Montclair State U.*

Author: **Jean M. Bartunek**, *Boston College*

With a growing number of platforms translating management research for practitioner guidance, research impact on practice has become an increasingly prominent and popular topic. However, almost no attention has been paid to the very important roles of gatekeepers in this process, those who choose research to be translated. In this paper, we investigate how knowledge translators select peer-reviewed scholarly research papers for translation for practitioners. Based on Gatekeeping theory, we collected and analyzed multiple types of data from a magazine that publishes translations of scholarly research for practitioners in order to delineate the criteria the magazine's knowledge translators used in selecting research papers to translate. We studied the magazine's website, interviewed its knowledge translators, and used a matched sample of unselected research papers to empirically assess empirically the actual criteria used. We found that knowledge translators are more likely to choose papers that have explicit sets of implications for practice, are more recently published, are written by high status authors in high status journals, and are seen by knowledge translators as "interesting", "counterintuitive", as well as "trustworthy". We discuss the implications for these findings for the gatekeeping literature, for research on knowledge translation processes, and for academics' research and publication.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **329** | Submission: **15780** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:00AM - 12:30PMET (UTC-4)**

Career Mobility and Hiring Bias: Frontiers of Labor Market Research *Symposium on Career Mobility and Hiring Bias*



Organizer: **Ming De Leung**, *U. of California, Irvine*
Organizer: **Tiantian Yang**, *Duke U.*
Organizer: **Jiayi Bao**, *UNC-Chapel Hill*
Discussant: **Isabel Fernandez-Mateo**, *London Business School*
Presenter: **Sara Mahabadi**, *McGill U. - Desautels Faculty of Management*
Participant: **Lisa Ellen Cohen**, *McGill U.*
Presenter: **Ben Rissing**, *Cornell U.*
Presenter: **Claire Daviss**, *Stanford U.*
Presenter: **Weiyi Ng**, *National U. of Singapore*
Participant: **Eliot Sherman**, *London Business School*

The papers in this symposium collectively work at extending and developing the intersections of two current, and burgeoning, streams of contemporary labor market research. First is the move towards a better understanding of the mechanisms of hiring bias. While past research has focused on demonstrating the existence of hiring bias, recent research has endeavored to develop a much richer understanding of how and why it may develop, whether it changes over time, and how it could be mitigated. A second stream of work has tackled the question as to how technological advances will impact the labor market, such as how companies are exploiting the continued externalization of gig-economy labor force hiring and whether and how machine learning matching technologies will benefit or harm employees of employers. In our first presentation, Mahabadi and Cohen ask: How and where do people learn to hire and how does that shape labor markets? The authors explore this question in the context of startups and investigate how founders and hiring managers there turn to outsiders for help with the critical tasks of hiring. They analyzed over 200 interviews with hiring managers, startup employees, potential job applicants and subject matter experts across over 50 startups; non-participant observation; and document review. They show that founders and hiring managers from many startups described learning from various parties in their ecosystem about several aspects of hiring, including: learning from investors, job candidates, mentors, consultants, recruiters, other entrepreneurs, and people in established organizations; learning through deliberate networking and advice seeking; and learning through less formal and less hiring-focused interactions at events such as startup fairs, conferences and social events. Based on these analyses, they categorized entrepreneurial learning into three broad categories: the very mechanical and transactional aspects of hiring; the aspects of structures closely related to hiring; the more elaborated learning of what they might do to convince people to work for them. The paper then explores the implications of these learnings for labor markets and organizations. In our second presentation, Rissing asks is hiring bias shaped through personal experience or the result of exposure to negative events? The author examines this in the context of H1B visa examiners. He engages two burgeoning, yet largely separate, literatures examining dynamic personal and contextual factors that may shape decision maker bias over time. First, experience-based theories argue that through repeated assessments of individuals belonging to different groups, decision makers may update their attitudes regarding said groups. Second, event-based theories have argued that decision maker bias may be shaped by local shocks, such as crimes or attacks associated with members of a select group that may then be perceived as a threat. There have been few opportunities for scholars to examine how these two key forms of learning might contribute to the updating of decision makers' attitudes regarding particular groups of workers in an organizational setting. In our third presentation, Daviss and Leung ask whether or not employers change their hiring preferences, and by implication, their biases, over time. Specifically, they explore how employers' preferences for women or men job candidates vary across multiple hiring decisions. They propose three potential patterns: stability, in which an employers' bias and by extension their preferences remain consistent across multiple hiring decisions; reduction, in which the strength of an employers' gender bias is reduced through direct experiences with workers; and reversion, in which an employers' preference for women or men reverses directions due to the accumulation of moral credentials. To test these patterns, they draw on a unique longitudinal dataset from an online labor marketplace, comprising 4 million bids submitted for more than 450,000 jobs, posted by more than 128,000 employers in 2012. Using logit regression with applicant- and job-level controls, they test whether a bid's likelihood of being selected is correlated with the gender of the worker, as well as the gender of the employer's most recent hire and the quality of the employer's experience with their most recent hire. They find strong evidence suggesting that employers' preferences for women versus men are largely stable, and weak evidence that employer's gender preferences are shaped in part by their direct experiences with workers. They do not find, however, that employers' preferences reverse with the accumulation of moral credentials, even when employers' moral credentials would presumably be strong. In our fourth presentation, Yang, Bao, and Leung ask whether and how racial hiring bias can be mitigated. Specifically, they examine whether and how employer perceptions of how responsible a job applicant looks may mitigate the hiring bias African Americans face. While employers are known to be biased against hiring black job applicants, when as compared to White applicants, what is less well-understood is whether and how this bias may be mitigated. The authors examine a mobile technology mediated labor market that matches employers looking to hire temporary labor with the gig-economy labor force job seekers. They ask whether or not employer perceptions of responsibility will mitigate the hiring bias black job seekers face. The particularly novel aspect of their paper is the use of a machine learned algorithm to code job applicant photos for how "responsible" they look – thereby introducing us to a computational method to measure human perception in hiring. Finally, Ng and Sherman ask whether the trend by firms who increasingly externalized labor markets to hire is justifiable. Much of the accumulated evidence suggests that it is not. For example, firms tend to pay a significant wage premium for external hires versus comparable candidates promoted from within. Furthermore, research documents declines in the performance of securities analysts, insurance agents, and bankers who switch organizations. Given these results, as well as the financial costs incurred when hiring via third-party recruiters, the rationale for sustaining external hiring at its current levels is not immediately apparent. How do firms capture value from external labor market hiring? Social capital theory suggests that external hires should produce work that is more creative than their otherwise equivalent internal counterparts. Ng and Sherman test this perspective via machine learning methods using a repository of resumes from the website LinkedIn. By relying on a matching estimator the authors find, in a sample of product managers working in large technology firms, that external hires are indeed more creative than observably equivalent internal hires. However, the authors also find that external hires have a higher turnover rate, an effect that is amplified for particularly creative external hires. This suggests that relying on external hires to catalyze creativity may be a difficult strategy to sustain in the long term. Taken together, this research offers some evidence as to why external hiring continues unabated in spite of its demonstrable detriments.

Learning by Hiring: How Hiring Processes Facilitate Learning Across Startup-Ecosystem Boundaries

Author: **Sara Mahabadi**, *McGill U. - Desautels Faculty of Management*

Author: **Lisa Ellen Cohen**, *McGill U.*

To H-1B or Not to H-1B? The Role of Experience and Events in Shaping Dynamic Bias

Author: **Ben Rissing**, *Cornell U.*

Patterned Preferences: Employers' Preferences for Women Versus Men Across Multiple Hiring Decisions

Author: **Claire Daviss**, *Stanford U.*

Author: **Ming De Leung**, *U. of California, Irvine*

How race moderates effect of perceived responsibility on being hired on a low-skilled labor market

Author: **Tiantian Yang**, *Duke U.*

Author: **Jiayi Bao**, *UNC-Chapel Hill*

Author: **Ming De Leung**, *U. of California, Irvine*

In Search of Inspiration: External Hiring, Internal Mobility, and Creative Production

Author: **Weiyi Ng**, *National U. of Singapore*

Author: **Eliot Sherman**, *London Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Changing the Energy Mix

Digital Session Chair: **Hyun-Soo Kim**, *KAIST*

ONE: Motivation for firm ECSR: Firm's CO2 emissions and Search for Renewable Energy Technology

Author: **Hyun-Soo Kim**, *KAIST*

Author: **Hyun Ju Jung**, *KAIST*

Author: **Chul Ho Lee**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*

Research in environmental corporate social responsibility has mainly focused on external pressures as determinants of firms to engage in eco-friendly behaviors. However, firms are heterogeneous in executing environmental behaviors, which cannot be explained solely by external factors. What motivates firms to engage in proactive environmental behavior, in particular, searching for environmental technology? This study tries to answer this question using the difference between the firm's CO2 emissions and their aspiration levels, and examines how this gap affects a firm's renewable energy technology search behavior. By testing our hypotheses within renewable energy technology search behavior of U.S. Fortune 500 information, communication, and technology firms from 2010 to 2018, we find that firms are more likely to search for renewable energy technology as the gap between firms' CO2 emissions and aspiration levels widens. When a firm's CO2 emissions is greater than aspirations, the impact of social gap on searching behavior is greater than the impact of historical gap. On the contrary, when a firm's CO2 emissions is less than aspirations, the impact of historical gap on searching behavior is greater than the impact of social gap.

Paper is Available to Meeting Registrants Only.

ONE: The Influence of FDI on Renewable Energy and Environmental Performance

Author: **Christian Amponsah**, *Yorkville U.*

Author: **Samuel Adams**, *GIMPA*

This paper assesses the influence of FDI on renewable energy and environmental performance. Drawing on panel co-integration techniques the study investigates the effect of renewable energy on environmental quality of 28 Sub-Saharan African countries spanning the period 1980-2014. The findings based on the Fully Modified OLS and GMM estimation technique show that both renewable and nonrenewable energy contribute to carbon dioxide emissions in the countries studied in the long run, but only nonrenewable energy has a significant positive effect on carbon dioxide emissions in the short run. The results show that a percentage increase in nonrenewable energy consumption leads to an increase of 1.07% and 1.9% in CO2 emissions in the short and long run respectively. Additionally, economic growth contributes to environmental degradation while urbanization has a negative effect on carbon dioxide emissions. A percentage increase in GDP leads to 1.3% and 1.82% increase in emissions in the short and long run respectively. The results also show that less democratic states are more likely to pollute the environment than more democratic states. Further, there is no statistically significant effect of non-renewable energy in the short-run for high democratic nations. The study focuses on a panel of 28 SSA countries and does not identify country – specific conditions and therefore future studies should be directed at both firm and country levels to provide more information on the energy consumption - environmental degradation nexus.

Paper is Available to Meeting Registrants Only.

ONE: A Voice for Change? A Network Analysis of Equity Ownership in Canada's Fossil Fuel Industry

Author: **Truzaar Dordi**, *U. of Waterloo*

Author: **Olaf Weber**, *U. of Waterloo*

Financial actors may exert considerable influence over the governance of fossil fuel corporations, which bolster or impede steps towards climate action. However, the influence of financial actors on climate instability remains to be examined. This network analysis of equity ownership uncovers the structure of control of financiers in Canada's fossil fuel industry and examines how sensitive the industry is to major stockholders. The results infer that ownership and influence are concentrated among a small subset of predominantly foreign and corporate equity owners. Moreover, the collective influence of just 14 major stockholders is significant. Finally, high debt loads of fixed assets make fossil fuel companies particularly sensitive to their shareholders. The results infer that these major stockholders will be unlikely to use their voice to curtail carbon emissions. Thus, this study not only allows us to identify key financial actors but map their influence over the economic activities directly associated with climate stability. The paper contributes to theory and practice, bridging the literature on corporate governance, equity ownership, and climate stability.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **331** | Submission: **16742** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:00AM - 12:30PMET (UTC-4)**

Developing and Publishing Research in Management Learning and Education



Publishing Research in Management Learning

Organizer: **Paul Hibbert**, *U. of St Andrews*
Organizer: **Jennifer Leigh**, *Nazareth College*
Organizer: **Marissa Edwards**, *U. of Queensland*
Organizer: **Martyna Sliwa**, *U. of Essex*
Organizer: **Todd Bridgman**, *Victoria U. of Wellington*

Research in Management Learning and Education has gained increased prominence within the Academy as external stakeholders demand evidence of student learning, accreditors require institutions to show evidence of impact and recent crises have set numerous practical challenges and theoretical puzzles. In this session, a panel Editors and Associate Editors from the three major Management Learning and Education publications (i.e., *Academy of Management Learning and Education*, *Journal of Management Education*, and *Management Learning*) will discuss and provide advice on how to design and conduct novel, impactful, and meaningful research in management learning and education. The goals are to obtain a better understanding of core characteristics and quality criteria of good research in our field and knowledge of opportunities for developing publications. More specifically, we want to provide current and prospective authors with a supportive, encouraging and interactive platform where they might share their ideas for designing and conducting management learning and education research projects and gain initial feedback and direction from experienced editors. All are welcome to attend.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **332** | Submission: **13758** | Sponsor(s): **(RM, OB, OMT, STR, HR, TIM, MOC, AAM, AFAM, IAM, INDAM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:00AM - 1:00PMET (UTC-4)**

Ask the Qualitative Experts 
Ask the Qualitative Experts

Chair: **Andreas Schwab**, *Iowa State U.*
Panelist: **Julia Balogun**, *U. of Liverpool*
Panelist: **Santi Furnari**, *City, U. of London*
Panelist: **Dennis A. Gioia**, *Pennsylvania State U.*
Panelist: **Thomas Greckhamer**, *Louisiana State U.*
Panelist: **Bryant A. Hudson**, *IÉSEG School of Management*
Panelist: **Ann Langley**, *HEC Montreal*
Panelist: **Gerardo Okhuysen**, *U. of California, Irvine*
Panelist: **Roy R. Suddaby**, *U. of Victoria*

This PDW has a long-standing tradition as a crowd favorite, and is a great opportunity to ask experts in qualitative research any questions you might have in areas such as ethnography, grounded theory, discourse analysis, interpretative phenomenological analysis and user questions related to participant observations, case studies, interviews, focus groups, conversation analysis, narrative inquiries, coding, content analysis, and computer-assisted qualitative data analysis. No preregistration is required, and the format is very laid back; attendees are encouraged to come and go as they please to have their questions answered by prodigious methodologists in the field.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Impression Management

Digital Session Chair: **Jan Christian Bauer**, *U. of Goettingen*

SIM: Too Good to Be True: Impression Management and Integrity's Self-Governing Mechanism in M&As

Author: **Jan Christian Bauer**, *U. of Goettingen*

Author: **Jan Christoph Hennig**, *U. of Goettingen*

In this paper, we study the influence of corporate culture (i.e., integrity) on impression management around M&As. Building on prior M&A literature, we argue that M&As provide a setting in which managers are prone to follow managerial self-interests and make use of impression management. Using a sample of 2,269 M&A transactions from S&P 500 firms between 2003 and 2018, we provide evidence that higher levels of integrity limit managerial use of impression management (i.e., manipulative disclosure behavior) during M&A announcements. We find an even stronger relationship in contextual situations that increase the risk of managerial self-interests in M&As. Our evidence suggests that integrity limits the risk of managerial self-interests in situations with high managerial discretion. We conclude that integrity acts as a self-governing function in situations that are hard to monitor by traditional governance mechanisms. Our study enriches prior research on impression management and voluntary information disclosure around M&A announcements with a perspective on the cultural value of integrity.

Paper is Available to Meeting Registrants Only.

SIM: Maintaining a Good Image with Abusive Supervision: The Role of Self Enhancement Motives and FOC

Author: **Muhammad Waheed Akhtar**, *Liaoning U.*

Author: **Chunhui Huo**, *Liaoning U. Asia-Australia Business College*

Author: **Kashif Aslam**, *COMSATS Institute of Information Technology*

Author: **Muhammad Asrar-ul-Haq**, *COMSATS U. Islamabad, Sahiwal Campus*

Author: **Muhammad Safdar**, *Liaoning U. Business School*

The purpose of the research is to examine the mediating role of facades of conformity in the relationship between abusive supervision and emotional exhaustion. Further, we analyze the moderating role of the self-enhancement motives in the relationship between abusive supervision and facades of conformity. Furthermore, self-enhancement motives moderates the mediated relationship. Time lagged data across three intervals of four weeks (Time 1, Time 2, and Time 3) were collected from 321 employees working in the service sector of Pakistan. The key findings are that 1) abusive supervision predicts emotional exhaustion; 2) façade of conformity mediates this direct relationship; 3) self-enhancement motives moderate the relationship between abusive supervision and facades of conformity; and 4) self-enhancement motives moderate the mediated relationship. Managers need to promote a culture that accommodates diverse of opinion at the, so that everyone is able to express and share views openly. Organizations should encourage supervisors to participate in leadership development programs aimed at eliminating abusive supervision.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **334** | Submission: **14446** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 11:00AM - 12:30PMET (UTC-4)**

Sustainability Agency 
Sustainability Agency

Chair: **Satu Päivi Teerikangas**, *U. of Turku, School of Economics*
Organizer: **Tiina Onkila**, *U. of Jyväskylä*
Coordinator: **Katariina Koistinen**, *Lappeenranta U. of Technology*
Coordinator: **Marileena Mäkelä**, *U. of Turku, Finland*
Participant: **Lara Gonzalez-Porrás**, *Tampere U.*
Participant: **Anna Heikkinen**, *Tampere U.*
Presenter: **Johanna Kujala**, *Tampere U.*
Participant: **Riikka Tapaninaho**, *Tampere U.*
Presenter: **Paavo Ritala**, *LUT School of Business and Management*
Presenter: **Noelia-Sarah Reynolds**, *U. of Essex Business School*
Participant: **Melanie Hassett**, *U. of Sheffield*
Presenter: **Helen Etchanchu**, *Montpellier Business School*
Participant: **Frank G.A. De Bakker**, *IESEG School of Management*
Presenter: **Jan Hermes**, *U. of Oulu Business School*
Participant: **Mikolaj Pawlak**, *U. of Warsaw*
Presenter: **Gustavo Birollo**, *FSA ULaval (Laval U.)*
Participant: **Susana Esper**, *IESEG School of Management*
Participant: **Linda Rouleau**, *HEC Montreal*
Presenter: **Andrew Mountfield**, *Oxford U., Saïd Business School*

If sustainability transitions are to succeed, the role of actors, i.e. agency, is critical. While different forms of sustainability-related agency are studied, this research tends to operate in actor- and discipline-based silos. This symposium reviews prior academic research on sustainability agency. In view of integration, the symposium structures sustainability agency via relational agency, activist agency, and individual level agency. The seven symposium presentations draw from management and neighboring disciplines, offering reviews and conceptualizations of sustainability agency at individual and/or organizational levels of analysis. The symposium seeks to spark discussion on the need for theoretical and conceptual integration in the study of sustainability agency, within and across disciplines.

Stakeholder engagement in sustainability transitions

Author: **Lara Gonzalez-Porrás**, *Tampere U.*
Author: **Anna Heikkinen**, *Tampere U.*
Author: **Johanna Kujala**, *Tampere U.*
Author: **Riikka Tapaninaho**, *Tampere U.*

The role of sustainability agency in mergers and acquisitions

Author: **Noelia-Sarah Schnurr**, *U. of Essex*
Author: **Melanie Hassett**, *U. of Sheffield*

Circular economy ecosystems: A typology, definitions, and implications

Author: **Paavo Ritala**, *LUT School of Business and Management*

Social movement organizations' agency for sustainable organizing

Author: **Helen Etchanchu**, *Montpellier Business School*
Author: **Frank G.A. De Bakker**, *IESEG School of Management*
Author: **Giuseppe Delmestri**, *WU Vienna U. of Economics and Business*

Roles and practices of institutional workers in climate change action

Author: **Jan Hermes**, *U. of Oulu Business School*
Author: **Mikolaj Pawlak**, *U. of Warsaw*

Not dinosaurs but dynamos: The roles of middle managers in corporate social responsibility

Author: **Gustavo Birollo**, *FSA ULaval (Laval U.)*
Author: **Susana Esper**, *IESEG School of Management*
Author: **Linda Rouleau**, *HEC Montreal*

Barriers to implementing sustainability experienced by middle managers in Retail & Consumer Goods

Author: **Andrew Mountfield**, *Oxford U., Saïd Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **335** | Submission: **14191** | Sponsor(s): **(TIM, ENT, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:00AM- 1:00PMET (UTC-4)**

**Lean Startups and Innovation Strategy: Building a Research
Agenda**
Lean Startups and Innovation Strategy



Organizer: **David R. Clough**, *Sauder School of Business, U. of British Columbia*
Organizer: **Sourobh Ghosh**, *Harvard Business School*
Organizer: **Andy Wu**, *Harvard Business School*
Presenter: **Henry Chesbrough**, *U. of California, Berkeley*
Presenter: **Cheng Gao**, *U. of Michigan, Ross School of Business*
Presenter: **Rory Morgan McDonald**, *Harvard U.*
Presenter: **Erin L. Scott**, *Massachusetts Institute of Technology*
Presenter: **Mary Tripsas**, *U. of California, Santa Barbara*

In the decade since ‘The Lean Startup’ was published, the method outlined in this book has been widely adopted by entrepreneurs and the principles it embodies have guided many new venture launches and product innovations. Established corporations have attempted to adopt these practices for their in-house innovation efforts with varying levels of success. This has prompted a surge in academic interest in the Lean Startup and associated methodology. While some underlying principles of the Lean Startup method are present in established streams of literature, a flourishing body of research has emerged to address remaining gaps between theory and the practices inspired by the Lean Startup method. Thus, we ask: What new research questions does the Lean Startup movement open up? In the sixth iteration of this highly popular workshop, we continue our discussion of these issues by assembling a panel of leading scholars who will share their current work and their perspectives on interesting directions for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **336** | Submission: **10015** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 11:30AM - 1:00PMET (UTC-4)**

**If We Know the Answers are We Asking the Right Questions? Women's
Representation in Decision Making**
Are We Asking the Right Questions?



Participant: **Linley Anne Lord**, *Curtin U.*
Participant: **Diana Bilimoria**, *Case Western Reserve U.*
Participant: **Margaret M Hopkins**, *U. of Toledo*
Participant: **Deborah A. O'Neil**, *Bowling Green State U.*
Participant: **Dorothy Wardale**, *Curtin U.*
Participant: **Sujana Adapa**, *Associate Professor*

Whilst we are aware of many strategies with the potential to bring about lasting change in women's representation in decision-making, progress remains slow and gains often transient. This caucus aims to broaden our sight by exploring the need for new questions and research directions aimed at systemic change in organisations. This caucus aims to bring gender scholars together to explore the need for new questions and research directions aimed at systemic change in organisations. The presenters from the US and Australia will provide a brief overview of key dilemmas and challenges their research to date has identified. This will be followed by a facilitated discussion to identify possible new research questions and approaches.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Writing Difference ✈️ 💻 🖐️
Writing Difference

Digital Session Chair: **Iga Maria Lehman**, *U. of Social Sciences*

CMS: **Writing for a difference: Why writing on management needs to address the concept of writer identity** 🗂️ 💻

Author: **Iga Maria Lehman**, *U. of Social Sciences*

Since acceptance and visibility in discourse communities depends on readers' recognition of the veracity of writers' argumentation, my purpose in this paper is to conceptualize the identity academic authors assume to communicate disciplinary knowledge and beliefs to their readers. The theoretical perspectives involved in this analysis include Hyland's (2008) interactive model of voice and selected aspects of Harré and van Langenhove's (1999) positioning theory, which I synthesized into a multi-aspectual model of writer identity. Based on this conceptual framework, the discourse analytic tool was designed to measure rhetorical features which signal writer stance and reader engagement, and correspond to four types of intentional positioning of writer identity (linguistically encoded in the voices). From this analysis, specific advice is provided as to how academics can create a reader-inclusive and therefore more effective authorial identity in their texts. In this way, I present a transformative vision of management writing, which has been criticised as being no longer effective in communicating today's changing socio-cultural, disciplinary and practical contexts. In so doing, I support the recent efforts in CMS to 'write differently' in order to address the aesthetic, moral and political concerns of writing in the field.

Paper is Available to Meeting Registrants Only.

CMS: **Return to Tamara-Land: Metaphors of Marquis de Sade and Mary Parker Follett on the Yellow Brick Road** 🗂️

Author: **R. Duncan M. Pelly**, *McMurry U.*

Author: **David M. Boje**, *Emeritus*

Stories have a remarkable way of illustrating theories. This article will use Frank Baum's *The Wonderful Wizard of Oz* to illustrate the tension between Mary Parker Follett's power with systems and the Marquis de Sade's power over systems. Through resurrecting the Tamara-land metaphor, we have used intertextuality and literary critique to explore the power dynamics of Dorothy, the Strawman, the Tin Woodman, and the Lion vis a vis the more powerful characters in *Oz: The Wizard of Oz*, and the Witches of the North, East, and West. This work is of interest to academics and practitioners who wish to explore complex power dynamics in a simple and elegant fashion.

Paper is Available to Meeting Registrants Only.

CMS: **Voicing and Noising - The Other in Organization and Management Theory**

Author: **Philipp Arnold**, *European Uni Viadrina, Frankfurt (Oder)*

Author: **Jana Costas**, *European Uni Viadrina, Frankfurt (Oder)*

This conceptual paper takes inspiration from Jacques Rancière's theorizing on politics to refine our understanding of otherness in management and organization theory. Departing from the notion of noise, we argue that those othered in management and organization are precluded from the realm of sensible speech and can thus not be grasped through widely used conceptual lenses such as voice or discourse. We introduce the concepts of voicing and noising to provide a novel perspective on the politics of otherness understood as "the Dispute over the Existence of the Dispute" (Rancière, 1998: 55) and argue for a renewed theoretical and empirical engagement with it.

Paper is Available to Meeting Registrants Only.

🗂️ CMS: **Can the Female Black Scholar Speak Out in a Noncooperative Space?** 🗂️ 🗂️ ✈️ 💻 🖐️

Author: **Penelope Muzanhamo**, *U. College Dublin, Smurfit*

Author: **Rashedur Chowdhury**, *U. of Southampton*

Best Critical Paper on Gender sponsored by the Journal of Gender, Work & Organization

We explore how black female intellectual activists cope in a 'noncooperative space' while seeking racial equality. Our analysis adopts and extends the concept of 'noncooperative space' as an organizational and social environment portrayed by powerful white agents as victim-friendly and protective, yet, in reality, one that is perilous for individuals who challenge racism. Our analysis suggests that courage helps black female intellectual activists to cope with and navigate these noncooperative spaces. However, courage, a traditionally manly attribute, is fragile and never omnipresent. Courage fades and regenerates, resulting in temporary loss and (re)gaining of voice. We reach our conclusion by grounding our analysis in intersectionality and drawing on an inductive theory analysis of an in-depth interview with a black African female scholar, and subsequently, her autoethnographic account of a racially motivated domestic violence experience. To overcome noncooperative spaces and advance racial equality, we suggest 'courageous collective action' and cooperation among black, brown and white scholars (allies). Our conceptualization contributes to debates on intellectual activism and racial equality within the broader area of diversity and inclusion.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

🗂️ Teaching-oriented 🗂️ Practice-oriented ✈️ International-oriented 🗂️ Theme-oriented 💻 Research-oriented 🖐️ Diversity-oriented
🗂️ Selected as a Best Paper

Work-Life Integration, Family Harmony, and Gender Dynamics



Digital Session Chair: **Jing-hao Zhang**, *Peking U., School of Psychological and Cognitive Science*

OB: **Cultural differences in work-life integration and segmentation**

Author: **Jing-hao Zhang**, *Peking U., School of Psychological and Cognitive Science*

Despite abundant research on work-life integration and segmentation, few attempts explore the role of culture in them. Based on individualism-collectivism literature, we theoretically integrate cultural values into work-life integration-segmentation, and propose that people in individualistic cultures are more likely to attain work-life segmentation, whereas people in collectivistic cultures are more likely to attain work-life integration. To provide the mechanism about how work-life integration-segmentation continuums are formed variously between individualism and collectivism, we also posit that role identity pattern shapes the cultural distinction of work-life integration and segmentation, which implies the difference of work-life boundary management in distinct cultures. Our research advances understanding of the interrelationship between work and life domains and unpacks the psychological mechanism of boundary management distinction by expanding theory regarding the importance of roles of cultural values in boundary management strategy.

Paper is NOT Available. Please contact the author(s).

OB: **The Effects of CEO Original Family Harmony on Firm Product Innovation Performance**

Author: **Xiulian Ouyang**, *School of Economics & Management, Tongji U.*

Author: **Ying Wang**, *School of Management and Economics, Beijing Institute of Technology*

Author: **Xiangfan Wu**, *Xinjiang U. of Finance and Economics*

Author: **Ho Kwong Kwan**, *China Europe International Business School (CEIBS)*

In this study, we integrate work-family enrichment theory and upper echelons theory to examine how and when chief executive officers' (CEOs') original family has impacts on their firm performance. We argue that CEO original family harmony has an indirect effect on firm product innovation performance through CEO family supportive supervisor behaviors (FSSB) and top management team (TMT) behavioral integration, which operate in sequence. Additionally, we propose that CEO founder status strengthens the effects of CEO original family harmony. Results of data from 125 CEOs and 568 TMT members in various high-technology industries in China indicated that the positive relationship between CEO original family harmony and firm product innovation performance is serially mediated by CEO FSSB and TMT behavioral integration. Moreover, CEO founder status exacerbates the direct effect of CEO original family harmony on CEO FSSB and its indirect effect on firm product innovation performance. The findings provide insightful theoretical contributions, practical implications, and new research directions for understanding CEO family-work spillover and CEO-TMT interface.

Paper is Available to Meeting Registrants Only.

OB: **Gender Matters: The Effects of Gender and Segmentation Preferences on Work-to-Family Conflict**

Author: **Viva Nsair**, *Wayne State U.*

Author: **Matthew Piszczek**, *Wayne State U.*

Many employees work under a family sacrifice climate, facing employer pressure to put the demands of work before the demands of family and leading to increased work-to-family conflict. This climate enforces consistent behavioral expectations across all employees. However, employees likely experience family sacrifice climates differently. Drawing on social role theory and boundary theory, we investigate how individual differences in gender and boundary management preferences interact to shape the relationship between workplace family sacrifice climate and work-to-family conflict in a two-wave sample of 157 professional employees. Results show women experience more work-to-family conflict from family sacrifice climates than men. We find that segmentation preferences further shape this relationship, but in opposite ways for men and women. Results indicate higher segmentation preferences are associated with a stronger relationship between family sacrifice climate and work-to-family conflict for women, but a weaker relationship for men. We discuss implications of these findings for understanding the role of organizational climate in creating gendered work-family experiences.

Paper is Available to Meeting Registrants Only.

OB: **Psst! Did You Hear? A Gender Perspective on Reactions to Receiving Gossip at Work**

Author: **Maria Kakarika**, *EM Normandie Business School*

Author: **Shiva Taghavi**, *NEOMA Business School*

Author: **Helena Gonzalez**, *NEOMA Business School*

We examined workplace gossip recipients' perceptions of the gossiper and behavioral reactions, using three studies with mixed methods. In Study 1, we explored the nature of workplace gossip and how recipients perceive the gossiper with qualitative data. Studies 2 and 3 were experimental, and further examined behavioral responses toward the gossiper, as well as the moderating effect of the recipient's gender. Results showed that gossip recipients perceived the gossiper more negatively in terms of morality and trustworthiness. We also found that negative perceptions of the gossiper were stronger for female than male recipients. In turn, these perceptions translate into behavioral reactions toward the gossiper in the form of career and network-related penalties. Results are discussed in terms of their implications for practice and research on workplace gossip and understanding gender differences in responses of gossip recipients.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **339** | Submission: **10202** | Sponsor(s): **(OB, GDO, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:30AM- 1:30PMET (UTC-4)**

**#BlackLivesMatter in the Workplace: How to address issues of
race in our teaching**
BLM in Teaching



Organizer: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*
Organizer: **Tiffany Trzebiatowski**, *Colorado State U.*
Organizer: **Sigal Barsade**, *The Wharton School, U. of Pennsylvania*
Organizer: **Haoying Xu**, *U. of Illinois at Chicago*
Panelist: **Courtney Lynn McCluney**, *ILR at Cornell*
Panelist: **Leon Prieto**, *Clayton State U.*
Panelist: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*

The #BlackLivesMatter movement has burgeoned over the past several years, but it reached unprecedented levels of support in 2020. As topics of systemic racism, oppression, and racial inequality receive renewed attention, universities, and business schools particularly, have faced increasing pressure to integrate anti-racism education into the curriculum. Thus, the purpose of this PDW is to create a community of scholars and educators interested in exchanging and developing ideas to bring anti-racism lessons and materials into the classroom. The proposed format for this workshop is a 2-hour event consisting of a panel discussion and a break-out development activity. The structure of this workshop includes sharing of advice from expert educators on anti-racism teaching techniques and activities, exchanging of experiences between participants, and creating a space that fosters the generation of new ideas for bringing current events into the classroom.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **340** | Submission: **14365** | Sponsor(s): **(OCIS, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:30AM- 2:00PMET (UTC-4)**

The rise of computational methods in theory building

Broadening our horizon

Organizer: **Hila Lifshitz-Assaf**, *New York U.*
Organizer: **Aron Lindberg**, *Stevens Institute of Technology*
Organizer: **Semi Min**, *New York U.*
Panelist: **Natalia Levina**, *New York U.*
Panelist: **Brian T. Pentland**, *Michigan State U.*
Panelist: **Youngjin Yoo**, *Case Western Reserve U.*
Panelist: **Shaila Miranda**, *U. of Oklahoma*
Panelist: **Emmanuelle Vaast**, *McGill U.*
Panelist: **Stefan Seidel**, *U. of Liechtenstein*
Participant: **Nicholas MacGregor Garcia**, *New York U.*

As digital traces and computational capacity has grown exponentially, researchers in the IS field, as well as adjacent fields, have increasingly utilized computational methods of various kinds. Recently, computational methods have also been used in an inductive mode, geared towards developing, rather than testing, theory. In this PDW we seek to examine the emerging role of computational methods in theory development, associated potentialities as well as obstacles to overcome. We do so through a number of presentations of empirical work currently underway, group discussions, as well as a panel of senior scholars. This workshop is intended to contribute to the increasing sophistication, prevalence, and legitimacy of computational methods in developing new exciting theories of information systems and organizing.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **341** | Submission: **16407** | Sponsor(s): **(OMT, TIM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:30AM- 1:00PMET (UTC-4)**

Qualitative Research With Archival Data

Qualitative Archival Research

Organizer: **Anders Dahl Krabbe**, *Stanford U.*
Organizer: **Stine Grodal**, *Northeastern U.*
Panelist: **Mary Tripsas**, *U. of California, Santa Barbara*
Panelist: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*
Panelist: **Charlene E. Zietsma**, *Penn State U.*

The digitalization of textual data has spurred a dramatic growth in the availability of archival data. This new data captures both our ongoing digital life and stretches back in time as historical archives are digitalized and made available to the public. The availability of archival data raises new methodological opportunities and challenges for qualitative researchers who aim to generate organizational theory. Drawing on archival materials allows researchers to study the actual textual actions that actors—e.g. people, organizations or markets—make and to track them over time. This allows for textual ethnography where we (unlike in interviews but similar to traditional ethnography) are able to examine the interaction between actors in real time. Unlike both ethnography and interviews the use of archival data allows us to cross both time and space to study the unfolding of organizational phenomena not only across long time periods and in years passed but also across different spatial locations. Finally, archival data allows us to trace phenomena only manifest in aggregated patterns that is not readily observed with an ethnographic gaze. Yet, with these new empirical opportunities also come new challenges which arise both from the heterogeneity and extensiveness of the data. To rise to this challenge, this symposium brings together a set of scholars familiar with using archival data for qualitative analysis to discuss various methodological approaches for collecting and analyzing archival data and the consequences these methodological choices have for theory development.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Worker Management Issues

Digital Session Chair: **Tony N.K. Lynch**, *Auburn U.*

OSCM: Understanding the Effects of Gray Swans on Employee Productivity

Author: **Tony N.K. Lynch**, *Auburn U.*
Author: **William Luse**, *U. of La Verne*
Author: **Bukola Bakare**, -

Companies' business practices and processes can have a negative effect the physical and mental well-being of their employees. This negative effect often results in loss productivity. Employee productivity can be affected by various internal and external factors either at the focal firm or at some node in the supply network (Hochwarter et al., 2008, Rao & Goldsby, 2009). In this paper, we present a conceptual model that examines how Gray Swans, which are low probability-high negative events, impact employee productivity. We propose that job engagement and job satisfaction mediates the effects of a Gray Swan on employee productivity. We also posit that organization identification moderates the effect on job satisfaction and job engagement in relation to employee productivity. We employ a social exchange-contingency theory perspective to examine how Gray Swans impact employee productivity. This conceptual work presents a formal definition of the Gray Swan construct. This paper, to the best of our knowledge, presents one of the first examinations of the effects of Gray Swans on employee job attitudes.

Paper is Available to Meeting Registrants Only.

OSCM: Sustaining continuous improvement upon temporary workers' shoulders: a tale of survival & tribalism (WITHDRAWN)

Author: **Lucas Lopez-Manuel**, *U. of Vigo*
Author: **António Sartal**, *U. of Vigo*
Author: **Xosé H. Vázquez**, *U. of Vigo*

Long-term committed workers are expected to play a key role in the continuous improvement of operating routines, a fundamental activity preceding the creation of competitive advantages at the operations level. However, global uncertainty and market instabilities are increasingly pushing firms to increase the use of temporary labor to bypass current operational challenges related to production costs and flexibility. Although this strategy could have benefits at first sight, conventional wisdom in operations suggests it might be also hindering the successful deployment of continuous improvement practices. We therefore explore whether firms can sustain continuous improvement processes while relying on temporary labor by using an Insider Econometric approach on daily panel data (1793 observations across 9 lines gathered over two years). The results are mixed. We find temporary workers can positively contribute to continuous improvement activities especially when they are trained. However, this positive contribution turns negative as the number of temporary workers increases. We resort to evolutionary psychology to argue how continuous improvement outcomes are shaped by differences in hierarchical groups and tribal-like behaviors that aim to protect individuals' own interests. Overall, our findings questions established theory by offering a nuanced perspective of temporary workers in continuous improvement.

Paper is NOT Available. Please contact the author(s).

OSCM: Paradoxes of Process Digitalization and Worker Behavior

Author: **Daniel Kwasnitschka**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Henrik Franke**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Torbjørn H. Netland**, *Swiss Federal Institute of Technology Zurich, ETH*

What happens to front-line worker behavior when manufactures replace analog work methods with digitalized tools? Considering the current extent and speed of manufacturing and shop-floor digitalization, this important question remains under-represented. In this paper, we study the implementation of so-called "digital Shop Floor Management" (dSFM) systems in five advanced European manufacturing plants. Shop floor management refers to a collection of practices and routines implemented to monitor, steer, and improve production processes at the factory floor. Traditional shop floor management relies largely on lean principles that favor analog and on-site pen-and-paper methods. Seeking to make these processes more efficient, many manufactures are replacing analog methods with new digital dSFM technologies, such as digital dashboards, smart watches, and decision support systems using artificial intelligence. However, our observations give reason to believe that this transition is riddled with paradoxes that stem partly from incompatibilities between the intention of shop floor management and the capabilities of digital technologies. For example, we find evidence that digital technology – a measure that increases the autonomy of production workers – also paradoxically favors stricter control by management. We uncovered these trends in interviews among 30 managers and shop-floor workers of manufacturing companies located in central Europe and discuss our observations in light of paradox theory. Our main contribution is a behavioral paradox perspective on process improvement and digitalization of manufacturing processes.

Paper is Available to Meeting Registrants Only.

OSCM: Influencing Supplier Representatives by Involving a Third Person: An Exploratory Study

Author: **Martin Norlyk Jørgensen**, *Aarhus U.*

As they sit at the nexus of where internal and external organizational interests meet and must be reconciled, purchasing and supply chain managers assume a key boundary mediation role. In this respect, their ability to influence supplier representatives is a sine qua non of successful supply chain management. This article investigates influence tactics of a subtle character, specifically, how managers from a buying organization (influence agents) manipulate supplier representatives' (influence targets) behaviors by involving a third person. So far, this phenomenon has received only scarce attention as existing literature on social influence in buyer-supplier relationships tends to (i) adopt an organizational-level unit of analysis, and (ii) if examining the individual-level seldom extend beyond a dyadic perspective. Drawing on Social Control Theory and employing an exploratory case study with data collected over a two-year period, the author identifies seven distinct influence tactics involving a third person and develops an overview of antecedents motivating their use. With these findings, this article makes a novel theoretical contribution by developing a deeper understanding of underexposed social influence dynamics in individual-level triads in buyer-supplier relationships.

Paper is NOT Available. Please contact the author(s).

Author: **Antoaneta Momcheva**, IE U. - IE Business School Madrid, Spain

Author: **Fabrizio Salvador**, IE U.

Author: **Rocio Bonet**, IE Business School

Facing irregular demand patterns, many service firms contract workers for specific hours when they are needed to meet peaks in demand. We conceptualize different metrics for schedule undesirability and investigate their impact on workers' likelihood of being absent as well as of performing poorly. Using a proprietary dataset of close to a million home visits performed by caregivers over a 5-year period, we find that the number of idle hours in the workday as well as the level of unpredictability of the schedule are significantly associated to higher likelihood of absenteeism as well as client dissatisfaction. Moreover, we find that fostering employee familiarity with the patients can mitigate this negative consequence of schedule undesirability.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **343** | Submission: **16363** | Sponsor(s): **(TIM, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 11:30AM- 1:00PMET (UTC-4)**

The 3D printing revolution is here? The impact of 3D printing on managers and the innovation process *The 3D printing revolution is here?*

Organizer: **Maria Anna Halbinger**, *City U. of New York, Baruch College*
Organizer: **Hila Lifshitz-Assaf**, *New York U.*
Organizer: **Ning Su**, *Ivey Business School*

Three-dimensional printing is widely used across industries and has led to substantial technological, organizational, institutional and societal changes worldwide. Because 3D printing is fundamentally reshaping the ways in which innovation-related knowledge is combined, shared, designed and implemented, this digital technology is challenging existing organizational logics, occupations as well as innovation and entrepreneurial processes. Our interdisciplinary symposium, organized by three scholars from New York University, Ivey Business School and the Lawrence N. Field Center for Entrepreneurship, Baruch College, aims to shed light on the impact of 3D printing for theory and practice. We include four scholars to share their insights from their research that investigates 3D printing as a research context within and outside organizations and discuss the implications of their studies for the field of innovation, management, information systems, strategy, and entrepreneurship.

Minimal and Adaptive Coordination: How Hackathons' Projects Accelerate Innovation without Killing it

Author: **Hila Lifshitz-Assaf**, *New York U.*

The role of pre-innovation platform activity for diffusion success:

Author: **Maria Anna Halbinger**, *City U. of New York, Baruch College*

Product architecture as a strategic variable: The impact of digital technologies on the organization

Author: **Stefano Brusoni**, *ETH Zürich*

How Generative Technologies Govern Online Innovation Communities

Author: **Harris Kyriakou**, *IESE Business School*
Author: **Ann Majchrzak**, *U. of Southern California*
Author: **Jonathan D. Wareham**, *ESADE*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **344** | Submission: **16705** | Sponsor(s): **(CM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:00PMET (UTC-4)**

Community Gathering (Meeting, Awards, Social)
Community Gathering

Program Chair: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Chair: **Jennifer R. Overbeck**, *Melbourne Business School*
Division Chair-Elect: **Kristin Jackson Behfar**, *London Business School*
Professional Development Workshop Chair: **Pri Pradhan**, -
Past Chair: **Jana L. Raver**, *Queen's U.*
Representative-at-Large: **Laura L. Rees**, *Queen's U.*
Representative-at-Large: **Ruchi Sinha**, *U. of South Australia*
Representative-at-Large: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Representative-at-Large: **Sebastien Brion**, *IESE Business School*
Participant: **Lukas Neville**, *U. of Manitoba*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **345** | Submission: **17089** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:40PMET (UTC-4)**

Dark Side Case Competition
Dark Side Case Competition



Digital Session Chair: **Elina Riivari**, *U. of Jyväskylä*

CMS: **DARKSIDE CASE: Black Employees (Should) Matter**   

Author: **Lucia B. Oliveira**, *FGV-EBAPE*

Author: **Bianca Sá**, *FGV/EBAPE*

Author: **Ana Christina Celano**, *IBMEC, Rio de Janeiro*

Dark Side Case Award is sponsored by Sobey School of business

This teaching case portrays a dilemma faced by Daniel, a young Brazilian black journalist who works for Globo Group, the country's largest and dominant media conglomerate. He has been able to build a successful career start at GloboNews channel, which he – and his family – considered to be a dream job. It is a regular working day in early November 2019. Daniel looks at his appointments on the computer calendar and notices that the Brazilian national black awareness day – celebrated on November 20th – is approaching. This event has been a great advance in the Brazilian social agenda. At a glance, Daniel remembers that the country has the world's largest population of black people outside Africa, and that blacks represent the majority of the Brazilian population. It is the result of a grievous time of more than 300 years of slavery, and almost 5 million people forcibly brought to the country. For an idea of the magnitude of this number, around 380 thousand enslaved people were taken to the USA during its slavery period, ten times less than the number received by Brazil. In this reflective moment, he finally realizes that the organization he proudly chose to work for, and that portrays “diversity” as a core value, has so few black workers, and almost none in leadership positions. Moreover, no one seemed to care much about it. What should Daniel do?

Paper is Available to Meeting Registrants Only.

CMS: **A Convenient Indian: The Resignation of Canada's First Indigenous Dean of a Law School**  

Author: **Jim Grant**, *Acadia U.*

I sought to expose and challenge neocolonial values and practices in a Western institution through an Indigenous woman's nuanced and detailed experience of paternalism, racism, and exploitation. The study was informed by a postcolonial perspective and draws on employment relations practices in the case of a woman, Canada's first Indigenous dean of a law school, who quit only two years into her tenure and claimed systemic discrimination leading to constructive dismissal. I sought to disrupt prevalent management and organizational practice by revealing how they serve to propagate neocolonial attitudes and reproduce barriers to the meaningful participation of Indigenous workers. I demonstrated how a neocolonial discourse was constructed and maintained in a Western institution, a legal system that has been hostile to First Nations' rights, and a profession that has been hostile to women. In addition, I demonstrated how a Western perspective was privileged or taken for granted and the Indigenous perspective was marginalized or dismissed. Key Words: employment relations, the West, paternalism, shaming, subordination, racial discrimination, hostile workplace, constructive dismissal, Indigenous, First Nations, postcolonialism, neocolonialism, exploitation, and contesting active legacies.

Paper is Available to Meeting Registrants Only.

CMS: **Dark Side Case: Layers of Corruption in the Car Wash Scheme**  

Author: **Renato Chaves**, *HEC Montreal*

Author: **Emmanuel Raufflet**, *HEC Montreal*

Petrobras is an oil and gas giant publicly traded in Brazil and in international stock markets such as the New York Stock Exchange. The company's main shareholder is Brazil's federal government. Political influence is at the center of Petrobras' implication in a massive corruption scheme revealed in 2014. Brazilian Federal Police's Operation Car Wash disclosed a wide corruption scheme involving Petrobras, members of the Brazilian public administration, and some of the top construction firms in the country. The case focuses on describing how corruption practices spread at Petrobras as well as on the company's responses to the crisis initiated in March 2014. In the months that followed the scandal, former Petrobras executives involved in the scheme agreed to plea bargains and thus helped reveal an intricate network of corruption practices, including complex forms of bid rigging and bribery. Meanwhile, Petrobras announced the intention to create a Governance, Risk, and Compliance unit that would be in charge of various compliance initiatives. On the other hand, the company expressly denied liability and portrayed itself as a victim of the scheme. Based on rich information from the Car Wash scandal, the case addresses the following questions: what is organizational corruption and what are the main assumptions underlying the design and implementation of anti-corruption strategies?

Paper is Available to Meeting Registrants Only.

CMS: **Dark Side Case: Tyson Foods during COVID-19 Pandemic**  

Author: **Debapratim Purkayastha**, *JCFBI Business School, IFHE, Hyderabad*

Author: **Hadiya Faheem**, *Freelancer, Hyderabad*

The case discusses Arkansas-based meat processing company Tyson Foods Inc.'s alleged negligent practices with regard to the safety of its workers during the COVID-19 pandemic. Critics contended that workers at Tyson's meat processing facility at Waterloo, Iowa, worked in closed production lines with no masks or personal protective equipment, and social distancing norms were violated, exposing them to the virus. They also alleged that even workers who felt ill were instructed by plant managers to ignore the COVID-19 symptoms and continue working. Consequently, the families of three workers who died due to COVID-19 at its Waterloo plant filed a lawsuit against Tyson Foods claiming that the managers had lied to the workers about the spread of COVID-19, that the company had failed to implement adequate workplace safety measures, and that supervisors had encouraged sick workers showing COVID-19 symptoms to continue working. In December 2020, Tyson Foods faced more scrutiny from regulators regarding its business practices during the pandemic. Critics felt that the situation at Tyson Foods and several other meat packing facilities in the US had only gone to show the kind of disregard in which such companies held their workers and portrayed contemporary capitalism at its worst. They opined that corporate greed and the singular focus on making profits had put workers' lives at risk since the workers had to report to work despite having COVID-19 symptoms. Going forward, what should Tyson Foods do to provide a safe working environment to its workers? What role can regulators and employers such as Tyson play in improving the working conditions for employees at the workplace? Amidst the pandemic, how do the management of companies such as Tyson Foods balance the need for providing essentials to customers with the need to keep their workers and customers safe?

Paper is Available to Meeting Registrants Only.

CMS: Can Philip Morris Sustain the Big Shift in Global Smoking Landscape?

Author: **Kumar KB S**, ICFAI Business School, Hyderabad

André Calantzopoulos, CEO of the world's largest publicly traded tobacco company Philip Morris International (PMI) was all set to launch the company's breakthrough Heated Tobacco Product (HTP) iQOS (I quit ordinary smoking), in the US market. PMI had introduced iQOS as an alternative to traditional smoking products, given the growing risk and health hazards associated with them. HTPs were PMI's future business products, and the company worked on these products for several years before launching iQOS in Japan in 2014, where the product was highly successful. In the next five years the product was sold in 38 countries around the world. But the US market was a different ball game altogether, as federal agency related to health and human services Food and Drug Administration (FDA) had to approve the product before the launch. iQOS got approval from FDA after several laboratory tests, after it was proved that it reduced harm and the risk of tobacco-related disease among individual tobacco users and had low impact on passive smokers. But observers pointed out that only selective toxins were subjected to lab testing and several substances which were potentially more harmful than the constituents of combustible cigarettes were ignored. These claims could make it difficult for PMI to market its products in the USA. For the company, success of these products was highly important. For several years, it had been advocating people to quit smoking, and discouraged the use of traditional cigarettes. But in the process PMI cannibalized its own traditional combustible cigarettes. But the decline in demand for traditional cigarettes was not set off by the rise in the alternatives, which had hit the company's profitability. André Calantzopoulos had a huge challenge ahead of him. He not only has to come out with a plan to introduce a new technology into the market, but has to also address the growing concerns about the harmful side effects of the ingredients. Competitors were not far behind many of them have their own HTPs in the making, and were just waiting for the right time to enter the US market. At this juncture, André Calantzopoulos needed to steer the company in the right direction, while the future of its future product was itself ambiguous.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **346** | Submission: **10763** | Sponsor(s): **(ENT, OMT, GDO, STR, SIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:30PMET (UTC-4)**

Higher Hurdles and Greater Resilience: The Paradox Facing Women Entrepreneurs During a Pandemic

Female Founders' Hurdles-Resilience in a Pandemic



Organizer: **Jennifer Walske**, *UCLA Anderson School of Management*
Organizer: **Sara Alshareef**, *Department of Business Administration, King Abdulaziz U. Jeddah, KSA*
Presenter: **Candida G Brush**, *Babson College*
Presenter: **Linda F. Edelman**, *Bentley U.*
Facilitator: **Amanda Brickman Elam**, *Babson College*
Facilitator: **Siri Ann Terjesen**, *Florida Atlantic U.*
Facilitator: **Srinivasa Rao**, *BITS, Pilani*

An emerging stream of research examines the impact of exogenous shocks on entrepreneurial startup success, including understanding entrepreneurial action as an equilibrium mechanism (Shepherd & Williams, forthcoming), and if the entrepreneurial response to such crises can be considered either rational, or instead impulsive and therefore less rational (Giones, et al., JBV forthcoming). To this emerging stream of research, we add a gender lens, exploring whether exogenous shocks, such as the COVID-19 pandemic, disproportionately impacts women entrepreneurs in comparison to male founders. With the onset of COVID-19, early Diana International Research Institute (DIRI) survey results suggest that two-thirds of women entrepreneurs report a revenue drop due to the pandemic (Manolova, Brush, Edelman and Elam, 2020). We argue that women's entrepreneurial success (or failure) during an exogenous shock are related positively (or negatively) to their human and social capital, as well as access (or constraints) on other resources such family care or financial resources. Another critical influence on startup success is the public policy measures which impact economic activity. While women entrepreneurs may be disproportionately challenged by the pandemic and subsequent economic effects, there is also evidence that they have been extremely resilient and innovative in overcoming these challenges. Previous research indicates that founders' human capital and networks are critical endowments that shift strategic direction (Greene, Brush, & Brown, 1997) and impact startup firm performance. These changes have not only allowed them to develop new business competencies, but also build new networks such as new channels for delivery (Manolova, et al, 2020; <https://www.bain.com/insights/can-covid-19-be-the-turning-point-for-women-entrepreneurs-in-india/>).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **347** | Submission: **13823** | Sponsor(s): (ENT, STR, OMT, ODC, OB, MOC, TIM, IM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 4:00PMET (UTC-4)**

**Knighthian Uncertainty: Its Operationalization and Applications
in Various Contexts**
Applications of Knighthian Uncertainty



Organizer: **Dongwook Kim**, *U. of Pittsburgh*
Host: **Sharon Alvarez**, *U. of Pittsburgh*
Host: **Asli Musaoglu Arikan**, *Kent State U.*
Host: **Ilgaz Tahir Arikan**, *Kent State U.*
Organizer: **Shuo Yang**, *Kent State U.*
Panelist: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*
Panelist: **Joseph Porac**, *New York U.*
Panelist: **Violina Rindova**, *U. of Southern California*
Panelist: **J C. Spender**, *Kozminski U.*
Moderator: **Henrik Berglund**, *Chalmers U. of Technology*
Moderator: **Minyoung Kim**, *U. of Kansas*
Moderator: **Curba Morris Lampert**, *Florida International U.*
Moderator: **Mark D. Packard**, *U. of Nevada, Reno*

Knighthian uncertainty refers to where neither the possible outcomes nor the probability of those outcomes is known or knowable when a decision is being made. Management researchers have not ignored fundamental, or “Knighthian,” uncertainty over the years, but systematic theorizing has been sparse and fragmented. This paper development workshop devotes itself to deepening the conversation about fundamental uncertainty and how to make it operationalizable and actionable. This workshop emphasizes repurposing uncertainty from being a background assumption to a foreground focal construct that enables better understanding of but not limited to opportunity creation and discovery, imagination, curiosity, and creativity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **348** | Submission: **10479** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:30PMET (UTC-4)**

**New Insights on the Obstacles, Opportunities, and Outcomes on
Women's Path to Leadership**
Obstacles and Opportunities on Women's Leadership



Organizer: **Sonya Mishra**, *UC Berkeley*
Organizer: **Laura Kray**, *U. of California, Berkeley*
Presenter: **Sapna Cheryan**, *U. of Washington*
Presenter: **Sonya Mishra**, *UC Berkeley*
Presenter: **Thomas Bradford Bitterly**, *HKUST Business School*
Presenter: **Matthew Asher Lawson**, *Fuqua School of Business, Duke U.*
Participant: **Alison Wood Brooks**, *Harvard U.*
Participant: **Adriana Germano**, *U. of Washington*
Participant: **Imrul Huda**, *Columbia U.*
Participant: **Ashley E. Martin**, *Stanford Graduate School of Business*
Participant: **Sandra Matz**, *Columbia Business School*
Participant: **John Oliver Siy**, *Columbia U.*
Participant: **Laura Vianna**, *U. of Washington*

We adopt a multi-method approach to examine women's path to leadership from before their careers have even begun, to their leadership at the CEO level. Across four talks employing field studies, lab experiments, and natural language processing, we study how a follow-your-passions ideology causes women to opt out of male-dominated careers, how women's desires for power or status intersect to impact their likelihood of incurring backlash, how women's social power impacts their behavior, and how hiring a female CEO changes firms' official use of language around gender and agency such that the semantic meaning of the two concepts becomes more similar. The papers in this symposium broaden our understanding of how gender stereotypes present obstacles in women's career paths, while also identifying potential solutions to backlash triggered as a means of enforcing traditional gender roles.

Does the Follow-Your-Passions Ideology Cause Occupational Self-Segregation?

Author: **Sapna Cheryan**, *U. of Washington*

Escaping Backlash? The Mitigating Effect of Desiring Status on Backlash Against Ambitious Women

Author: **Sonya Mishra**, *UC Berkeley*

Why Women Laugh More Than Men

Author: **Thomas Bradford Bitterly**, *HKUST Business School*

Hiring women into leadership positions affects the gendering of language

Author: **Matthew Asher Lawson**, *Fuqua School of Business, Duke U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Disability: Narratives and Experiences

Digital Session Chair: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*

GDO: **Organizational Narratives and the Construction of a Prototypical Disabled Employee**   

Author: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*

Conceptualizing organizational narratives as a means of employee identity regulation, I examine how an organization narratively constructs its prototypical disabled employee over time and why stable identity narratives allow for reading change. The study's data comprise public narratives (e.g., news releases) of the Government of India, the country's largest employer of persons with disabilities. Narratives during 2008–2016 were considered as this timespan witnessed the design of inclusive legislation that emphasized defining persons with a disability and their entitlements. Findings indicate that the label of "disadvantage" was consistently used to portray the target employee. Alongside other narrative material suggesting, for example, that the target employee was someone who required employment assistance, this label was supplied to external audiences to convert them into potential partners. This supply of narrative material further reinforced the portrayal of the target employee. Consistent use of this expansive label subsumed changing definitions of who is a person with a disability, allowed for aggregations with diverse disadvantaged collectives, and accommodated changes in employment entitlements and ecosystem partners, thereby allowing the reading of change in stable identity narratives. These findings, which are pertinent to identity regulation of employees with a disability, can also be extended to studying other categories of constructed social difference in the broader field of management and organization studies.

Paper is NOT Available. Please contact the author(s).

GDO: **How epistemic injustice maintains norms of the disembodied ideal worker in UK Universities**  

Author: **Jen Remnant**, *Edinburgh Business School - School of Social Sciences*

Author: **Kate Sang**, *Edinburgh Business School, Heriot Watt U.*

Author: **Katriona Myhill**, *Edinburgh Business School, Heriot Watt U.*

Author: **Thomas Stephen Calvard**, *U. of Edinburgh*

Author: **James Richards**, *Heriot-Watt U.*

This paper extends debates usually reserved for philosophy, health and justice systems to a new domain by applying Fricker's concept of epistemic injustice to the workplace to understand the experiences of academics living with disability and chronic health conditions. It focuses on the experiences of disabled UK higher education institution (HEI) employees, including women with long-term gynaecological health conditions. The paper brings together four studies conducted between 2017 and 2020 specifically: of interviews with disabled academics (n=75), interviews with key stakeholders in universities (n=35) (including university executives, line managers and human resources staff) alongside an analysis of the human resource management (HRM) policies (n=84) used by university managers to manage disabled employees and those with long-term health conditions, a survey of experiences of managing gynaecological health conditions while working in universities (n=627) and : university staff with gynaecological health conditions (n=23) and We utilise the concept of epistemic injustice to explain the complicated spoken and unspoken, written and unwritten ways in which HRM policy and practice in UK HEIs reinforces sexist and ableist barriers, limiting meaningful inclusion of disabled employees and women employees with gynaecological health conditions. The paper reveals the invisibility of embodied experiences in HE HRM policy and subsequent practice, the implicit operationalisation of stigma to maintain silence and the burden of "proof" required from individuals experiencing health conditions or disability that originates from an assumption of disingenuity. The stigmatised nature of many health conditions, particularly those relating to women's reproductive systems, restricts open discussions of health and the materiality of bodies in the workplace, so limiting the provision of workplace accommodations. HRM policy and practice in UK HEIs requires disclosure and evidence from employees seeking support – obliging them to speak up in a context of institutional silence with no guarantees that they will be believed.

Paper is Available to Meeting Registrants Only.

GDO: **Disability, professional isolation and career attitudes**

Author: **Camellia Bryan**, *Schulich School of Business*

Author: **David Baldrige**, *Oregon State U.*

Author: **Liu-Qin Yang**, *Portland State U.*

Employees with disability-related communication impairments can experience isolation from professional connections which can negatively affect their careers. Management research suggests that having lower quality leader relationships can be an obstacle to employees with disabilities development of professional connections. However, in this paper we suggest that lower quality LMX relationships may not be uniform hurdles for the professional isolation of employees with disability-related communication impairments. In contrast to previous research, we suggest that poorer quality LMX relationships are more detrimental for the professional isolation of employees with less severe, rather than more severe, communication impairment. We expect this to be the case because employees with more severe communication impairments are more likely to disidentify from and have lower expectations for professional connections as self-protective coping strategies. With a sample of 181 deaf and hard of hearing employees, we find that employees with less severe communication impairments report feeling more isolated than employees with more severe communication impairments, and in turn report lower career commitment and career satisfaction. Moreover, the effects of communication impairment severity on professional isolation only hold in lower quality LMX relationships. In a second study of 81 persons with various common disabilities, we find that one possible explanation underlying this resiliency effect of communication impairment severity is that communication impairment is associated with disidentification with professional connections. Overall, our findings suggest that more severe communication impairment may produce resilience against isolation from professional connections.

Paper is NOT Available. Please contact the author(s).

Author: **Charmine E. J. Hartel**, *Monash U., Australia*

Author: **Susan Hayward**, *Macquarie U.*

Author: **Anna Krzeminska**, *Macquarie Business School, Macquarie U.*

Businesses and governments worldwide are pushing for and employing people with autism in the absence of a rigorous academic foundation to guide them. Understanding how to build the capacity of employers to effectively utilize this highly un(der)-employed group and leverage their unique talents is critical to achieving a successful and sustainable outcome. This systematic literature review maps the state of knowledge on this topic by examining evidence from both qualitative and quantitative research relating to the barriers and enablers for autistic people in gaining and maintaining skilled employment. The common thread across the material reviewed is that inclusive organizational cultures as well as the positive and inclusive attitudes of managers and co-workers are core to the participation of autistic people in employment. Yet, the constituent management philosophies and attitudes that support inclusion of autistic employees are not well understood, and advancing knowledge in this area is currently undermined by limited evidence that is predominately based on small scale qualitative studies, underutilization of theory, and overuse of autism symptomatology as a lens of analysis. It is our hope that the research questions and guiding theoretical perspectives we offer herein will inspire and build scholarship in this important emerging area.

Paper is NOT Available. Please contact the author(s).

Author: **Yang Yang**, *Rowan U.*

Author: **David Baldrige**, *Oregon State U.*

Entrepreneurial pursuit is thought to be an important career option for persons with disabilities (PWD) to achieve financial self-sufficiency and earnings equality. Yet little is known about how the earnings of entrepreneurs with a disability compare with those of their organizationally employed counterparts. We draw on theories and research on disability-related organizational employment discrimination as well as entrepreneurship motivation to propose and test a model of factors impacting the extent to which PWD earn more (less) from entrepreneurial pursuit relative to organizational employment. We drew a matched sample of roughly 810 PWD from the Canadian Survey on Disability, half of whom engaged in entrepreneurship and half of whom were organizationally employed. We find that entrepreneurial pursuit has a stronger negative association with earnings of PWD who have experienced an earlier disability onset age, who report more unmet accommodation needs, and those who are female. These findings allow us to contribute to the disability entrepreneurship literature by challenging assumptions about the extent to which entrepreneurial pursuit is beneficial for all PWD. Indeed, the same groups of PWD who are more disadvantaged in organizational employment may also earn less from entrepreneurial pursuits, thus limiting entrepreneurship as a path toward earnings equality.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Inclusive Leadership and Practice

Digital Session Chair: **Michàlle Mor Barak**, *U. of Southern California*

GDO: Inclusive Leadership, Policy-Practice Decoupling, and the Anomaly of Climate for Inclusion

Author: **Michàlle Mor Barak**, *U. of Southern California*
Author: **Gil Luria**, *U. of Haifa*
Author: **Kim Brimhall**, *Binghamton U.-State U. of New York*

Inclusion is increasingly recognized as a critical leadership issue, yet research points to effectiveness variability among diversity and inclusion initiatives, indicative of potential policy-practice decoupling. Drawing on climate theory, we develop a moderated mediation model focusing on policy-practice decoupling as a mediator between supervisors' inclusive leadership and climate for inclusion, and introducing CEO's inclusive leadership and group diversity as moderators. To gain a deep understanding of decoupling, we use a multilevel approach and include in our model both top level leadership (CEOs), where espoused policies are determined, and group level leadership (supervisor), where enacted behaviors are experienced. We offer a novel perspective on climate of inclusion, which we have identified as 'the anomaly of climate of inclusion'. Unlike other organizational climate facets, inclusion climate is shaped not only by the shared experiences of group members, but also by their identities. Individuals from minority or underrepresented groups might experience decoupling in ways that are similar to other members from the same identity group even if they belong to different work groups. Our model, therefore, explains the process in which leaders create inclusive climate and point to boundary conditions in the process. We focus on two climate indicators: climate level and climate strength, and indicate that both are essential for understanding inclusion climate. Our conceptual model suggests that truly inclusive leaders would succeed at minimizing policy-practice coupling as perceived by all group members, not just historically dominant or high-status members. Implications for practice and future research are discussed.

Paper is NOT Available. Please contact the author(s).

GDO: 'Somewhere I Belong': Alienation and Belonging Among Homosexual Corporate Employees in India

Author: **Anupama Kondayya**, *Indian Institute of Management, Bangalore*
Author: **Shubhda Arora**, *Indian Institute of Management, Lucknow*
Author: **Pearl Malhotra**, *Indian Institute of Management, Bangalore*

Does diversity imply inclusion? And does inclusion necessarily create a sense of belonging? While organizations are trying to improve the diversity of their workforce, they are not necessarily succeeding in fostering a sense of inclusion and belonging among employees from underrepresented groups. We ask the question what leads employees to experience belonging or a sense of community and draw on the literature on community to examine the same. We use the sensitizing concepts from two streams of literature on community – the structural approach to community and the substantive approach to community – to analyze the experiences of 7 Indian working professionals who identify as homosexual. We find that the structural approach may lead to alienation of employees from underrepresented groups while the substantive approach leads to experience of community through shared values and solidarity. However, our findings reveal that the two experiences occur in isolation and there is a need to infuse values in structures in order that employees may experience belonging in the formal structures that they are part of.

Paper is NOT Available. Please contact the author(s).

GDO: Inclusive Leadership: A Multilevel Integrative Model

Author: **Wei Zheng**, *Stevens Institute of Technology*
Author: **Ann Mooney Murphy**, *Stevens Institute of Technology*

Amongst the growing outcry for denouncing discrimination and embracing inclusion of diverse members in organizational life, the idea of cultivating inclusive leadership has come to the fore. The nascent literature on inclusive leadership has documented divergent conceptualizations and faces limitations in its targeted level of influence and theoretical bases. In this paper, integrating the diversity and inclusion literature with the leadership literature, we expand our conceptualization of inclusive leadership as multilevel and model its within-level and cross-level influences on individual experience of inclusion, as well as on group and organizational climate for inclusion. We also propose that inclusive leadership can be exercised by formal and informal leaders, and that it is influenced by personal antecedents (diversity beliefs, inequality perceptions, and egalitarian goals) and contextual antecedents (learning orientation, slack resources, and stakeholder pressures). Based on our model, we offer insights and a research agenda focused on three fundamental questions: what constitutes inclusive leadership, who exercises it, and when it grows. Practical implications are suggested as well.

Paper is NOT Available. Please contact the author(s).

GDO: Masculinity Contest Cultures and Inclusive Cultures: Insights From an Agent-Based Model

Author: **John Meluso**, *U. of Vermont*
Author: **Laurent Hébert-Dufresne**, *U. of Vermont*
Author: **James Bagrow**, *U. of Vermont*
Author: **Rob Razzante**, -

Recent scholarship by Berdahl et al. (2018) finds that "work" becomes a masculinity contest when organizations valorize acts of dominance, acts which likely perpetuate barriers to the advancement of marginalized groups in organizations (as with the "glass ceiling"). But how such Masculinity Contest Cultures (MCCs) develop and sustain themselves remain open questions. This study juxtaposes MCCs with Inclusive Cultures to examine how each culture spreads in organizations. Drawing upon systems theory, we simulated the processes of socialization and promotion in organizations via an agent-based computational model. Varying the hiring pools for different organizations from inclusive to contest-oriented revealed that inclusiveness emerged as self-reinforcing in all but organizations with the most contest-oriented hiring pools. In contrast, hiring pools socialized into hegemonic masculinity made organizations more likely to resist Inclusive Cultures and showed potential to evolve into MCCs in productivity-oriented, hierarchical organizations. Furthermore, organizations tended to see greater cultural change in higher ranks of the organizational hierarchy than in lower ranks, regardless of the more-prevalent culture. Such cultural stratification demonstrates the challenge in transforming the culture of every organizational level toward inclusiveness without further study of socialization processes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

International Corporate Governance

Digital Session Chair: **Raquel García-García**, *U. of Oviedo*

This session examines issues related to international corporate governance. It contains papers examining the impact of ownership concentration on financial performance across Asian emerging economies, the changing nature of global product integration, managerial attention and subsidiary initiative in the offshore oil industry, and how different entry modes lead to different governance mechanisms of subsidiaries, resulting in variation in subsidiary structure and work contexts.

IM: Managerial Attention and MNE Subsidiary Initiative in the Offshore Oil Industry

Author: **Michael Murphree**, *U. of South Carolina*
Author: **Bui K. Petersen**, *Memorial U. of Newfoundland*
Author: **Ningzi Li**, *U. Of Chicago*

The roots of subsidiary initiative – entrepreneurial actions taken by subsidiaries that can change their role within the broader corporation or even overall corporate strategy – has been broadly studied at the organizational and external environmental level. Following calls to consider the role of individual managers in the undertaking of subsidiary initiative, this paper adopts the Attention Based View to consider the mediating role of managerial attention in the subsidiary initiative process. Using interview data from MNE subsidiaries in the offshore oil industry in Newfoundland, Canada, we find that individual characteristics – most notably entrepreneurial background, local identity and degree of local embeddedness help direct the attention of local managers to the external environment. This increases the propensity for subsidiary initiative. When promoting initiatives, it is necessary to gain the attention and help reorient an ally with the headquarters top management team to facilitate approval. This paper helps expand understanding of subsidiary initiative in international business and the as yet understudied role of middle managers' attention in determining the incidence and approval of initiatives.

Paper is Available to Meeting Registrants Only.

IM: How does Concentrated Ownership impact on Financial Performance? Asian Emerging Economy Evidences

Author: **Abdulla Al Mamun**, *U. of Wollongong*
Author: **Qaiser Rafique Yasser**, *Preston U., Pakistan*

We aim to clarify the relationship between ownership concentration and firm performance using both accounting measures and value based measures based on Asian emerging economies. It proposes the theoretical assumptions and empirical evidences on how concentrated ownership can influence firm performance among selected Asian emerging economies given their differential characteristics. We have adopted dynamic panel data estimation, Generalized Methods of Moments (GMM), apart from regression analysis in the estimation of the panel data regressions of firm performance in order to take into account the problem of endogeneity caused by the potential effect of ownership on firm performance. The paper offers econometric insights about how concentrated ownership has impact on firm performance. It suggests that a positive association is found between the dispersed ownership of largest shareholders and firm profitability, while highly concentrated ownership negatively influence firm performance across Asian emerging economies. This paper satisfies the specified need to study how concentrated ownership can have influence on firm performance given the scholarly and regulatory importance of the area.

Paper is NOT Available. Please contact the author(s).

IM: Organization of Hybrid Governance

Author: **Xiaoli Tang**, *Washington U. in St. Louis, Olin Business School*

A key theme for multi-business firms and multinational firms is managing heterogeneous business units or international subsidiaries. Where does the heterogeneity come from? How do firms redeploy resources across differing units to maximize value? In this paper, we identify a particular source of subsidiary variation—entry mode into foreign markets. Firms choose either greenfield investment or M&A when entering a new market. We propose that different entry modes lead to different governance mechanisms by the headquarters towards the subsidiaries, resulting in variation in structure and work contexts of the subsidiaries. This variation then leads to differences in headquarters-subsidiary relationship, and knowledge creation and transfer at the subsidiary level. We test our hypothesis with a field study at a multinational company and find that the firm exerts more dynamic control towards M&A subsidiaries by redeploying more headquarters employees to these subsidiaries than to greenfield subsidiaries, and knowledge created at M&A subsidiaries are less location specific as employees from these subsidiaries tend to be redeployed to more unrelated locations.

Paper is Available to Meeting Registrants Only.

IM: The Changing Nature of Global Product Integration

Author: **Heather Berry**, *George Washington U.*
Author: **Aseem Kaul**, *U. of Minnesota*

We revisit the topic of global integration and its determinants by replicating Kobrin's (1991) seminal study. We gathered the same cross-sectional data used by Kobrin, which we then extended across time and disaggregated into three subcomponent parts. Similar to Kobrin, we find that parent firm technology intensity drives global integration, but our subcomponent analysis reveals that technology intensity drives parent to affiliate integration, while other factors (including increasing foreign country knowledge stocks and less parent offshore outsourcing activities) are more important in driving affiliate-led integration with other affiliate and parent operations. Finally, we make available our industry level data on global product integration, which we call the Global Product Integration Index (GPII).

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **352** | Submission: **10979** | Sponsor(s): **(IM, OB, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:00PMET (UTC-4)**

Advice on writing an award-winning dissertation from dissertation award finalists
Tips for Great Dissertations

Chair: **Davina E. Vora**, *State U. of New York at New Paltz*
Panelist: **Chang Liu**, *Rutgers Business School*
Panelist: **Ivar Padrón-Hernández**, *Hitotsubashi U.*
Panelist: **Iris Saittakari**, *Aalto U. School of Business*
Panelist: **Noman Ahmed Shaheer Siddiqui**, *U. of Sydney Business School*

Deciding on a dissertation topic and completing a dissertation, let alone an award-winning one, can be a daunting task. Are you a Ph.D. student who could use some advice about the process? Do you have questions for others who have not only completed their dissertations, but also whose dissertations were recognized as being among the best in their field? If so, this session is for you! Recent finalists and winners of dissertation awards in international management talk about their experiences and share advice with you. Their points cover the entire scope of the dissertation process as well as both professional and personal issues. Even if you are not striving to have the best dissertation in the world, their tips and suggestions may be valuable to you. Regardless of your stage in the dissertation process, we encourage you to attend.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Influencing clients in Professional Services Firms and improving the healthcare industry



Digital Session Chair: **Rajashik Roy Choudhury**, *Indian Institute of Management, Bangalore*

MC: **"How do We Achieve it?" A Relational View of Service Quality Enhancement in High-involvement Service**

Author: **Rajashik Roy Choudhury**, *Indian Institute of Management, Bangalore*

William H. Newman Award Nominee

Although the discourses on the consequences of attaining service quality are extensive, scholars did not seem to expend adequate effort in understanding the underlying mechanisms through which a service organization could enhance perceived quality. This apparent gap in the services marketing literature calls for a detailed process study to enable researchers and practitioners comprehend how relational approach could help service organizations to persuade the consumers over a period of time. Drawing on social influence theory (SIT), this paper shows how service quality is enhanced in high-involvement service contexts. Building on ethnographic memoir of a large-scale management consulting assignment, I show that consultants utilize Kelman's (1958) social influence techniques of compliance, identification, and internalization to gradually increase the extent of cooperation from clients thereby improving their perceptions of service delivery. This study also reveals why a continuous, process-oriented, relational perspective is superior to examine the dynamic nature of consumers' expectations and their perception of performance compared to discrete evaluations of service quality at different encounters. Through this paper I contribute to the service quality literature as well as to the SIT-related conversations.

Paper is Available to Meeting Registrants Only.

MC: **An Organizational Wake-up Call: Five Lessons the COVID19 Pandemic Strikes Us with...**

Author: **Laura Khachan**, *U. Jean Moulin Lyon III*

Author: **Laurent Cappelletti**, *LIRSA-Cnam Paris*

Pandemics and outbreaks of contagious infections have been recurring throughout history. These outbreaks have molded the path of several fields, especially when it comes to biology and chemistry where the scientific community has been highly mobilized in a race for a safe and effective treatment or vaccine. The development of new molecular entities in these fields and the release of new treatments and antibiotics have helped populations to overcome the subsequent threats. Nevertheless, the socio-economic impact has been great and has caused the suffering of populations who struggled for years to recover. Today, we live in the COVID19 global pandemic era, and we explore in this text its impact on the management of organizations. From our standing point as internal intervener in a pharmaceutical wholesaler company located in Lebanon., we share our organizational reaction to the national strategies and we question future management strategies to sustain a high level of agility in times of uncertainties through the implementation of the socio-economic intervention research. We communicate the creation of value in the purpose of making the capitalism responsible on the social and sanitary levels.

Paper is Available to Meeting Registrants Only.

MC: **How to Accompany the Evolution of the Management of Administrative Staff in a Hospital Environment**

Author: **Sophie Claire Le Lédan**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Author: **Carole Bousquet**, *IDRAC Business School*

Winner of the Thomson South-Western Outstanding Research-Based Paper on Management Consulting

The objective of this communication is to show how an intervention carried out with the administrative department of a French hospital has enabled the identification of margins for improvement in overall performance. Management support is provided during a research-intervention. The doctoral research began with a socio-economic diagnosis and continues with a project including several major areas for improvement. The results show chronic under-productivity and numerous non-quality in administrative processes. Change management is based on the data collected and on their effect of raising awareness of the room for manoeuvre that can be activated for the survival of the establishment. The study of skills showed the vulnerabilities to be corrected by integrated training and reorganization. The health crisis and the context of the hospital establishment show that adaptations of the intervention process are useful and produce specific results. The partial results of an ongoing intervention and the context do not allow any generalization. The observation of the actions actually implemented and the evaluation of their effectiveness should provide an interesting complement to this longitudinal research over the next two years.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **354** | Submission: **16686** | Sponsor(s): (MH, CMS, MED)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 2:00PMET (UTC-4)**

Decolonizing the Management Curriculum: Black Minds Matter Too



Decolonizing the Management Curriculum

Organizer: **Leon Prieto**, *Clayton State U.*
Presenter: **Kalu Osiri**, *U. of Nebraska, Lincoln*
Presenter: **Milorad Novicevic**, *U. of Mississippi*
Presenter: **David Boughey**, *U. of Exeter Business School*
Presenter: **Keith Hollingsworth**, *Morehouse College*
Presenter: **Shennette Garrett-Scott**, *U. of Mississippi*

Amid the growing calls for the decolonization of the management curriculum, scholars are urged to address the issue of the underrepresentation of the Black experience in Entrepreneurship and Management. Black agency is often missing from the pages of the largely whitewashed Management and Business History. Too many times we see people of African descent depicted as passive actors, almost an afterthought, and not the originators and innovators who founded their own communities, businesses, social enterprises. This workshop aims to address how a diverse group of Management educators approach decolonizing work in the classroom and/or with their scholarship.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **355** | Submission: **11689** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 2:00PMET (UTC-4)**

Diamonds in the Rough (DIR) 
Diamonds in the Rough (DIR)

Organizer: **Kira Franziska Schabram**, *U. of Washington*
Organizer: **Jeffrey Bednar**, *Brigham Young U.*
Coordinator: **Ji Woon Ryu**, *Indiana U. - Kelley School of Business*
Facilitator: **Henrik M. Bresman**, *INSEAD*
Facilitator: **Caroline A Bartel**, *U. of Texas at Austin*
Facilitator: **Tiziana Casciaro**, *U. of Toronto*
Facilitator: **Amy E. Colbert**, *U. of Iowa*
Facilitator: **Michelle Duguid**, *Cornell U.*
Facilitator: **Erik Gonzalez-Mule**, *Indiana U.*
Facilitator: **Daniel S. Halgin**, *U. of Kentucky*
Facilitator: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Facilitator: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Facilitator: **Andrew Pierce Knight**, *Washington U. in St. Louis*
Facilitator: **Frances J. Milliken**, *New York U.*
Facilitator: **Davide Ravasi**, *UCL School of Management*
Facilitator: **Jeffrey Sanchez-Burks**, *U. of Michigan*
Facilitator: **John Paul Stephens**, *Case Western Reserve U.*
Facilitator: **Kenneth Tai**, *Singapore Management U.*
Facilitator: **Paul Tracey**, *U. of Cambridge*
Facilitator: **Eero Vaara**, *U. of Oxford*
Facilitator: **Michele Williams**, *U. of Iowa*

Are you a junior faculty member or a senior student looking to craft your research identity, portfolio, network, and/or home within the Academy? Are you interested in organizations and cognition, from a micro, meso, or macro perspective? If so, the MOC division has a consortium with you in mind! Now in its 9th year, Diamonds in the Rough (DIR) offers early-stage professional guidance for “diamonds in the rough” i.e. emerging scholars across a wide variety of theoretical perspectives and methodologies. DIR strives to meet the demand for professional development in a warm, welcoming, and inclusive environment. This year’s virtual format will include a synchronous one-hour panel on challenges and opportunities in academia with a special focus on career lessons in the time of COVID-19. In addition, you will be paired with one or more other participants and an influential scholar who will provide you with personalized feedback and guidance on your own portfolio. Come to be treated to stories about how prominent scholars forged their paths, advice on how to best navigate your own, and the opportunity to connect with colleagues who share similar research interests. MOC prides itself in being a ‘bridging division’ and DIR is a ‘bridging PDW’ that strives to function as an intra- and inter-divisional mentoring network. Pre-registration is required. To register, please (1) complete our registration survey here and submit (2) your CV and (3) a one page overview of your research identity for feedback.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **356** | Submission: **11676** | Sponsor(s): **(MSR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:30PMET (UTC-4)**

Looking Back to Spiritual Traditions of Diversity, Equity and Inclusion

Spiritual Traditions of DEI



Panelist: **Joan F. Marques**, *Woodbury U.*
Panelist: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Panelist: **Payal Kumar**, *Indian school of hospitality*
Panelist: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Panelist: **Stacie Chappell**, *Vancouver Island U.*
Participant: **Neha Shivhare**, *Simon Fraser U.*
Moderator: **Ayesha Sengupta**, *Ph.D. Candidate at Maharishi International U.*

The proposers of this symposium aim to share a scope of managerial practices that could contribute to lasting improvement. Focusing on the manager's role, we would like to combine our common advocacy for Diversity, Equity, and Inclusion (DEI) with our broad range of performance and research angles toward the spiritual approach. As a panel, this team of scholars and practitioners plans to explore multiple behavioral models for managers toward a more rewarding and durable implementation of DEI. More specifically, this panel symposium will explore moral and spiritual based practices for managers with a specific focus on Buddhist psychology, Daoist philosophy, Hinduism, Catholic Social Teachings, and Ego-development and identity elements of embracing DEI.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **357** | Submission: **13082** | Sponsor(s): **(OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:30PMET (UTC-4)**

Who am I (not)? Identity in the changing world of work

Identity in the changing world of work



Organizer: **Katleen De Stobbeleir**, *Vlerick Business School*
Organizer: **Lien Desmet**, *KU Leuven*
Organizer: **Matthias Michael Pfisterer**, *Vlerick Business School & KU Leuven*
Organizer: **Neveen Mohamed**, *Vlerick Business School*
Presenter: **Lien Desmet**, *KU Leuven*
Presenter: **Matthias Michael Pfisterer**, *Vlerick Business School & KU Leuven*
Presenter: **Neveen Mohamed**, *Vlerick Business School*
Presenter: **Marijke Verbruggen**, *KU Leuven*
Participant: **Lien Desmet**, *KU Leuven*
Participant: **Katleen De Stobbeleir**, *Vlerick Business School*
Participant: **Susan J. Ashford**, *U. of Michigan*
Participant: **Matthias Michael Pfisterer**, *Vlerick Business School & KU Leuven*
Participant: **Marijke Verbruggen**, *KU Leuven*
Participant: **Philip Rogiers**, *KU Leuven*
Participant: **Elisabeth Abraham**, *KU Leuven*
Participant: **Paulien D'Huyvetter**, *KU Leuven*
Participant: **Neveen Mohamed**, *Vlerick Business School*
Discussant: **Jennifer Petriglieri**, *INSEAD*

Today's changing world of work increasingly requires identity flexibility from those making their careers inside or outside of organizations (Ashford, Caza, & Reid, 2018; Caza, Moss, & Vough, 2018). With this symposium, we aim to explore some of the identity implications of our current business reality in a number of employment contexts. In particular, the papers presented will first look at work identity in a rather traditional organizational within-role setting, before moving to the implications of work identity for extra-role behaviors, identity during career inaction and, finally, identity outside of organizational boundaries. In presenting four empirical papers of both quantitative and qualitative nature, this symposium will cover the topic of identity within a range of professional groups: managers, employees and gig workers. In addition, it will feature remarks from our session discussant Jennifer Petriglieri, with the aim of stimulating dialogue on the impact of identity in the modern-day work context.

Exploring the impact of low leader identity on managerial stress and subordinate perceptions

Author: **Lien Desmet**, *KU Leuven*
Author: **Susan J. Ashford**, *U. of Michigan*
Author: **Sara De Hauw**, *The Open U., Netherlands*

Being the change – Understanding the foundations of proactive strategic behaviors

Author: **Matthias Michael Pfisterer**, *Vlerick Business School & KU Leuven*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*

Towards a better understanding of career inaction: An interview study

Author: **Marijke Verbruggen**, *KU Leuven*
Author: **Philip Rogiers**, *KU Leuven*
Author: **Elisabeth Abraham**, *KU Leuven*
Author: **Paulien D'Huyvetter**, *KU Leuven*

This is not me: Cultivating a fluid and flexible identity through disidentification

Author: **Neveen Mohamed**, *Vlerick Business School*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **358** | Submission: **16021** | Sponsor(s): **(OB, OMT, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:30PMET (UTC-4)**

We Second that Emotion: Collective Affect in Organizations *Collective Affect in Organizations*



Chair: **Giselle Elaine Antoine**, *U. of Washington, Seattle*
Chair: **Michael Johnson**, *U. of Washington*
Participant: **Marzieh Saghafian**, *Stanford U.*
Participant: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Participant: **Uta K. Bindl**, *King's College London*
Participant: **Chris Stride**, *U. of Sheffield*
Participant: **Aimee Kane**, *Duquesne U.*
Participant: **Lyn M. Van Swol**, *U. of Wisconsin-Madison*
Participant: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Participant: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Participant: **Jeffrey Sanchez-Burks**, *U. of Michigan*
Discussant: **Sigal Barsade**, *The Wharton School, U. of Pennsylvania*

Emotions are pervasive in organizations. A recent line of inquiry notes that emotions rarely occur independent of a social context. Indeed, social forces profoundly influence how we feel, the emotions we display and the feelings we know are appropriate to express in a given context. Altogether, research indicates that shared affect influences critical outcomes for employees and clients within and beyond the workplace. This symposium seeks to expand scholarship on the myriad ways that collective emotion influences employee behavior in the workplace. In particular, the papers in this symposium address an understudied aspect of collective emotion: how contextual factors influence the development of collective emotion and its subsequent behavioral effects.

The Emotional Dynamics of Teams Dealing with Crisis Situations

Author: **Marzieh Saghafian**, *Stanford U.*

Paying respect to non-essential workers too: Positive Emotional Culture during the COVID19 Pandemic

Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Author: **Uta K. Bindl**, *King's College London*
Author: **Chris Stride**, *U. of Sheffield*

Are Text-Based Linguistic Emotional Displays More Contagious from a Peer than a Manager?

Author: **Aimee Kane**, *Duquesne U.*
Author: **Lyn M. Van Swol**, *U. of Wisconsin-Madison*

The Power of the Public Slap: Organizational Shaming and the Witnessing Effect

Author: **Giselle Elaine Antoine**, *U. of Washington, Seattle*
Author: **Michael Johnson**, *U. of Washington*

Responding to the Emotions of Others at Work: A Review and Integrative Theoretical Framework

Author: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Author: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Author: **Jeffrey Sanchez-Burks**, *U. of Michigan*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **359** | Submission: **12963** | Sponsor(s): **(OMT, OB, MH, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 2:00PMET (UTC-4)**

**Classics of Management and Organization Theory:
(Forgotten) Women in Organizational Scholarship**
Classics of OMT: Women



Organizer: **Pedro Monteiro**, *Copenhagen Business School*
Organizer: **Greetje Frankje Corporaal**, *U. of Oxford*
Presenter: **Maja Korica**, *U. of Warwick*
Presenter: **Lisa Elen Cohen**, *McGill U.*
Presenter: **Marta B. Calas**, *U. of Massachusetts, Amherst*
Presenter: **Emmanuelle Vaast**, *McGill U.*
Presenter: **Maria Jose Tonelli**, *Fundacao Getulio Vargas*
Presenter: **Martha S. Feldman**, *U. of California, Irvine*

This PDW explores the foundational work of female scholars for the field of organization and management theory. It represents the third edition of a standing series showcasing the enduring relevance of earlier organizational research. We believe that continually re- visiting the 'classics' may complement the strong emphasis (at AOM and beyond) on new/fashionable ideas, enable cumulative insights, and promote the value of research committed to theorizing core organizational dynamics. This edition not only focuses on paying attention to — but also expanding — our canon by shedding light on female scholars whose work is often overlooked. The event is structured through a mix of expository and interactive moments. The first part features an introduction by the organizers, a panel discussion among speakers, and presentations by Marta Calás on Edith Penrose; Lisa Cohen on Rosabeth Moss Kanter; Martha Feldman on Susan Leigh Star; Maja Korica on Rosemary Stewart; Maria José Tonelli on Isabel Menzies Lyth; and Emmanuelle Vaast on Jean Lave. The second part (requiring registration) will include roundtables mediated by the speakers and a plenary discussion led by the organizers. All presentations will be recorded and made available via the Talking About Organizations Podcast.

The first part (presentations) is open for all AOM participants. The second part (roundtables) requires registration. Please register for the roundtables via the following link: <https://forms.gle/7rJFTsLQa62rMajZ7>

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **360** | Submission: **13137** | Sponsor(s): **(OMT, ONE, SIM)**

Virtual session type: **Synchronous Live Presenter**

Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:30PMET (UTC-4)**

Science Denial: Causes, Courses, and Remedies. A Route Map for Organizational Scholars

Science Denial: Causes, Courses, and Remedies



Organizer: **Elena Bruni**, *WU Vienna*

Organizer: **Lianne Lefsrud**, *U. of Alberta*

Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

Panelist: **Thomas J. Roulet**, *U. of Cambridge*

Panelist: **Derek Harmon**, *U. of Michigan*

Panelist: **Shahzad Ansari**, *Cambridge U.*

Panelist: **Andrew J. Hoffman**, *U. of Michigan*

Finalist for the OMT Division Best Symposium Award

This symposium explores the resurging phenomenon of science denial, which hampers the effectiveness of organizations, institutions, and individuals to respond to global challenges such as climate change, public health, and pandemics. To this end, we bring together leading scholars who are reflecting on science denial from different theoretical perspectives (social movement theory and framing, environmental and social justice, institutional theory and social evaluations) and explore its implications and ameliorations. Beginning with an introduction to science denial and its main characteristics, we will draw insights from panelists, discussant comments, and a Q&A session. With this, our Symposium will provide participants with an understanding of the phenomenon of science denial, different theoretical approaches to examine it, and novel research approaches and engaged methods to address it.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **361** | Submission: **11617** | Sponsor(s): **(OMT, STR, MOC, OB, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 3:00PMET (UTC-4)**

Language, Meaning, and Organizing: Exploring Multi-Level Theorizing and Analysis

Language, Meaning, Organizing



Organizer: **Helen Etchanchu**, *Montpellier Business School*
Organizer: **Derek Harmon**, *U. of Michigan*
Organizer: **Eunice Yunjin Rhee**, *Seattle U.*
Organizer: **Hovig Tchalian**, *Drucker School of Management*
Speaker: **Amir Goldberg**, *Stanford U.*
Speaker: **Stine Grodal**, *Northeastern U.*
Panelist: **Candace Jones**, *U. of Edinburgh*
Panelist: **Jeffrey Loewenstein**, *U. of Illinois at Urbana-Champaign*
Panelist: **Linda L. Putnam**, *U. of California, Santa Barbara*
Discussant: **Pedro Aceves**, *Bocconi U.*
Discussant: **Shahzad Ansari**, *Cambridge U.*
Discussant: **Timothy Hannigan**, *Alberta School of Business*
Discussant: **Michael Pfarrer**, *U. of Georgia*
Discussant: **Sameer B. Srivastava**, *U. of California, Berkeley*
Discussant: **Christopher W. J. Steele**, *U. of Alberta*
Discussant: **Klaus Weber**, *Northwestern U.*

With the increasing availability of text data and advances in methods that allow researchers to capture meaning in and around organizations using language, we seek to better understand the various ways in which we can capture meaning using language. This Professional Development Workshop (PDW) aims to explore the different levels at which meaning resides, recognize various different approaches for analyzing this meaning, and develop an integrative perspective on multi-level theorizing and analysis. We build upon and extend a successful PDW on language held virtually during AOM 2020 and prior sessions in the LMO (Language, Meaning and Organizing) series to provide a forum for bringing together a variety of theoretical and empirical approaches to language. We thus seek to broaden the scope of this growing community by inviting the participation of scholars who have used language directly or indirectly in their research and would like to contribute to this area of work in the future. The PDW will feature two scholars presenting a seminal paper that uses multi-level analysis of language, followed by panel and roundtable discussions with leading scholars and researchers in the field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **362** | Submission: **11645** | Sponsor(s): **(PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 6:00PMET (UTC-4)**

2021 Doctoral Student Professional Development Consortium *PNP Doctoral Consortium*

Chair: **Erynn Elizabeth Beaton**, *Ohio State U.*
Chair: **Alexander Kroll**, *Florida International U.*

Abstract: The Public and Nonprofit Division Doctoral Student Professional Development Consortium is an intensive workshop that seeks to provide doctoral students in public and nonprofit administration with guidance on the job market, the publication process, presentation skills, and dissertation research. Doctoral students at any stage are welcome to apply to the consortium, and the consortium is especially beneficial for students who are in the dissertation proposal development stage or later. The Consortium will give participants the opportunity to a) get tips on finding an academic job, b) present their research or a proposal to get feedback from accomplished scholars, and c) network among peers, future colleagues, and potential employers. Participants must apply to participate in this PDW. Please direct questions to the PNP Doctoral Consortium Co-Chairs, Erynn Beaton (beaton.13@osu.edu) or Alexander Kroll (akroll@fiu.edu).

An invitation is required for this session. Applications are being accepted through Friday, April 30, 2021 at this link: https://fiu.qualtrics.com/jfe/form/SV_b3K6a0K99ctjrJY Please direct questions to the PNP Doctoral Consortium Co-Chairs, Alexander Kroll (akroll@fiu.edu) or Erynn Beaton (beaton.13@osu.edu).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **363** | Submission: **10412** | Sponsor(s): (SAP, RM, OB, OMT, ODC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 2:00PMET (UTC-4)**

Broadening Our Vision: Video Ethnography in Organizational Studies *Video Ethnography in Organizational Studies.*



Organizer: **Michael Jarrett**, *INSEAD*
Organizer: **Curtis LeBaron**, *Brigham Young U.*
Organizer: **Marlys K. Christianson**, *U. of Toronto*
Moderator: **Philip Gylfe**, *Aalto U. School of Business*
Moderator: **Feng Liu**, *Saint Mary's U., Canada*
Moderator: **Sotirios Paroutis**, *Warwick Business School*
Participant: **Mary J. Waller**, *Colorado State U.*

Management scholars have increased their use of video as a research tool in organizational studies. It helps them to see, understand, codify, and make sense of the strategizing process. These methods uncover the micro-interactions of organizational actors. It allows insights into their implicit practices that emerge in their moment-to-moment exchanges. Consistent with the interests of SAP, video makes explicit the links between micro-dynamics and broader organizational outcomes. This PDW is timely, as it provides an opportunity to revisit the recent progress of video-based research. What changes do we observe over recent times? The newly online world of social distancing in the pandemic has switched many in-person interactions to video-based ones, thus increasing the need for and opportunity to study video. Thus, we will examine the progress, benefits and challenges of video ethnographic methods. While the PDW will provide an update of the field, it will emphasize “hands on” experience of video analysis taking different approaches. Finally, the PDW aims to encourage newcomers. It will help them understand and use this method in their research, spark debate, and generate further innovation. We aspire to co-create good practices and build a community of engaged scholars.

Video recordings of human interaction are often made possible by confidentiality agreements between researchers and participating subjects. In organising this PDW, we seek to maintain all ethical and contractual commitments. Thus, in signing up for this PDW, you also agree to the confidentiality agreement that you will not record any of the presentations, including presentations and analyses of video data. The PDW is very participative and thus limited to 50 spots. Please pre-register using the following link to secure a place: http://insead.eu.qualtrics.com/jfe/form/SV_efiajUYRgi6MLKC

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **364** | Submission: **10920** | Sponsor(s): (SIM, CMS, ONE, OMT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:30PMET (UTC-4)**

**Corporate Social Responsibility meets Business and Human Rights:
An Oxford Debate on Social Domain**
CSR meets BHR: An Oxford Debate on Social Domain



Chair: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*
Panelist: **Jill Ann Brown**, *Beniley U. - College of Business - Management Department*
Moderator: **Kathleen Rehbein**, *Marquette U.*
Panelist: **Florian Wettstein**, *U. of St. Gallen*
Panelist: **Pushpika Vishwanathan**, *U. of Amsterdam*
Moderator: **Harry J. Van Buren**, *U. of St. Thomas*
Panelist: **Tricia Olsen**, *U. of Denver*
Panelist: **Louise Jayne Obara**, *De Montfort U.*
Panelist: **Laura J. Spence**, *Royal Holloway, U. of London*

The past two decades have heralded a business and human rights perspective (BHR) on corporate responsibility. Discussions of BHR are often grounded with theories of corporate social responsibility (CSR). While it may seem that CSR and BHR are similar in terms of the issues they address at the surface, they differ substantially in terms of origins, underlying basic assumptions, and the implications they yield. CSR and BHR present fundamentally different understandings of the role and place of corporations in society. The goal of this workshop is to bring a diverse set of CSR and BHR scholars together to engage in an Oxford-style debate. The debate will focus on questions about whether BHR is a critique, a subset, or an extension of CSR. In answering these questions, the PDW will establish the relevance of BHR for multiple divisions and outline new research agendas. The workshop includes panelists and facilitators with diverse and innovative perspectives to prompt conceptual, empirical, pedagogical, and pragmatic discussions to advance work on both CSR and BHR. The debate between CSR and BHR scholars about the relationship between the two research domains provides any scholar interested in business and social issues with a forum to think about the broader question of how their respective sub-fields connect to each other and ultimately help move forward scholarship in the broad domain of business and society relationships.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **365** | Submission: **11248** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:30PMET (UTC-4)**

STR Teaching Committee Meeting
STR Teaching Committee Meeting

Participant: **Heather Berry**, *George Washington U.*
Participant: **Michael J. Leiblein**, *Ohio State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **366** | Submission: **12533** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 3:00PMET (UTC-4)**

STR Managing Your Dissertation Workshop *STR Managing Your Dissertation Workshop*

Chair: **Marco Testoni**, *Tilburg U.*
Panelist: **Pierre Azoulay**, *Massachusetts Institute of Technology*
Organizer: **Ankur Chavda**, *HEC Paris*
Organizer: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Organizer: **Trey Cummings**, *Johns Hopkins Carey Business School*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Organizer: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Panelist: **Anne Marie Knott**, *Washington U. in St. Louis*
Panelist: **Daniel Levinthal**, *U. of Pennsylvania*
Panelist: **Marvin B Lieberman**, *UCLA Anderson School of Management*
Panelist: **Scott Stern**, *Massachusetts Institute of Technology*
Panelist: **Julien Clement**, *Stanford U.*

This workshop offers practical advice to doctoral students on completing their dissertations and transitioning to their first academic positions. The workshop is open to all doctoral students. Pre-registration will be required. The workshop will be conducted in an informal setting where students will be able to interact with faculty and other students in small groups. The finalists for last year's STR Outstanding Dissertation Award share the coordination of the workshop. The format of the PDW will include presentations and perspectives from last year's finalists and a panel of senior faculty. Attendees will break out into groups to interact with faculty and Q&A will be held after all sessions.

Pre-registration is required. If you have questions, feel free to contact Marco Testoni (mtestoni@tilburguniversity.edu).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **367** | Submission: **11282** | Sponsor(s): **(STR, OMT, HR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 1:30PMET (UTC-4)**

Using Employer-Employee Panel Matched Datasets to Advance Management Research

Employer-Employee Data in Management Research



Organizer: **Thomaz Teodorovicz**, *Harvard U.*
Organizer: **Carlos Inoue**, *U. of Illinois at Urbana-Champaign*
Panelist: **Seth Carnahan**, *Washington U. in St. Louis, Olin Business School*
Panelist: **Vera Rocha**, *Copenhagen Business School*
Panelist: **Ines Black**, -
Panelist: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Panelist: **Aleksandra Joanna Kacperczyk**, -

The use of employer-employee matched datasets is growing rapidly in management research. Scholars have used such datasets to inform questions in topics such as human resources and organizational performance, worker mobility, wage inequality, and entrepreneurship. This type of dataset offers many benefits such as the possibility of isolating the influence of certain workers on organizational performance and identifying the role of work experience on the creation and performance of new ventures. It also imposes some challenges such as getting access to and manipulating sensitive data. This PDW seeks to recognize and take stock of the use of such data in management research, share knowledge and experience about working with such data, discuss and stimulate research in management, and develop a scholarly community of researchers studying the interaction of workers and firms. This PDW will consist of short presentations of researchers with experience with such datasets, followed by group activities, and round-table discussions among panelists and the audience. The main insights and takeaways will be summarized in a document and distributed to the Academy of Management scholarly community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **368** | Submission: **11245** | Sponsor(s): **(STR, OMT, OCIS, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:00PM - 3:00PMET (UTC-4)**

Understanding Organizational Governance in Digitally Transformed World



Organizational Governance in Digital Businesses

Organizer: **Richard Makadok**, *Purdue U., West Lafayette*
Speaker: **Kevin Boudreau**, *Northeastern & NBER*
Speaker: **Gary Dushnitsky**, *London Business School*
Speaker: **Anparas an Mahalingam**, *Purdue U.*
Speaker: **Frank Nagle**, *Harvard Business School*
Panelist: **Hanna Halaburda**, *New York U.*
Panelist: **Tobias Kretschmer**, *LMU Munich*
Panelist: **Geoffrey Parker**, *Dartmouth College*
Panelist: **Brian Silverman**, *U. of Toronto*

In order to help to build a community of scholars interested in studying platform-based and digitally-enabled business models by using classic core strategy questions, a popular PDW at last year's AOM 2020 online conference (with over 200 live participants and nearly 1000 YouTube views, the STR division's second most popular YouTube video) explored how conventional corporate-level strategy theory could inform our understanding of this phenomenon. This year, as an extension of that initial effort, we propose to take a similar approach to the platform phenomenon, but using a different set of questions as our theoretical lens. Specifically, this proposed PDW examines how platform-based and digitally-enabled business models can be understood in terms of organizational governance. As a step toward understanding organizational governance in a digitally transformed world, this PDW plans to provide a stimulating environment to discuss the implications of digitization for governance, and vice versa. We will focus on how digitization broadens the application of theories of organizational governance to these new organizational forms, and how they bring the need to expand existing theories through a sharp focus on the organizational and governance features that are unique to these novel organizations.

We encourage participants to register in advance for the workshop by sending an email to StrategicManagementWorkshop@gmail.com with their name, title, institutional affiliation, telephone, and email. As an optional addition, participants who wish to join the final part of the workshop -- i.e., the paper-development breakout discussion -- should also attach to their email a one-paragraph document (with name and affiliation) that articulates an idea for a research project on the topic of the workshop. The purpose of these breakout group discussions will be to brainstorm and refine ideas for future research projects at the intersection of organizational governance and digital business models. Each breakout group will have several audience members, along with 1 or 2 of the panelists or speakers, who will facilitate the breakout group's discussion.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

The Path to Gender Representation: Finding the Way and Avoiding the Pitfalls

The Path to Gender Representation



Presenter: **Merrick Osborne**, *USC Marshall School of Business*
Organizer: **Leigh Plunkett Tost**, *U. of Southern California*
Organizer: **Francesca Gino**, *Harvard U.*
Discussant: **Lisa Michelle Leslie**, *New York U.*
Presenter: **Elinor Flynn**, *New York U.*
Presenter: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*
Participant: **Edward Chang**, *Harvard Business School*
Participant: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Participant: **Katherine Milkman**, *U. of Pennsylvania*
Presenter: **Raina A. Brands**, *U. College London School of Management*
Participant: **Isabel Fernandez-Mateo**, *London Business School*
Participant: **Hans Frankort**, *City, U. of London*
Participant: **Jacob W. Roberson**, *USC Marshall School of Business*

There has been a greater effort, internationally, to include more women in the workforce. One of the ways this effort has manifested is through gender diversity initiatives, which are aimed at reducing gender disparities and creating a more welcoming workplace for women. However, within the workforce, there are two barriers that can diminish the initiative's efficacy: resistance to implementing these initiatives, or unexpected consequences associated with the initiatives (particularly for the women that they are supposed to benefit). In four presentations, this symposium explores how these barriers manifest, and how to address them, by focusing on: people's perceptions that inhibit equitable gender representation, elements that influence women's ability to attain valued positions, and the unintended consequences for women who do attain these positions. All four papers develop novel insights into factors to consider when an organization is seeking to improve gender representation, as well as pitfalls to avoid when doing so. After the presentations, Dr. Lisa Leslie, a renowned expert in diversity initiatives, will facilitate a discussion bridging the presentations to develop future insights in gender diversity research. Thus, this symposium will shed light on important considerations that can help organizations to effectively address gender disparities.

Lay Theories about Gender vs. Racial Gaps in Career Attainment and Support for Diversity Initiatives

Author: **Elinor Flynn**, *New York U.*

Group Size and Its Impact on Diversity-Related Perceptions and Hiring Decisions

Author: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*
Author: **Edward Chang**, *Harvard Business School*
Author: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Author: **Katherine Milkman**, *U. of Pennsylvania*

The Effect of Firm Status and Gender on the Attainment of New Board Seats

Author: **Raina A. Brands**, *U. College London School of Management*
Author: **Isabel Fernandez-Mateo**, *London Business School*
Author: **Hans Frankort**, *City, U. of London*

Representativeness Goals can Unintentionally Disadvantage those they are Intended to Help

Author: **Merrick Osborne**, *USC Marshall School of Business*
Author: **Leigh Plunkett Tost**, *U. of Southern California*
Author: **Jacob W. Roberson**, *USC Marshall School of Business*
Author: **Francesca Gino**, *Harvard U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **370** | Submission: **16692** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:30PM - 2:30PMET (UTC-4)**

**Health Care Management Division Senior Scholars Coffee Chat (Mentoring,
Saturday)**
HCM Division Senior Scholars Coffee Chat

Representative-at-Large: **Nicholas Edwardson**, *U. of New Mexico*
Representative-at-Large: **J'Aime Jennings**, *U. of Louisville*

The leadership of the HCM division has created a Senior Scholars Mentoring Coffee Chat. In this virtual environment, it has made it particularly difficult for doctoral student early in their academic career to interact with colleagues in the field in usual ways, building up connections and exchanging ideas and research. The goal of this program is for HCM doctoral students, post-docs, and junior faculty to have the opportunity to communicate and exchange thoughts with peers from other schools and countries with the guidance of a senior health care management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **371** | Submission: **10883** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:30PM - 1:30PMET (UTC-4)**

HCM Research Incubator: Research in the Rough
HCM Research Incubator: Research in the Rough



Organizer: **Joanna Veazey Brooks**, *U. of Kansas Medical Center*
Organizer: **Wiljeana Jackson Glover**, *Babson College*
Organizer: **Olena Mazurenko**, *Indiana U.*
Panelist: **Ariel Avgar**, *ILR at Cornell*
Panelist: **Emmeline Chuang**, *U. of California, Berkeley*
Panelist: **Thomas D'Aunno**, *New York U.*
Panelist: **Eric W. Ford**, *U. of Alabama, Birmingham*
Panelist: **Mattia J. Gilmartin**, *New York U.*
Panelist: **Elizabeth Goodrick**, *Florida Atlantic U.*
Panelist: **Larry R. Hearld**, *U. of Alabama, Birmingham*
Panelist: **Timothy Hoff**, *Northeastern U.*
Panelist: **Timothy Huerta**, *Ohio State U.*
Panelist: **J'Aime Jennings**, *U. of Louisville*
Panelist: **Jami Leanne DelliFraine**, *Medical U. of South Carolina*
Panelist: **Shoou-Yih Daniel Lee**, *U. of Michigan, Ann Arbor*
Panelist: **Christy Harris Lemak**, *U. of Alabama, Birmingham*
Panelist: **Ann Scheck McAlearney**, *Ohio State U.*
Panelist: **Laura McClelland**, *Virginia Commonwealth U.*
Panelist: **Kathleen Montgomery**, *U. of California, Riverside*
Panelist: **Eitan Naveh**, *Technion Israel Institute of Technology*
Panelist: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*
Panelist: **Victoria Parker**, *U. of New Hampshire*
Panelist: **Cheryl Rathert**, *Saint Louis U.*
Panelist: **Grant T. Savage**, *U. of Alabama, Birmingham*
Panelist: **Patrick Shay**, *Trinity U.*
Panelist: **Sara Singer**, *Stanford U.*
Panelist: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Panelist: **Melissa Valentine**, *Stanford U.*
Panelist: **Joshua Ryan Vest**, *Indiana U., Indianapolis*
Panelist: **Timothy J. Vogus**, *Vanderbilt U.*
Panelist: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Panelist: **Rebecca S Wells**, *The U. of Texas*

The goal of this professional development workshop is to provide a session in which attendees receive constructive feedback and advice on health care management related research projects that are in progress, but not ready for journal submission. Projects may range from early conceptual stages to later stages (i.e. writing a manuscript). Participants will receive feedback, in a collegial setting, from health care management researchers in the field on key issues attendees are facing in their projects. Participants will be matched with two research mentors based on the nature of their research project and the expertise of our esteemed panel. Each participant will discuss their research projects with each of their assigned mentors, rotating in timed increments.

To participate in this PDW, you must have submitted an application or signed up previously to be a mentor.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Precarious Employment and Reproduction of Inequality
Precarious Employment



Digital Session Chair: **Letian Zhang**, *Harvard Business School*

OMT: Shaking Things Up: Disruptive Events and Inequality  

Author: **Letian Zhang**, *Harvard Business School*

This paper develops a theory of how disruptive events could reduce racial and gender inequality in organizations. Despite efforts from regulators and advocates, racial and gender inequality in the workplace remains high. I theorize that because the persistence of such inequality is often reinforced by organizational inertia, disruptive changes that shake up old hierarchies, break down routines, and shift culture could offer an opportunity for racial minority and women workers to advance. To examine this theory, I explore a critical but seldom analyzed organizational event in the inequality literature – mergers and acquisitions. Using a difference-in-differences design on a nationally representative sample covering 37,343 acquisitions from 1971 to 2015, I find that although acquisitions lead to occupational reconfigurations that favor higher-skilled workers, they also reduce racial and gender inequality. In particular, I find improved managerial representation of racial minorities and women and reduced racial and gender segregation in the acquired workplace. This post-acquisition effect is stronger when (a) the acquiring firm had greater racial and gender equality and (b) the acquired workplace lower racial and gender equality pre-acquisition. These findings suggest that certain types of radical organizational change could significantly advance racial and gender equality.

Paper is NOT Available. Please contact the author(s).

OMT: Turning the Wheel? Interns and the Reproduction of Precariousness 

Author: **Alessandro Niccolo' Tirapani**, *Montpellier Business School*

One of the latest developments in Western job markets is the increasing rate of uncertain, unstable, and insecure work arrangements, a phenomenon labelled as precariousness. Here, the extraordinary number of interns working in and around European institutions in Brussels (Belgium) is used as an empirical case study for exploring and theorising how such precariousness is reproduced. I argue that it is possible to identify three dimensions that can help to explain this: the regime of practices and discourses, contextualised self-interpretations, and the conditions of possibility for emancipation. I show how these work together to reproduce precarious employment and precarious life conditions, focusing on the role played by the depoliticisation of social relations. In doing so, this work expands our understanding of precariousness in organisation studies by moving beyond two streams of literature: structuralism, which attributes the main cause to institutions, legislation, and power dynamics; and individual analyses of precariousness, which only look at how individuals experience it. In contrast, I build on these assumptions to focus more on the ambiguous role that lived experiences play in reproducing the regime of precariousness. I reveal how these factors work together, nurturing each other in a cycle, but I also show that there is a point of exit that could change the course of events. To 'turn the wheel' it is therefore necessary to re-politicise social relations and to devise better ways of organising.

Paper is Available to Meeting Registrants Only.

OMT: Why Does Inequality Increase with Flexible Employment? 

Author: **Ankur Chavda**, *HEC Paris*

Author: **Minjae Kim**, *Rice U.*

We develop and test a theory on why the inequality between novice and veteran workers may exacerbate with “flexible” employment practices—that allow employers to hire and fire workers more freely. Literature suggests that novice workers cannot rely on flexible employers to give them opportunities for building a career or accumulating skills, thus suffering from an exacerbated inequality. But employers using flexible employment practices may initially hire those whose skills have not been demonstrated but seem promising, compared to “committed” employers that hire workers for the long term, because flexibility allows employers to experiment instead of having to commit for a long term. Thus, the inequality of opportunities may decrease with flexible employment. Nevertheless, flexible employers may be less likely to continue hiring novice workers for the long term than veteran workers, insofar as novice workers on average are revealed during the experimentation stage to have lower skills than veteran workers. Consequently, more experimentation in the industry may imply a competition lopsided in favor of veteran workers and eventually reduce the share of novice workers hired long-term, exacerbating the arguably more consequential inequality—inequality of long-term employment. We test and confirm this idea in the TV programming industry where being either the committed, or “straight-to-series,” program—that commits to producing an entire season and hiring actors for the entire season—or the flexible, or “pilot,” program—that evaluates the first episode before committing to producing an entire season and hiring the cast for that full duration—is deemed viable.

Paper is NOT Available. Please contact the author(s).

OMT: Temporary Employment, Precarity Trap in Low-paying Jobs, and Wage Inequality  

Author: **Halil Sabanci**, *IESE Business School*

Author: **Marta Melvira**, *IESE Business School*

This study examines the association between temporary employment incidence and wage inequality by focusing on the asymmetric distribution of temporary employment across different wage layers, specifically its high concentration in lower-level deciles. We argue that a high share of low-wage jobs in total temporary employment leads to rent destruction in low-paying jobs, shifting rent allocation vertically from low to high earners, thus increasing wage inequality. We also hypothesize that the rent-shifting process is subject to some moderating factors. Specifically, we expect the effect to be amplified in industries with greater human-capital intensity and a smaller probability of temporary workers' transition to permanent jobs, while being less pronounced in industries with greater concentration of large firms. We test our predictions with data on wages of a representative sample of the Spanish labor force, extracted from administrative linked employer-employee datasets, which include 784,206 individuals from 2006 to 2018 (total N=4,967,236 person-year observations). Employing heteroscedastic models that simultaneously examine the effects of both micro and macro-level covariates on within-industry wage variance, we find the expected positive association between the ratio of total temporary employment that is occupied by low-paying jobs and wage inequality at the industry-region-year level. The results also support our moderation hypotheses. Building on and advancing market-based and rent-destruction accounts of evolving employment practices, we introduce the ratio of temporary employment occupied by low-wage jobs as a structural source of wage inequality and discuss its theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing Voices for the Greater Good: Insights on the Risks and Consequences of Speaking Up *The Risks and Consequences of Speaking Up*



Organizer: **Lily Morse**, *West Virginia U.*
Discussant: **Ethan Burris**, *U. of Texas at Austin*
Presenter: **Moran Anisman Razin**, *Duke U.*
Presenter: **Sim B. Sitkin**, *Duke U.*
Presenter: **Insiya Hussain**, *U. of Texas at Austin*
Presenter: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Ekin Ok**, *Sauder School of Business, U. of British Columbia*
Presenter: **Joey Cheng**, *York U., Canada*
Presenter: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Presenter: **Karl Aquino**, *U. of British Columbia*
Presenter: **Noriko Tan**, *Lee Kong Chian School of Business, Singapore Management U.*
Presenter: **Abhijeet K. Vadera**, *Singapore Management U.*
Presenter: **Ann Tenbrunsel**, *U. of Notre Dame*
Presenter: **Lily Morse**, *West Virginia U.*

There is a pressing need for employees to speak up in the face of wrongdoing, interpersonal mistreatment, or questionable work experiences. At the same time, there are substantial risks and consequences for employees who raise moral concerns ineffectively, such as retaliation, dismissal, and firing. In this symposium, we provide a sharp focus on the risks and consequences of speaking up in the workplace, extending beyond what has been considered by extant research. Drawing on multiple theoretical perspectives, our papers investigate influential factors and underlying mechanisms that predict voice-related behaviors and shape observer reactions. More broadly, our papers offer collective insights into the overall process of speaking up and integrate the respective literatures within this research domain (e.g., voice, whistleblowing, moral courage), which have largely evolved independently of each other.

The Courage to Address Unethical Behavior at Work

Author: **Moran Anisman Razin**, *Duke U.*
Author: **Sim B. Sitkin**, *Duke U.*

How Can Male Allies Show Support? Examining Reactions to Men's Voice on Gender Equity Issues

Author: **Insiya Hussain**, *U. of Texas at Austin*
Author: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Dominance, Prestige, and Morality Perceptions Explain the Status Acquisition of Workplace Vigilantes

Author: **Ekin Ok**, *Sauder School of Business, U. of British Columbia*
Author: **Joey Cheng**, *York U., Canada*
Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Author: **Karl Aquino**, *U. of British Columbia*

Moral Objection in The Workplace: A Review and Synthesis with A New Paradigm

Author: **Noriko Tan**, *Lee Kong Chian School of Business, Singapore Management U.*
Author: **Abhijeet K. Vadera**, *Singapore Management U.*
Author: **Lily Morse**, *West Virginia U.*
Author: **Ann Tenbrunsel**, *U. of Notre Dame*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **374** | Submission: **16651** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:00PM - 2:30PMET (UTC-4)**

Love May Be Blind, but are Top Journals' Reviews? *Ethics Forum #2*

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Chair: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Panelist: **Maria Aluchna**, *Warsaw School of Economics*
Panelist: **Akanksha Bedi**, *Western Washington U.*
Panelist: **Benson Honig**, *McMaster U.*

This session will explore scholarly access barriers to publication in top journals. While peer review is frequently asserted to be 'blind' and 'a level playing field,' some indications suggest biases occur and may, at times, reflect systemic institutional norms. In this session, the Ethics committee will discuss some of these barriers that scholars face, including coercive citation, gratuitous reference padding, special editors that may skirt conventions, and other similar biases that impact a meritocratic academy. Our goal will be to identify possible recommendations to enhance opportunity and access to all scholars reflecting the diversity of our communities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



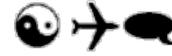
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **375** | Submission: **11673** | Sponsor(s): **(AFAM, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:00PM - 4:00PMET (UTC-4)**

**Bringing the Manager Back in Management Or Bringing the
Manager in For the First Time?**
Bringing the Manager In



Organizer: **David B. Zoogah**, *Xavier U.*
Presenter: **David B. Zoogah**, *Xavier U.*
Presenter: **Moses N. Kiggundu**, *Carleton U.*
Participant: **Richard Bawulengbeug Zoogah**, *U. of Ghana, Accra*
Participant: **Ruby Melody Agbola**, *Central U., Accra*
Participant: **Barbara Gholosah-Quaye**, *Manager*
Presenter: **Emefa Aku Ansah**, -
Presenter: **George Kwasi Tettey**, -
Participant: **Grace Abban-Ampiah**, *Ghana Institute of Management and Public Administration (GIMPA)*

Given the globalization of management and the increasing quest for effective managerial practices in emerging economies it seems important to discuss the managerial deficiencies in the African context to generate insight that contributes to the corpus of managerial effectiveness theories. The participants will share historical, philosophical, anthropological, and sociological evidence of managerial practices in Africa.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **376** | Submission: **12141** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:00PM - 3:30PMET (UTC-4)**

Publishing in Top-tier US Journals for Non-US Scholars
Publishing in Top-tier US Journals



Organizer: **Liza Castro Christiansen**, *U. of Reading*
Presenter: **Pawan S. Budhwar**, *Aston U.*
Presenter: **John E. Delery**, *U. of Arkansas*
Presenter: **Karin Sanders**, *UNSW Business School, Australia*
Presenter: **Amanda Shantz**, *Trinity College Dublin*
Presenter: **Bernd Vogel**, *Henley Business School, U. of Reading*
Participant: **Sabine Bacouel-Jentjens**, *ISC Paris Business School*
Participant: **Claire Elizabeth Collins**, *Henley Business School, U. of Reading*
Participant: **Marion Festing**, *ESCP Business School*
Participant: **Denise Mary Jepsen**, *Macquarie Business School*
Participant: **Clare Kelliher**, *Cranfield U.*
Participant: **Sunghoon Kim**, *U. of Sydney Business School*
Participant: **Bard Kuvaas**, *BI Norwegian Business School*
Participant: **Janet H. Marler**, *U. at Albany, State U. of New York*
Participant: **Scott L Martin**, *Zayed U.*
Participant: **Gary Rees**, *Portsmouth Business School*
Participant: **Lynda Song**, *Leeds U. Business School*
Participant: **Karina Van De Voorde**, *Tilburg U.*
Participant: **Gillian Warner-Söderholm**, *USN School of Business, U. of South-Eastern Norway*

Once a research project has been completed, one of the most prestigious forms of publication is a journal paper. There is not only increasing pressure to publish but to publish in 'top tier' journals. There is vast and comprehensive information about the range and scope of refereed research journals in every field. Through this Professional Development Workshop, the HR Division intends to provide insight to – and engage with – non-US scholars who plan to publish in top tier US journals in the HR field. Authors, who are interested to have a one-on-one session with a reviewer, should email their HR paper to Liza Castro Christiansen at liza.castro-christiansen@henley.reading.ac.uk before 30 June 2021. Papers will be accepted on a first-come, first-served basis.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **377** | Submission: **10189** | Sponsor(s): (MED, OB, RM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:00PM - 3:00PMET (UTC-4)**

Exploring Effective Leadership Practices through Popular Culture

Leadership Practices through Popular Culture



Organizer: **Michael Joseph Urick**, *St. Vincent College*
Presenter: **Therese Sprinkle**, *Quinnipiac U.*
Presenter: **Nathan Tong**, *U. of Hartford*
Presenter: **Jeremy Woods**, *California State U., Bakersfield*

The purpose of this PDW is to demonstrate how to leverage popular culture (such as movies, television shows, music, books, video games, comics, and podcasts, etc.) in leadership development initiatives. Our goal is to make validated theories more accessible to participants. We investigate the use of leadership theories in popular culture as a starting point for more nuanced leadership exploration. To do this, we have designed an interactive session, focused on popular culture themes, which will encourage participants to fully explore leadership theory. With our hands-on approach, participants will identify theories and popular culture themes which will help to influence their own management and leadership activities. This PDW would be beneficial for academics and leadership development consultants alike.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **378** | Submission: **15758** | Sponsor(s): **(MED, ONE, SIM, MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:00PM - 2:00PMET (UTC-4)**

Business Education Transformed  
Business Education Transformed

Participant: **James A F Stoner**, *MSR*
Participant: **James Weichert**, -
Participant: **Morgane M.C. Fritz**, *Excelia Business School, CERIM & CeReGe*
Participant: **Kenneth Sagendorf**, *Regis U.*

The members of the business schools in this session will report how their schools are transforming business education to meet “the greatest challenge our species has ever faced” – global unsustainability’s existential threat to all species. Business education must be transformed because, with some important and valuable exceptions, business schools throughout the world are currently teaching present and future managers the “business-as-usual” practices that are destroying the planet’s capacity to support our own and other species. As members of globalmovement.net, the presenting schools are working to transform business practice by collaborating with businesses in transforming the schools’ entire business curriculum and some research to be fully aligned with the need for a sustainable/flourishing/regenerating world – and to do so within 3 years. The workshop audience will see how their schools can start transforming business teaching and practice by learning how the presenting schools are already doing so. In breakout sessions audience members will learn what the presenting schools are doing, the results they are getting, and what they plan to do next. Audience members will be encouraged to offer suggestions about what the presenting schools should do and perhaps even to offer to help the presenting schools. Audience members will be invited to join an application to a 2022 MacArthur Foundation 100 million-dollar competition. That application will scale the achievements of the first globalmovement.net schools up to 400 schools and beyond.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **379** | Submission: **16585** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:00PM - 2:30PMET (UTC-4)**

Journal of Operations Management (JOM) Session
JOM Session

Host: **Suzanne De Treville**, *U. of Lausanne*
Host: **Tyson Browning**, *Texas Christian U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **380** | Submission: **16738** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:00PM - 3:00PMET (UTC-4)**

Publishing in ANNALS 
Publishing in ANNALS

Organizer: **Stuart Bunderson**, *Wash U.*

Annals Co-Editors, Carrie Leana and Stuart Bunderson, and the team of Associate Editors provide tips on how to write a successful Annals paper. All are welcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **381** | Submission: **13429** | Sponsor(s): **(RM, HR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

Bots, Fraud, and Careless Responding: Challenges of Bad-faith Responses in Survey Research



Challenges of Bad-faith Responses in Surveys

Organizer: **Erin E. Makarius**, *U. of Akron*
Organizer: **Barbara Zepp Larson**, *Northeastern U.*
Moderator: **James M. Diefendorff**, *U. of Akron*
Panelist: **Daniel Judson Beal**, *Virginia Tech*
Panelist: **Jason Huang**, *Michigan State U.*
Panelist: **Melissa G. Keith**, *Bowling Green State U.*
Panelist: **Leib Litman**, *CloudResearch*
Panelist: **Ekaterina (Katia) Damer**, *Prolific*

This symposium is aimed at bringing together a panel of scholars to discuss the prevalence and challenges associated with bad faith responses as well as opportunities to improve the quality of responses in survey research. Bad faith responding is defined as a) intentionally careless responses (e.g., participants responding without reading items or randomly), b) fraudulent participants (e.g., individuals lying about who they are or completing multiple surveys), and c) bots (computer programs) completing one or more surveys and producing fake data. The panel discussion will focus on the trends of bad faith responding in organizational research, the challenges associated with gathering survey data, and the opportunities for preventing, detecting, and mitigating bad faith responses. The primary goals of this panel symposium are to build awareness of bad faith responding, the costs of convenience sampling, and to inform researchers of ways to resolve issues that can arise. By bringing together researchers who have examined these issues with practitioners working for platforms that help manage the survey research process (e.g. – Qualtrics, MTurk), we provide a unique perspective on the prevalence and impact of bad faith survey responding in management research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **382** | Submission: **10018** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:15PM - 2:45PMET (UTC-4)**

**Bridging Perspectives on Multiple Team Membership: Theoretical
and Practical Implications**
Multiple Team Membership



Organizer: **Sumita Raghuram**, *San Jose State U.*
Organizer: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*

As individuals concurrently belong to different teams, researchers have started to investigate the multilevel effects of multiple team memberships (MTM), but with inconclusive results. In this caucus researchers at all stages of their careers and with different perspectives will come together to identify opportunities for MTM research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **383** | Submission: **11856** | Sponsor(s): (CAR, GDO, OB)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:30PM - 3:30PMET (UTC-4)**

Supporting Non-traditional Research Career Paths In The Academy

Supporting Non-traditional Research Career Paths



Organizer: **Alyson Gounden Rock**, *McGill U. - Desautels Faculty of Management*
Distinguished Speaker: **Henry Mintzberg**, *McGill U.*
Panelist: **Matthew James Bidwell**, *U. of Pennsylvania*
Panelist: **John Eklund**, *U. of Southern California*
Panelist: **Laurel Grassin-Drake**, *Ohio State U.*
Panelist: **Elise Bair Jones**, *U.S. Coast Guard Academy*
Panelist: **Maury Peiperl**, *George Mason U.*
Panelist: **Sarah Wittman**, *George Mason U.*
Facilitator: **Anand Bhardwaj**, *McGill U. - Desautels Faculty of Management*
Facilitator: **Hanieh Mohammadi**, *McGill U. - Desautels Faculty of Management*
Facilitator: **Masoomeh Kalantari**, *McGill U. - Desautels Faculty of Management*

Our proposed PDW provides a space for discussion and connection around the ‘non-traditional’ academic careers paths of scholars whose research draws on managerial backgrounds. Careers that span occupations and industries is a well researched topic in management and includes boundaryless and protean careers. Little is known about the make-up of AoM Divisions in terms of the dimension of prior managerial experience, and the first-hand experience of ‘non-traditional’ career paths is not fully leveraged in the academy. While multiple possible career paths exist in teaching (e.g., Professor of Practice), deviance from the modal research academic career path (with no substantive non-academic professional experience) often brings stigma and penalties. These, coupled with concerns about age and commitment to an academic career constrain non-traditional candidates’ entry into doctoral programs. This PDW will bring senior, junior and prospective scholars together on the topic of non-traditional academic career paths that include professional experience to provide support, promote the value of such paths, and to seed community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **384** | Submission: **15555** | Sponsor(s): **(CM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 1:30PM - 3:30PMET (UTC-4)**

Research Incubator: The Microfoundations of Intragroup Conflict
Microfoundations of Intragroup Conflict



Organizer: **Stephen L. Jones**, *U. of Washington, Bothell*
Organizer: **Amanda Ferguson**, *Northern Illinois U.*
Panelist: **Corinne Bendersky**, *U. of California, Los Angeles*
Panelist: **Matthew A. Cronin**, *George Mason U.*
Panelist: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*
Panelist: **Amanda Ferguson**, *Northern Illinois U.*
Panelist: **Niranjana Srinivasan Janardhanan**, *London School of Economics*
Panelist: **Stephen L. Jones**, *U. of Washington, Bothell*
Panelist: **Semin Park**, *U. of Iowa*
Panelist: **Randall S Peterson**, *London Business School*
Panelist: **Pri Pradhan Shah**, *U. of Minnesota*
Panelist: **Gergana Todorova**, *California State U., Fullerton*
Panelist: **Laurie R. Weingart**, *Carnegie Mellon U.*

Researchers typically investigate intragroup conflict at the team level. But emerging research suggests that intragroup conflict is not uniform, shared, or static. This PDW explores ways in which we can look at intragroup conflict differently. The PDW's goal is to connect and mobilize a community of researchers interested in the microfoundations of team conflict to generate collaborative work in this area. Emerging research, which adopts a social network perspective, suggests that dyadic relationships provide the foundation for conflict in teams. Novel conflict asymmetry and conflict expression research suggest conflict is not experienced uniformly in teams and may not be shared. And scholars have long advocated a dynamic view of conflict. This PDW will (1) generate an awareness of the microdynamics of conflict, (2) share recent advances in the field, and (3) create an opportunity for researchers working in this area to collaborate. The format will include short presentations, Q&A, and breakout groups with researchers sharing similar interests.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **385** | Submission: **10986** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:30PM - 3:00PMET (UTC-4)**

Challenging Assumptions About What Works to Improve Organizational Gender Diversity *Improving Organizational Gender Diversity*



Chair: **Clarissa Cortland**, *UCL School of Management*
Chair: **Felix Danbold**, *UCL School of Management*
Presenter: **Jennifer Kim**, *Tufts U.*
Presenter: **Alexandra Kalev**, *Tel Aviv U.*
Discussant: **Zoe Kinias**, *INSEAD*

Despite decades of scholarship, major investments, policy changes, and the tireless efforts of practitioners, achieving greater gender diversity is still on the to-do list of many organizations. Although the causes of gender inequality have been understood for some time (e.g., gender stereotypes and prejudice, masculine work norms; Eagly & Karau, 2002; Ibarra, Ely, & Kolb, 2013; Kanter, 1977), many current practices used by organizations (e.g., bias trainings, grievance procedures) have proven insufficient to produce meaningful change. As a result, women are still excluded from many professions and high-status roles within them. This symposium offers four new perspectives on improving gender diversity, introducing new theory and challenging our assumptions about: (1) how wise interventions can offset gender disparities; (2) the consequences of experiencing chronic concerns about confirming negative gender stereotypes on women's collective action efforts; (3) which formal mentorship programs are most effective at increasing diversity; and (4) the role of chauvinistic supervisors in perpetuating sexist thinking. Together these talks provide managers with new tools to address gender inequality and encourage them to more wisely use the ones they already have.

Wise Interventions as a Starting Point for Bringing About Gender Equity in the MBA Classroom

Author: **Jennifer Kim**, *Tufts U.*
Author: **Joel Brockner**, *Columbia U.*
Author: **Caryn J. Block**, *Teachers College, Columbia U.*

Stereotype Threat's Silver Lining: Predicting Women's Support for Gender Balance

Author: **Clarissa Cortland**, *UCL School of Management*
Author: **Zoe Kinias**, *INSEAD*

Mentoring Programs that Work

Author: **Alexandra Kalev**, *Tel Aviv U.*
Author: **Gal Deutsch**, *Tel Aviv U.*
Author: **Frank Dobbin**, *Harvard U.*
Author: **Kwan Woo Kim**, *Harvard U.*

Prototype Alignment: A Method for Reducing the Influence of Chauvinistic Leaders

Author: **Felix Danbold**, *UCL School of Management*
Author: **Corinne Bendersky**, *U. of California, Los Angeles*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **386** | Submission: **14378** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:30PM - 3:00PMET (UTC-4)**

HCM Teaching Incubator: Becoming More Effective Instructors 
HCM Teaching Incubator

Organizer: **Patrick Shay**, *Trinity U.*
Moderator: **Peter F. Martelli**, *Suffolk U.*
Facilitator: **Lihua Dishman**, *A. T. Still U.*
Facilitator: **Nitish Patidar**, *Quinnipiac U.*
Facilitator: **Joanna Veazey Brooks**, *U. of Kansas Medical Center*
Facilitator: **Victoria Parker**, *U. of New Hampshire*
Facilitator: **Eric S. Williams**, *U. of Alabama*
Facilitator: **Timothy J. Vogus**, *Vanderbilt U.*
Facilitator: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*
Facilitator: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Facilitator: **Nancy Borkowski**, *U. of Alabama, Birmingham*
Facilitator: **Laura McClelland**, *Virginia Commonwealth U.*
Facilitator: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Facilitator: **Stephen O'Connor**, *U. of Alabama, Birmingham*

The purpose of this PDW is to provide a forum and foster a community in which health care management scholars can discuss pertinent issues about teaching, from common questions and challenges that educators confront to helpful practices, tips, and ideas to becoming more effective instructors. The PDW will be conducted as a series of online breakout room discussions, with participants receiving advice and helpful guidance on challenges and issues confronted in a range of educational settings. Each breakout room will focus on a specific theme and include assigned "teaching mentors" who can provide expert guidance and feedback on topics relating to a variety of themes.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **387** | Submission: **15532** | Sponsor(s): **(MED, TIM, OB, OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:30PM - 3:30PMET (UTC-4)**

Teaching with Technology: Teaching "Managers"

Teaching with Technology: Teaching "Managers"



Organizer: **Stuart A. Allen**, *Robert Morris U.*
Presenter: **Stuart A. Allen**, *Robert Morris U.*
Presenter: **Kim Gower**, *U. of Mary Washington*
Presenter: **Jeanine W. Turner**, *Georgetown U.*
Presenter: **Sonja Foss**, *U. of Colorado, Denver*
Presenter: **Kyle B. Stone**, *Colorado Mesa U.*
Presenter: **Jordan Paul Mitchell**, *U. of Houston, Clear Lake*
Presenter: **Xiao Li**, *U. of Houston, Clear Lake*
Presenter: **Lisa T. Stickney**, *U. of Baltimore*
Presenter: **Danielle Fowler**, *U. of Baltimore, USA*
Presenter: **Anthony Alan Pina**, *Sullivan U.*
Presenter: **Kenneth Allen Moran**, *Sullivan U.*
Presenter: **Ana Fetea**, *U. of Houston Clear Lake*

While there has been a steady transition to greater use of online learning, the COVID-19 pandemic accelerated the use of technology, including the expanded use of online learning and video conferencing platforms, remote learning, smartphones, virtual environments, and electronic resources. In parallel, many managers made the transition during this period to working and managing remotely. This has shifted the goal posts for teaching management students further and faster with emphasis on “managing”. In this PDW (now in its 23rd year at AOM since 1998), we will present new technologies and relevant teaching techniques for using technology to support management education. This longstanding professional development workshop focuses upon the practical use of technology in teaching and learning through demonstration and sharing presenters’ hands-on teaching experience in an interactive presentation format. The workshops this year will include seven different presentations on various topics with experienced management educators sharing their latest learning, approaches, and experience. The Teaching with Technology PDW has historically attracted novices and experienced educators, as well as those who love and loathe technology in teaching and learning.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **388** | Submission: **10646** | Sponsor(s): **(OB, OMT, STR)**

Virtual session type: **Synchronous Live Presenter**

Scheduled: **Saturday, Jul 31 2021 3:30PM - 5:00PMET (UTC-4)**

The Art of Storytelling in Academic Writing

The Art of Storytelling in Academic Writing



Chair: **Tim G. Pollock**, *U. of Tennessee, Knoxville*

Organizer: **Ace Beorchia**, *U. of Tennessee*

Organizer: **Ashley Yerves Roccapriore**, *U. of Tennessee, Knoxville*

Panelist: **Gerald F. Davis**, *U. of Michigan*

Panelist: **Kimberly D. Elsbach**, *U. of California, Davis*

Panelist: **Adam Michael Grant**, *The Wharton School, U. of Pennsylvania*

Panelist: **Benjamin L. Hallen**, *U. of Washington, Seattle*

Panelist: **John R. Hollenbeck**, *Michigan State U.*

Panelist: **Violina Rindova**, *U. of Southern California*

Presenter: **Tiziana Casciaro**, *U. of Toronto*

Winner of the OMT Division Best Symposium Proposal Award

Academics are extremely fortunate. Our job is to (1) think of questions other people haven't thought of and identify questions that haven't been answered, (2) figure out how to answer them, (3) do it, and then (4) tell the story. The bulk of the training we receive in doctoral programs focuses on parts two and three (i.e., research design and analytical techniques), with a reasonable amount of attention given to part one in theory and content seminars; however almost no attention is given to part four—storytelling. Our symposium will address the under-discussed “art” of storytelling that helps make some articles so much more influential than others. In particular we will focus on the structure of storytelling, storytelling techniques, language use, and the writing process. Our panelists are OB, Strategy and Organization theory scholars who are well known for their storytelling styles, and will create a unique and meaningful session on the art of storytelling.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **389** | Submission: **11074** | Sponsor(s): **(OMT, ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:30PM - 3:00PMET (UTC-4)**

**Academics Beyond Academia: Management Scholars on the
Ground to Address Grand Challenges**
Academics and Grand Challenges



Organizer: **Suhaib Riaz**, *Telfer School of Management, U. of Ottawa*
Organizer: **Natalie Slawinski**, *U. of Victoria*
Panelist: **Andrew J. Hoffman**, *U. of Michigan*
Panelist: **Charlotte M. Karam**, *American U. of Beirut*
Panelist: **Matthew Murphy**, *U. of Victoria*
Panelist: **Gail Whiteman**, *U. of Exeter Business School*

Recent research in management emphasizes the need to engage with grand challenges of our time, such as climate change, inequality, poverty, ecological imbalances, conflict, socioeconomic and political crises, etc. in which organizations, their managers, and other stakeholders are implicated and by which they are also impacted in various ways. We take this conversation further and in a new direction through a panel of academics who have gone 'beyond academia'. In addition to publishing research related to such challenges, these academics have also engaged in significant efforts 'on the ground' to address such challenges through policy work, social activism, leadership roles outside of typical academic settings, roles in social movements, becoming part of solution implementation in communities, and so on. Our symposium discusses how the exploration of such roles by management academics can open up our field to make an impact towards addressing grand challenges in direct ways and also feed back into theory, methodology, and pedagogy in unexpected and fortuitous ways.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Environmental Crime, Greenwashing and Employee Perspectives on Sustainability



Digital Session Chair: **Abhirup Chakrabarti**, *Smith School of Business, Queen's U.*

ONE: Deterring environmental crime: Learning from how firms respond to regulatory discretion

Author: **Abhirup Chakrabarti**, *Smith School of Business, Queen's U.*

The effort to deter environmental crime has increased over the past decade. So has environmental crime, despite strict standards and severe penalties. A puzzle is that regulatory discretion – for instance, a regulator’s choice of which specific firms to inspect at any time – is important but seemingly ineffective in improving environmental outcomes. To explore, I examine how a firm’s tendency to violate an environmental law is influenced by when and where a regulator has recently conducted inspections. I engaged with an environmental regulator to digitize data on a decade of inspections (2008-2018) of toxic waste-producing firms in six geographically contiguous jurisdictions in India. The results show that firms were more likely to violate an environmental law after other firms in their jurisdiction recently violated environmental laws, but not when geographically proximate firms were recently inspected. Firms were less likely to violate an environmental law if geographically proximate firms were recently caught violating environmental laws. The temporary compliance inducing effect of geographically clustered inspections was further pronounced among firms that were more frequently inspected in the past or were previously penalized for violations. These insights complement studies of corporate environmentalism by showing how firms engage with regulatory discretion. In addition, the results suggest that environmental outcomes depend on whether the goal is to induce compliance among firms proximate to the inspected firm, for which a routine of spatially compact inspections works well, or to detect and penalize violations, for which a routine of randomly choosing firms to inspect works well.

Paper is Available to Meeting Registrants Only.

ONE: Employees’ Response to Corporate Greenwashing

Author: **Jenifer Lynn Robertson**, *U. of Western Ontario*
Author: **A. Wren Montgomery**, *Ivey Business School*

Although research has begun to investigate greenwashing, the effect of this phenomenon on employees has not yet been considered. Accordingly, we investigate greenwashing from an organizational psychology lens, exploring the impact it can have on employees, and whether these effects differ for different types of employees (i.e., those who have an educational background in environmental science and/or sustainability and those who do not). Using data collected at three separate time points from two distinct employee groups, our results show that greenwashing was negatively related to employees’ other-serving/genuine CSR attributions, pro-environmental work climate perceptions as well as their organizational trust and identification, but only for employees educated in environmental science and/or sustainability. Surprisingly, we found that greenwashing was positively related to self-serving CSR perceptions for both employee groups. These findings generate insights into the extent to which corporate environmental communications can backfire, by uncovering the deleterious effects greenwashing can have for certain employees.

Paper is NOT Available. Please contact the author(s).

ONE: An Employee Perspective on Costs and Benefits of Environmentally Focused Sustainability Initiatives

Author: **Stuart A. Allen**, *Robert Morris U.*

Employees’ participation in their organizations’ environmental sustainability initiatives is often critical to the initiatives’ success. Attitudes to participating in pro-environmental behaviors are addressed at the global level in the literature without identifying the antecedents to those attitudes in the form of specific costs and benefits that contribute to attitude formation. Goal frames can be applied in identifying costs and benefits on a personal level but also costs and benefits to important groups that employees are members of, such as their organization and broader society. The present study addresses the gap in understanding of antecedents to employees’ attitudes to initiative participation by examining their perceptions of the costs and benefits of participating in initiatives to them personally, to their organization, and to society. One hundred and twenty survey participants described 150 environmental sustainability initiatives and identified costs and benefits in the personal, organizational, and societal goal frames. Analysis of the results produced cost and benefit codes and categories of codes within each frame, as well as themes across the three frames. The findings are explored in the context of supporting further research on employees’ attitudes to participating in environmental sustainability initiatives and how the reported costs and benefits can be used by employees, managers, and organizations to predict and encourage participation in key initiatives.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **391** | Submission: **11249** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:30PM - 2:30PMET (UTC-4)**

STR Leadership Committee Meeting
STR Leadership Committee Meeting

Participant: **Timothy B. Folta**, *U. of Connecticut*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **392** | Submission: **11435** | Sponsor(s): **(STR, MOC, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:30PM - 3:00PMET (UTC-4)**

Bridging Leadership Research on Boards of Directors and Top Management Teams *Bridging TMT and BOD*



Organizer: **Youstina Masoud**, *UMass Amherst*
Organizer: **Eugene See**, *U. of Massachusetts, Amherst*
Organizer: **Steven W Floyd**, *U. of Massachusetts, Amherst*
Organizer: **Bruce Skaggs**, *U. of Massachusetts, Amherst*
Facilitator: **Zeki Simsek**, *Clemson U.*
Facilitator: **Guy Shani**, *Michigan State U.*
Facilitator: **Luis R. Gomez-Mejia**, *Arizona State U.*
Facilitator: **Toru Yoshikawa**, *Singapore Management U.*
Facilitator: **Arijit Chatterjee**, *ESSEC Business School*
Facilitator: **Corinne A. Post**, *Villanova U.*
Facilitator: **Ciaran Heavey**, *U. College Dublin, Smurfit*
Facilitator: **Christine Shropshire**, *Arizona State U.*

Research on boards of directors has largely taken a macro view in examining phenomena such as board interlocks, board composition and board diversity. Research involving the top management team (TMT), on the other hand, has taken a more micro approach, examining firm strategy as a reflection of the values and cognition of individual executive leaders. Such research often studies how executive attributes, such as personality or experience, affect firm strategies and performance. Despite the fact that board decisions have the potential to influence a firm's top management team (Haynes & Hillman, 2010; Conyon & Peck, 1998; Boyd, 1994), there is scant research on how behavioral or cognitive attributes of board members (Veltrop, Bezemer, Nicholson & Pugliese, 2017; Daniel & Milliken, 1999; Johnson, Hoskisson, & Hitt, 1993) actually influence TMT decision making. In addition to these top-down effects, there may be reciprocal influence from the TMT on factors such as board composition. This Professional Development Workshop (PDW) aims to bridge research involving boards and TMTs by facilitating a conversation between these complementary fields. The session provides a forum where scholars will interact and share ideas that may serve the development of research that connects the board and TMT. In doing so, the session aims to integrate academic scholarship on boards and TMT in a way that will also benefit practicing managers and boards.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **393** | Submission: **14599** | Sponsor(s): **(STR, OMT, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 1:30PM - 3:00PMET (UTC-4)**

Ecosystem Competition: Strategic and Regulatory Implications *Ecosystem Competition: Strategy & Regulation*

Organizer: **Michael G Jacobides**, *London Business School*
Organizer: **Ron Adner**, *Dartmouth College*
Panelist: **Pinar Ozcan**, *Oxford U., Saïd Business School*
Panelist: **Gerald F. Davis**, *U. of Michigan*
Panelist: **Carmelo Cennamo**, *Copenhagen Business School*
Panelist: **Cristina Caffarra**, *Charles River Associates*

Bla

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **394** | Submission: **11207** | Sponsor(s): **(ENT, OMT, TIM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 3:30PMET (UTC-4)**

Scaling Up Accelerator Research

Scaling Up Accelerator Research

Chair: **Gary Dushnitsky**, *London Business School*
Participant: **Shaker A. Zahra**, *U. of Minnesota*
Participant: **Violetta Gerasymenko**, *Oregon State U.*
Participant: **Sandy Yu**, *U. of Minnesota*
Participant: **Susan L. Cohen**, *U. of Georgia*
Participant: **Benjamin L. Hallen**, *U. of Washington, Seattle*

Over the past decade, accelerators have become an important feature of the global entrepreneurial landscape (Wright & Drori, 2018). This has led to a growing body of research that examines the types and organization of these accelerators and their contributions to the growth and scaling activities of start-ups. Researchers have examined how accelerators provide a forum for knowledge creation, technology development, commercialization, and new business model development. This research underscores the importance of accelerators for new ventures' strategic decisions such as funding, timing of exits, scaling up strategies and technology commercialization. Moreover, it highlights the opportunity to leverage the accelerator setting to study canonical questions in entrepreneurship (Clough, Fang, Vissa and Wu, 2019). Focusing on accelerators as an important entrepreneurial setting, we will illustrate and discuss the opportunities to broaden this stream of research: (1) bringing a dynamic view of founders' experience while undergoing an accelerator program, (2) considering their relative positioning within a cohort of other accelerator-sponsored start-ups, as well as the persistent longer-term impact (3) of accelerator affiliation and (4) short-yet-adverse events on start-ups' prospects and (4) founders' future entrepreneurial pursuits beyond the specific accelerator-sponsored start-up. The focus on the founders, their agency – and the limits thereof – are a key theme throughout the discussion. It falls squarely in line with the 2021 AOM theme "Bringing Back the Manager in Management."

If you have any questions about this PDW, please contact Violetta Gerasymenko at: violetta.gerasymenko@oregonstate.edu

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Intersections of Diversity

Digital Session Chair: **Cynthia Wilkes**, *U. of Southern California*

GDO: An Intersectional Approach to Studying Burnout in Local Government

Author: **Cynthia Wilkes**, *U. of Southern California*

Author: **Thai Le**, *U. of Southern California*

Author: **William Resh**, *U. of Southern California*

This paper empirically examines the simultaneous influence of multiple dimensions of individual identity on employee burnout. We advance a better understanding of disparities in individual well-being outcomes for public servants. Using conservation of resource (COR) theory and applied intersectionality, we deconstruct burnout to look at differential vulnerability to emotional exhaustion, depersonalization, and loss of personal accomplishment for individuals at the intersection of gender, racial, and generational identities. Using survey data from a sample of over 6,000 local government employees across two neighboring large cities in California, we estimate the impact of intersectional identities on different dimensions of burnout. Our results show that younger generations of women of color are particularly vulnerable to burnout, but the experience of burnout is not uniform across groups, with each dimension of burnout revealing different vulnerable groups. These findings highlight the importance of deconstructing burnout into its discrete dimensions to better understand the experience of different socio-demographic groups of employees and develop culturally competent strategies to better support an increasingly diverse public workforce.

Paper is Available to Meeting Registrants Only.

GDO: Dynamic structures of inequalities: Intersectionality in higher education

Author: **Inge Bleijenbergh**, *Radboud U. Nijmegen*

Author: **Marloes Van Engen**, *Human Resource Studies, Tilburg U.*

Author: **Monic Lansu**, *Radboud U., Netherlands*

Author: **Pleun Van Arensbergen**, *VHL U. of Applied Sciences, the Netherlands*

Intersectional inequality in organizations is usually conceptualized in an idiosyncratic way, focusing on specific inequalities experienced by specific groups of employees. Such an idiosyncratic focus hinders understanding the generic mechanisms underneath organizational inequalities. This paper contributes to organization studies and diversity management literature by conceptualizing intersectionality as a dynamic structure of inequality, where mechanisms of inequality at the level of organizational structure and organizational culture, social interactions and identities may interact and affect different groups in different ways. To be able to grasp the complexity of such dynamic structures we propose the use of qualitative systems dynamics modeling. During participatory action research in a Dutch University, we involved 47 managers and employees in building a qualitative system dynamics model of the intersection between gender, nationality and ethnicity. In visualizing the dynamic structures of intersectional inequalities, we showed not only how intersectional inequalities added to each other, but also how they intersect and interact in time. Variables such as the diversity of selection committees and the perceived deviation of candidates from the norm visualize the intersection between gender, national and ethnic inequality. Gender and nationality intersect in the feeling of belonging of faculty, while the informal networks of international students connects nationality and ethnicity. Dynamic structures of inequality allow both dynamic equilibrium and dynamic change in an organization, explaining why change is difficult, but also showing how change could come about.

Paper is Available to Meeting Registrants Only.

GDO: A feedback perspective on intersecting inequalities in organizations

Author: **Inge Bleijenbergh**, *Radboud U. Nijmegen*

Author: **Mathijs Ambaum**, *Radboud U., Netherlands*

Organizations show persistent gender-, class- and ethnicity-based inequalities between employees in terms of well-being, remuneration and representation. Despite decades of diversity scholarship, anti-discrimination legislation and diversity management, gender and ethnic pay gaps and harassment persist, and white male higher-class leaders are overrepresented in the top of organizations. Such inequalities increasingly meet societal resistance. Scholars mainly explain inequalities based on the demographic characteristics of hiring panels, workforce and management, assuming linear causality between these characteristics and the observed unequal outcomes. However, inequalities are more complex. This paper develops an innovative feedback perspective, conceptualizing the feedback of intersecting inequalities in organizations to further the theoretical understanding of inequalities. A feedback perspective reveals how elements of inequalities interact in such a way that they reinforce or balance each other. Such a perspective helps us to understand why inequalities co-occur rather than appear in isolation, why addressing a single demographic cause is often not effective, and how to predict the potential effects of interventions that address multiple inequalities simultaneously. We conceptualize the feedback of intersecting gender, ethnicity and class inequalities in a causal loop diagram of the pay gap, inequality in leadership positions and harassment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **396** | Submission: **13191** | Sponsor(s): **(GDO, OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 3:30PMET (UTC-4)**

Leveraging Identities for Social Change

Leveraging Identities for Social Change

Organizer: **Keana Richards**, *U. of Pennsylvania*
Organizer: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Organizer: **Karren Kimberly Knowlton**, *Tuck School of Business at Dartmouth*
Presenter: **Karren Kimberly Knowlton**, *Tuck School of Business at Dartmouth*
Presenter: **Keana Richards**, *U. of Pennsylvania*
Participant: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Participant: **Patricia Faison Hewlin**, *McGill U.*
Presenter: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Presenter: **Cydney Dupree**, *Yale School of Management*
Discussant: **Ashleigh Shelby Rosette**, *Duke U.*

Recent events in the United States have sparked a renewed interest in inequality, discrimination, and social injustice. Yet engaging in behaviors that enact social change is often a complex decision, for both members of marginalized and majority groups. Given the complex challenges people from different groups face when working toward greater social equity, it is imperative to understand the specific behaviors people engage in to enact social change, the decision-making process underlying these behaviors, and their downstream consequences. To this end, the proposed symposium considers how and why employees tackle concerns with inequality and push for social change within and beyond their organization, with a focus on the ways in which individuals leverage their unique social identities and/or account for the unique benefits and constraints associated with their identities. The papers in this symposium draw on both qualitative and quantitative research across organizational contexts (e.g., in Congress, among boards of directors) and multiple theoretical foundations (e.g., boundary and identity management, intersectionality, social role theories) to contribute to important ongoing conversations about diversity, inequality, identities, and social change.

You Can't Be What You Can't See: Unpacking Role Models of Marginalized Group Members

Author: **Karren Kimberly Knowlton**, *Tuck School of Business at Dartmouth*

How Minorities Leverage Racial Identity to Minimize Stigma and Achieve Social Change

Author: **Keana Richards**, *U. of Pennsylvania*
Author: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Author: **Patricia Faison Hewlin**, *McGill U.*

When and How Corporate Board Directors Leverage Their Demographic Identities to Advance Justice

Author: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*

Words of a Leader: An Intersectional Analysis of Gender Differences in Leaders' Speech

Author: **Cydney Dupree**, *Yale School of Management*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **397** | Submission: **16700** | Sponsor(s): **(IAM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 4:00PMET (UTC-4)**

Iberoamerican Academy of Management Business Meeting
IAOM Business Meeting

Professional Development Workshop Chair: **Carlos Jesus Alsua**, *U. of Arizona*
Host: **Len Trevino**, *Florida Atlantic U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **398** | Submission: **14967** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 5:00PMET (UTC-4)**

Improving Our Doctoral Studies: Adding the Value of Management Consulting



Improving Our Doctoral Studies

Chair: **Steven Munkeby**, *Colorado Technical U.*
Participant: **Rachael Narel**, *Benedictine U.*
Participant: **Lyle Yorks**, *Columbia U.*
Participant: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*
Participant: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Speaker: **Sophie Claire Le Lédan**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Participant: **Henri Savall**, *ISEOR, U. of Lyon*
Participant: **Joanne Preston**, *Joanne C. Preston & Associates*
Participant: **Carole Lalonde**, *Laval U.*
Participant: **Kurt Motamedi**, *Pepperdine U.*
Participant: **David Coghlan**, *Trinity College Dublin*
Participant: **David B. Szabla**, *Western Michigan U.*
Organizer: **Daphne DePorres**, *United States Air Force Academy*

Elaborating on past MC Division consortia, the objectives for this year's consortium provides an opportunity for doctoral students in the midst of their doctoral research, to share their research processes and progress and receive support and feedback from peers and faculty. Concurrently, the participants will explore the value of management, but especially management-consulting elements, and how these can generally be mapped to a doctoral student's dissertation research and connect with possible post-doctoral futures. With this in mind, we draw upon the commonalities between management consulting and research, where both seek to address problems. The phases utilized in both often include problem identification, clarification of the purpose of the endeavor, data collection, diagnosis, actions, conclusions, and recommendations. As consultants, scholars and practitioners search for theory-into-practice perspectives that aid both student researchers and practicing consultants. By drawing on this connection, we intend to highlight the options MC division doctoral students have as they recognize the value of management consulting elements that contribute to the body of knowledge and can be used to translate theory into practical application. Thus, this PDW will incorporate methods of enhancing doctoral student participants' grasp of research side-by-side with highlighting management consulting theory-into-practice considerations utilizing an interactive approach that gives voice to the student researcher while inviting and utilizing the wisdom of colleagues.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **399** | Submission: **11402** | Sponsor(s): (MED, ONE, MSR, OSCM, ODC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 3:30PMET (UTC-4)**

The Sustainability Mindset Indicator   
The Sustainability Mindset Indicator

Presenter: **Isabel Rimanoczy**, *PRME Working Group on the Sustainability Mindset*
Presenter: **Beate Klingenberg**, *Marist College*

Why is there a workshop on sustainability in MED, even at the AOM? What is the role of management educators in preparing students and leaders for the social and environmental challenges? Do students care for sustainability more than their professors? What tacit values are educators supporting, what paradigm? A paradigm of unsustainability or one of transformation? What is a sustainability mindset, and can it be developed? If so, how? What is the Sustainability Mindset Indicator? What does it assess? What research is it based on? These are some of the questions that will be addressed in this session. Expect an unusual design, intriguing and experiential, based on a 1981 American film. And expect multilevel learning: about yourself, others, groundbreaking research, an innovative pedagogical process to facilitate learning, and a new assessment instrument. By the way, the workshop already started with this abstract.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **400** | Submission: **12124** | Sponsor(s): **(MOC, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 4:00PMET (UTC-4)**

Entrepreneurial Cognition 
Entrepreneurial Cognition

Organizer: **Matthew Grimes**, *Cambridge Judge Business School*
Panelist: **Jean Siobhan Clarke**, *EMLYON Business School*
Panelist: **Denis A. Gregoire**, *HEC Montreal*
Panelist: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*

The cognitive process that leads to the development of new ventures has been a central topic of ongoing concern to scholars of entrepreneurship. Are you a doctoral student or faculty member who studies cognition within the context of entrepreneurship and are looking for ways to connect with other similar researchers? The purpose of this PDW is consistent with this year's AOM theme, "Bringing the Manager Back in Management" by highlighting the importance of individual and collective cognition in the context of entrepreneurship and innovation. The structure of the PDW is two-fold: 1) to bring together a group of senior scholars who each examine the importance of entrepreneurial cognition yet from different vantages in order to spark reflection on the future state of research in this area and 2) to facilitate a series of virtual breakout room conversations on different aspects of entrepreneurial cognition to allow individuals who do research in this area to form meaningful connections.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **401** | Submission: **12585** | Sponsor(s): **(MSR, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 4:00PMET (UTC-4)**

Where Social Justice Meets Spirituality: Managerial Reflections

Where Social Justice Meets Spirituality



Facilitator: **Joan F. Marques**, *Woodbury U.*
Participant: **Satinder Dhiman**, *Woodbury U.*
Participant: **Ian Mitroff**, *U. of California, Berkeley*
Participant: **Ginger Grant**, *Humber College Institute of Technology and Advanced Learning*
Participant: **Sharda Nandram**, *Nyenrode Business U.*
Participant: **Benito Teehankee**, *De La Salle U., Manila, Philippines*

Shaken to the core by lingering social injustice that continues to permeate into all social structures of society in a vastly interconnected world, this PDW aims to initiate a dialogue amongst management scholars and practitioners who hold a deep and sincere interest to help kindle a sense of mutual acceptance and respect in and outside of workplaces. The fact that social injustice remains such a major impediment in human interactions is a concerning trend, that should instigate profound self-investigation and spiritual exploration, resulting in enhanced consciousness that may lead to more effective results than the thus far widely implemented, yet consistently ineffective diversity training in workplaces. Some hard questions we will deliberate on are, A) What practices could we, as managers, or educators of managers apply in order to end the negative cycle? B) How can we best reach inside ourselves to conjure greater desire to do the right thing, and assist others in awakening to the awareness of interbeing? C) What should we discontinue, either in ourselves or in our behavior or practices, by way of reducing or eliminating divisiveness, suppression, or othering?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **402** | Submission: **13697** | Sponsor(s): **(OB, CAR, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 4:00PMET (UTC-4)**

Can We Do It, Yes We Can: Strategies for Non-US Scholars to Succeed in the US Jobs Market
Can We Do It, Yes We Can



Organizer: **Katja Wehrle**, *Justus-Liebig U. Giessen*
Organizer: **Alexander Newman**, *Deakin U.*
Organizer: **Ulrich Leicht-Deobald**, *U. of St. Gallen*
Panelist: **Ariane Froidevaux**, *U. of Texas At Arlington*
Panelist: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Panelist: **Maartje E. Schouten**, *Iowa State U.*
Panelist: **Ante Glavas**, *U. of Vermont*

Many management scholars from outside of the US are interested in working in American business schools. Despite this interest, many non-US candidates in the job market lack information on how to best navigate this competitive jobs market and obtain commensurate employment. This PDW is designed for both young and mid-career OB scholars who would like more information on seeking and obtaining employment at US business schools. It will bring together panelists currently working at schools in the US, who were trained overseas, and faculty who have been involved in recruiting scholars from outside the US. By hearing from each side, participants will be able to hear different perspectives from those both seeking employment in the US as well as from those on the hiring side for US institutions. The panel will highlight strategies for applying for and obtaining employment in the US, identify the key challenges faced by non-US scholars in the job search, application and interview process, and reflect on the tacit knowledge gained from their own experience. Topics for discussion include: What does the job search, application and selection process look like? What types of business schools are there in the US and how do different schools evaluate non-US candidates on the jobs market? What are key challenges faced by candidates in adapting to the national culture and university system? The PDW includes individual presentations by panelists, roundtable discussions focusing on strategies for job candidates at different stages in their careers, and a closing Q&A.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **403** | Submission: **15581** | Sponsor(s): **(OB, ODC, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 3:30PMET (UTC-4)**

Empirical Investigations Of Followership Theory: How Followers Impact Leaders And Leadership *Empirical Findings on Followership*



Organizer: **Melissa Carsten**, *Winthrop U.*
Discussant: **Mary Uhl-Bien**, *Texas Christian U.*

As work has gone remote and managers and subordinates are being forced to engage more at a distance, demands are being placed on leaders and followers to work together in different ways to get things done. Much of this calls for broader views of leadership that are flatter, less hierarchical and involve more follower autonomy. These new realities align well with emerging research on followership theory. According to followership theory, followers are not passive recipients of a leader's influence but instead active and engaged partners in the co-production of leadership and achievement of work unit outcomes. In this symposium we present much-needed empirical findings on the study of followership theory. The findings have critically important implications for integrating followership in leadership theory, as well as the ways we conceptualize, study, teach, and develop leadership and followership in organizations.

The Benefits and Costs of Daily Co-Production of Leadership

Author: **Lei Huang**, *Auburn U.*
Author: **Mary Uhl-Bien**, *Texas Christian U.*

Followership at a Distance: Examining Followers' Performance, and Well-Being during Covid-19

Author: **Melissa Carsten**, *Winthrop U.*
Author: **Ashita Goswami**, *Salem State U.*
Author: **Agnieszka Karolina Shepard**, *Mercer U.*
Author: **Lilah Donnelly**, *Mercer U.*

Can Belief in Science Alter the Relationship between Charisma and Safety Behaviors during COVID-19?

Author: **Chris Giebe**, *U. of Mainz & U.*
Author: **Ashita Goswami**, *Salem State U.*
Author: **Thomas Rigotti**, *Johannes Gutenberg-U. Mainz*
Author: **Prakash K. Nair**, *MYRA School of Business*

Examining Ethical ILT-Supervisor Alignment and Job-related Outcomes with Moderated Mediation

Author: **Patrick Coyle**, *La Salle U.*
Author: **Benjamin Biermeier-Hanson**, *Radford U.*
Author: **Caroline Hastings**, *La Salle U.*
Author: **Rebecca Piergallini**, *La Salle U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **404** | Submission: **12836** | Sponsor(s): **(OB, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 3:30PMET (UTC-4)**

Taking Stock of Group Affective Tone, Emotional Climate, and Emotional Culture in Organizations *Affective Tone, Emotional Culture, and Climate*



Organizer: **Brandon Lee Antwiler**, *U. of North Texas*
Organizer: **Danielle Cooper**, *U. of North Texas*
Panelist: **Neal M. Ashkanasy**, *U. of Queensland*
Panelist: **Sigal Barsade**, *The Wharton School, U. of Pennsylvania*
Panelist: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Panelist: **Marie Dasborough**, *U. of Miami*
Panelist: **Virginie Lopez Kidwell**, *U. of North Texas*
Panelist: **Ashlea Troth**, *Griffith U.*

This panel symposium brings together well-established scholars from around the globe who have published articles relevant to group affect, emotional culture, and emotional climate in management's top journals. This symposium takes stock of what has been done in these important research areas, details the many relevant individual and organizational outcomes influenced by affect and affective culture, and discusses future research directions in group affect. By tying together prominent research streams in group affect, this panel offers a guided and interactive discussion with expert panelists on the future directions of affect research while offering consideration to the crucial role that managers and organizational leaders hold in recognizing and shaping positive emotional cultures.

Questions can be submitted during the panelist discussion via chat (or voice). If you would like to submit a question in advance, contact Brandon Antwiler @ Brandon.Antwiler.edu

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **405** | Submission: **10602** | Sponsor(s): **(OB, SIM, CM, MOC, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 4:15PMET (UTC-4)**

The Annual Behavioral Ethics Pecha Kucha Springboard and Networking Session



Annual Behavioral Ethics Pecha Kucha & Networking

Organizer: **Niki Den Nieuwenboer**, *U. of Kansas*
Organizer: **Marie S. Mitchell**, *U. of Georgia*
Organizer: **Linda K Trevino**, *Pennsylvania State U.*
Presenter: **Michael Baer**, *Arizona State U.*
Presenter: **Laura Fritsch**, *U. of Oxford*
Presenter: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Presenter: **Donald A. Lange**, *Arizona State U.*
Presenter: **Keith Norman Leavitt**, *Oregon State U.*
Presenter: **David Mayer**, *U. of Michigan*
Presenter: **Michael Pfarrer**, *U. of Georgia*
Presenter: **Chen-Bo Zhong**, *U. of Toronto*
Participant: **Jonathan Nicholas Bundy**, *Arizona State U.*
Participant: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Participant: **Scott Reynolds**, *U. of Washington*
Participant: **Marshall J. Schminke**, *U. of Central Florida*
Participant: **Ann Tenbrunsel**, *U. of Notre Dame*
Participant: **Elizabeth Eve Umphress**, *U. of Washington*

Behavioral ethics research, aimed at understanding the causes and consequences of (un-) ethical behavior in organizations, is thriving. However, many studies rely on research approaches that emphasize internal validity over external validity and generalizability. While informative, ethics researchers are calling for the field to better take into account the contextual complexity of organizational life. Theoretical advances are needed on ethics phenomena that occur “inside organizations” or the field risks losing its credibility. For this reason, our behavioral ethics PDW seeks to offer insight on how to enhance researchers’ methodological toolkit, and to help develop future research ideas that better incorporate different (field) research designs into behavioral ethics research. To address this critical need, this PDW provides a forum for advancing discussions on how to approach ethics research in the field and to continue building a research community for stimulating scholarly discussions on behavioral ethics. This is the fifth rendition of this PDW, which is set up in two parts. The first part of the PDW consists of eight future-oriented Pecha Kucha presentations by experts in the field (timed 5-minute presentations by prominent scholars offering ideas on how to expand the literature). The second part is a breakout room networking session where attendees can engage in conversations, foster connections, and build research relationships. To facilitate this networking, attendees will be asked to select which two breakout rooms they want to attend and to submit two-three (research) questions per breakout room before the Academy.

Registration for this session is required through the below survey link. Registration will occur on a first come, first served basis. The session will be capped at 100 attendees, and we will close the survey once we hit that cap. So please only register if you are truly committed to attending our session. The deadline to register is June 30. Please click on (or copy-paste into an internet browser) this link to fill out our registration survey:
https://kusurvey.ca1.qualtrics.com/jfe/form/SV_6P6aDXluoY1NAqy Email niki@ku.edu if you have any questions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Artificial intelligence and decision-making processes



Digital Session Chair: **Leid Zejnilovic**, *NOVA School of Business and Economics*

OCIS: **Learning Best Practices: Can Machine Learning Improve Human Decision-Making?**

Author: **Hamsa Bastani**, *The Wharton School, U. of Pennsylvania*
Author: **Osbert Bastani**, *U. of Pennsylvania*
Author: **Park Sinchaisri**, *Haas School of Business, UC Berkeley*

Workers spend a significant amount of time learning how to make good decisions. Evaluating the efficacy of a given decision, however, is quite complicated. For one, decision outcomes are often long-term and relate to the original decision in complex ways. The goal of our paper is to study whether machine learning can be used to infer tips that can help workers learn to make better decisions. Such an algorithm must identify strategies that not only improve worker performance, but that are also interpretable to the human workers so that they can easily understand and follow the tips. We propose a novel machine learning algorithm for inferring interpretable tips that can help users improve their performance in sequential decision-making tasks. We perform a behavioral study to validate our approach. To this end, we designed a virtual kitchen-management game that requires the participant to make a series of decisions to minimize overall service time. Then, we compare the performance of participants shown a tip inferred using our algorithm compared to a control group that is not shown the tip, as well as groups shown either a tip proposed by experienced human workers or a tip inferred by a baseline algorithm. Our experiments show that (i) the tips generated by our algorithm are effective at improving performance, (ii) they significantly outperform the two baseline tips, and (iii) they successfully help participants build on their own experience to discover additional strategies and overcome their resistance to exploring counterintuitive strategies.

Paper is NOT Available. Please contact the author(s).

OCIS: **Explainable AI for non-experts: Is this a chimera?**

Author: **Cheryll-Ann Wilson Drakes**, *Bentley U.*

Artificial intelligence (AI) offers transformative benefits in many areas of economic activity, through the innovative use of profuse, multifaceted streams of data. This power comes at a cost: the systems evolve so organically that the rationale behind its decisions can be a mystery even to its developers. The AI-based system thus becomes a “black box” that is, one that is not transparent, making it difficult to trust the system’s decisions, assess model fairness, detect bias, and meet regulatory demands. These concerns have led to the consideration of explainable AI (XAI) as a cognitive bridge between the two worlds. However, the majority of deployments are for machine learning engineers. Thus there is a need for human-understandable AI systems that can tailor explanations relative to the needs, knowledge, and goals of non-experts. This essay explores some of the literature over the past half century pertaining to the explainability needs of different stakeholders, including efforts made to address such needs as well as lessons learned.

Paper is Available to Meeting Registrants Only.

OCIS: **Machine Learning Informed Decision-Making with Interpreted Model’s Outputs: A Field Intervention**

Author: **Leid Zejnilovic**, *NOVA School of Business and Economics*
Author: **Susana Lavado**, *Nova School of Business and Economics, U. Nova de Lisboa*
Author: **Carlos Soares**, *LLACC/Faculdade de Engenharia, U. do Porto*
Author: **Íñigo Martínez De Rituerto De Troya**, *NOVA School of Business and Economics*
Author: **Andrew Bell**, *New York U.*
Author: **Rayid Ghani**, *Heinz College - Carnegie Mellon U.*

OCIS Best Paper Award Finalist

There is a renewed and growing demand for interpretable and explainable machine learning (ML) systems, propelled by the increased use of these systems for making high-stakes decisions affecting individuals. Despite having set theoretical ground for explainable intelligent systems a few decades ago, the information system scholars have given little attention to new developments, and especially to the use of ML trained models in decision-making with humans-in-the-loop in real-world problems. In this paper, we take the sociotechnical system lenses and employ quantitative and qualitative analysis of a field intervention in a public employment service setting to study the machine learning informed decision-making with interpreted models’ outputs. Contrary to theory, our results suggest a small positive effect of explanations on confidence in the final decision, and a negligible effect on the decisions’ quality. We uncover complex dynamic interactions between humans and algorithms, and the interplay of algorithmic aversion, trust, experts’ heuristic, and changing uncertainty-resolving conditions. We discuss theoretical and practical implications of our findings.

Paper is Available to Meeting Registrants Only.

OCIS: **Who Should Grasp Decision-making Authority, Human Or Intelligent System?**

Author: **Xiacong Cui**, *Georgia State U.*
Author: **Mark Keil**, *Georgia State U.*
Author: **Liwei Chen**, *U. of Cincinnati*
Author: **JJ Po-An Hsieh**, *Georgia State U.*

Effective task allocation between humans and automation has attracted much attention since the introduction of automation technologies that assist humans in task performance. Yet, the rise of intelligent systems (IntelSys) capable of making task-allocation judgment raises an urgent question: who (human or IntelSys) should have the authority to make the decision to allocate tasks between humans and automation? Drawing on the perspective of team-based decision-making, this study proposes four hypotheses that compare the impacts of three decision-making approaches (DMAs) on human-automation team performance. To test the hypotheses, we conducted a large-scale experiment with 662 participants playing on a gaming platform. The results suggest that the effectiveness of DMAs is contingent on task uncertainty and human expertise. Our findings provide critical insights on whether humans or IntelSys should assume the role of decision-maker in human-automation teams under different scenarios.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **407** | Submission: **13340** | Sponsor(s): **(OMT, MOC, GDO)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 3:30PMET (UTC-4)**

Organizations' Responses and Narratives to Workplace Inequality

Organizational Narratives to Workplace Inequality



Organizer: **Daphné Baldassari**, *U. of Toronto*
Organizer: **Mabel Abraham**, *Columbia Business School*
Discussant: **Frank Dobbin**, *Harvard U.*
Presenter: **Mabel Abraham**, *Columbia Business School*
Presenter: **Daphné Baldassari**, *U. of Toronto*
Participant: **Sarah Kaplan**, *U. of Toronto*
Participant: **Aaron Dhir**, *York U.*
Presenter: **JoAnne Delfino Wehner**, *Stanford VMware Women's Leadership Innovation Lab*
Presenter: **Alison Tracy Wynn**, *Stanford U.*
Participant: **Kristine Kilanski**, *UC San Diego*
Presenter: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*
Participant: **Robin J. Ely**, *Harvard Business School*
Participant: **William A. Kahn**, *Boston U.*

This symposium aims to deepen and expand our understanding of the relationship between the way organizations and managers understand and provide narratives related to inequality and their subsequent diversity practices. The four papers presented in this symposium offer new theoretical insights and mechanisms for the conditions under which organizations are more (less) apt to redress inequality. This symposium brings together strategic management scholars, economic sociologists, and organizational behavior scholars investigating, with a wide range of methods (qualitative, observational, and experimental), inequality in the workplace. We believe this symposium will generate an insightful discussion and fuel further inquiry into the role organizational narratives play in perpetuating inequality.

From Self-Diagnoses to Change: Organizational Narratives and the Gender Pay Gap.

Author: **Mabel Abraham**, *Columbia Business School*
Author: **Katherine Weisshaar**, -

Organizational Responses to Diversity Disclosures

Author: **Daphné Baldassari**, *U. of Toronto*
Author: **Sarah Kaplan**, *U. of Toronto*
Author: **Aaron Dhir**, *York U.*

What about the Managers? Means-ends decoupling of work policies and the actors liable for their use.

Author: **JoAnne Delfino Wehner**, *Stanford VMware Women's Leadership Innovation Lab*
Author: **Kristine Kilanski**, *UC San Diego*
Author: **Alison Tracy Wynn**, *Stanford U.*

Intervening to Advance Equity in Tech

Author: **Robin J. Ely**, *Harvard Business School*
Author: **William A. Kahn**, *Boston U.*
Author: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **408** | Submission: **10225** | Sponsor(s): (OMI, STR, MH)

Virtual session type: **Synchronous Live Open**

Scheduled: **Saturday, Jul 31 2021 2:00PM - 3:30PMET (UTC-4)**

Leveraging History to Understand Management Phenomena *Leveraging History*



Chair: **Kunyuan Qiao**, *Cornell U.*

Chair: **Christopher Marquis**, *Cornell U.*

Participant: **Tarun Khanna**, *Harvard U.*

Participant: **Geoffrey Jones**, *Harvard Business School*

Participant: **Sudev J. Sheth**, -

Participant: **Martin Ruef**, *Duke U.*

Participant: **David Hsu**, *The Wharton School, U. of Pennsylvania*

Participant: **Ihsan Beezer**, *Rutgers Business School*

Discussant: **Heather Haveman**, *U. of California, Berkeley*

Management scholars have been increasingly interested in how history and historical processes affect current organizational behaviors and have called for a fuller integration of history to understand management phenomena. This symposium brings together a unique set of papers that explore different ways through which history may help us understand current management phenomena and provide implications for future research and practice. Specifically, the first paper investigates how Gandhi's idea of business leadership as a societal trustee—i.e., preserving communities, environments, and relationships while building value through profit—persistently shapes strategies of subsequent generations of business leaders in India. The second paper describes the organization of innovation in the United States over the past fifty years as a result of the three factors: (1) the nature of technical advance and associated commercial opportunities, (2) the organization of financing innovation, and (3) markets for technology as well as other institutional and governmental processes. The third paper develops an imprinting perspective to understand the enduring influence of the initial spatial separation and community distinctiveness of minority business communities on their future development and how their integration with White residential areas and businesses weakens this influence. The last study also advances an imprinting perspective, suggesting that variations of early residents' religious make-up shaped institutional differences across different U.S. States, which then affects organizational leadership structures. As a set, the papers offer new insights into how historical factors, processes, contexts, and events can inform organization and management theories and strategic management research from the perspectives of imprinting and institutions and shed new light on management history studies.

Gandhi and the Idea of Business Leadership as a Societal Trustee

Author: **Sudev J. Sheth**, -

Author: **Tarun Khanna**, *Harvard U.*

Author: **Geoffrey Jones**, *Harvard Business School*

Organizing Innovation in the United States: A 50-Year Perspective

Author: **David Hsu**, *The Wharton School, U. of Pennsylvania*

The Imprint of Distinctiveness and Separation on the Development of Minority Business Communities

Author: **Martin Ruef**, *Duke U.*

Author: **Ihsan Beezer**, *Rutgers Business School*

Historical Origins and Organizational Consequence of Institutional Differences across U.S. States

Author: **Kunyuan Qiao**, *Cornell U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **409** | Submission: **13014** | Sponsor(s): **(STR, OMT, ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 4:00PMET (UTC-4)**

Current Research in Corporate Governance and Sustainability *Corporate Governance and Sustainability*

Organizer: **Navya Pandit**, *Department of Management and Technology, Bocconi U.*
Organizer: **Anne Jacqueminet**, *Bocconi U.*
Organizer: **Charles Williams**, *Bocconi U.*
Presenter: **Ruth V. Aguilera**, *Northeastern U.*
Presenter: **Witold Jerzy Henisz**, *U. of Pennsylvania*
Presenter: **Ioannis Ioannou**, *London Business School*
Presenter: **Caroline Flammer**, *Boston U.*

This PDW aims to bring together scholars from the fields of strategy and organization theory to deepen our understanding of corporate governance and sustainability with the aim of identifying and exploring emerging avenues for research. Environmental crises such as global warming and climate change are becoming disruptive enough that even hedge funds, traditionally focused on financial returns, are insisting on governance reforms to focus attention also on environmental, social and related governance issues. This pattern is in tandem with stakeholder pressures that are compelling companies to look beyond just their financial profits. Against this backdrop, it is quite important that the board of directors and leadership of businesses are aware that their boards and organizations must be vehicles for multiple goals across different domains. The idea that organizations engage with multiple goals is as old as the study of organizations, but there remains so much to understand about how businesses use different modes of governance and implementation to differentiate and integrate across their various goals, especially across financial imperatives along with the broader environmental and societal domains. Through this PDW, we intend to highlight new research and an unfolding agenda for understanding how companies' top managers and board of directors identify, evaluate, implement and communicate policies across these different fields of the firm, recognizing that these goals may be complementary, other times mostly separable, and even sometimes in conflict. Leading researchers with expertise in corporate governance and sustainability will share their approaches and insights into this pressing topic.

Attendees are required to pre-register for this event. You can do so by filling out the form at the following link: <https://forms.gle/F1w74nSE4hBuD4st8>. In case of any questions, please contact Navya Pandit at navya.pandit@unibocconi.it.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **410** | Submission: **11229** | Sponsor(s): **(TIM, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:00PM - 4:00PMET (UTC-4)**

Leveraging Text Data To Answer Old and New Questions in Innovation Research

Text Data in Innovation Research



Organizer: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Organizer: **Do Yoon Kim**, *Boston College*
Organizer: **Mike Horia Teodorescu**, *Boston College*
Presenter: **Natalie Carlson**, *Columbia Business School*
Presenter: **Jorge Guzman**, *Columbia Business School*
Presenter: **Timothy Hannigan**, *Alberta School of Business*
Presenter: **Jeffrey M. Kuhn**, *U. of North Carolina, Chapel Hill*
Presenter: **Arianna Marchetti**, *London Business School*
Presenter: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*

The literature in management and other social sciences has increasingly been leveraging text analysis techniques to revisit old research questions and explore novel ones. The emergence of these techniques has allowed researchers to exploit a variety of vast data sources, such as firms' filings, product descriptions, customer reviews, news, patent text, social media, and more. This paradigm change may be particularly impactful in the context of research in innovation, where data availability is traditionally scarce. The purpose of this PDW is to discuss the main text analysis techniques and illustrate some of their most promising applications in the context of innovation research. We are joined by a group of scholars who are pioneering these techniques, in order to explore the various facets of this emerging class of methodologies in the context of innovation research. The PDW is designed to be developmental and interactive, and thus includes four parts: 1) a list of short presentations by the speakers, 2) a Q&A session moderated by the organizers, 3) a series of breakout-room conversations where each speaker discusses the technical aspects of their core technique and explores new potential applications with interested participants, and 4) a wrap-up discussion where groups share the main insights from their conversations and collectively brainstorm future research directions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **411** | Submission: **15341** | Sponsor(s): **(GDO, OB, HR)**

Virtual session type: **Synchronous Live Open**

Scheduled: **Saturday, Jul 31 2021 2:30PM - 4:00PMET (UTC-4)**

Approaches to Inclusion in the Workplace: A Dialogue Across Theoretical Strands



Approaches to Inclusion in the Workplace

Coordinator: **Kelly Gabriel**, *George Washington U.*

Moderator: **Judith A Clair**, *Boston College*

Panelist: **Bernardo M. Ferdman**, *Ferdman Consulting*

Panelist: **Michàlle Mor Barak**, *U. of Southern California*

Panelist: **Amy Randel**, *San Diego State U.*

Panelist: **Katina Sawyer**, *George Washington U.*

Over the past two decades, organizational diversity and inclusion literature has demonstrated that inclusion, along with diversity, is key to creating equitable workplaces. However, research focused on inclusion is currently rooted in a variety of foundational approaches, which has resulted in a lack of conceptual cohesion over time. While there are certainly areas of overlap across these unique approaches, there is also room to create greater clarity regarding what inclusion is and how it operates in organizations. Therefore, this panel symposium seeks to put into conversation these different approaches, focusing on benefits and drawbacks of each approach, with the goal to better imagine, understand, and ultimately realize inclusive organizations. This panel will engage a group of experts in a formal, moderated, interactive discussion of the panelists' approaches towards inclusion, the benefits and drawbacks of the various approaches, ways to reconcile seemingly incompatible aspects of approaches, and implications for inclusion research and practice. The symposium will include ample opportunity for audience involvement and dialogue.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **412** | Submission: **17304** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 2:30PM - 4:00PMET (UTC-4)**

Professional Identity

Digital Session Chair: **Rajesh Chandwani**, *Indian Institute of Management, Ahmedabad*

OB: Role of Emotions in Curating Professional Identity: An interplay of Identity Work and Identity Play  

Author: **Rajesh Chandwani**, *Indian Institute of Management, Ahmedabad*
Author: **Upam Pushpak Makhecha**, *Indian Institute of Management, Tiruchirappalli*
Author: **Farheen Fathima Shaik B**, *Indian Institute of Management, Tiruchirappalli*

In this study we study the identity formation and sustenance in case of nascent jobs where existing frames, expectations and ideal identities are absent. We conduct a narrative inquiry of thirty three Organ Transplant Coordinators (OTCs) in India. We propose a three staged model of Identity Progression consisting of Identity Probing, Identity Steadying and Identity Advocacy stages as the OTCs enter and sustain in their careers. The stages illustrate the interplay between identity play and identity work, emotional and cognitive salience and sensemaking and sense giving. Our paper contributes to research on the role of emotions in identity work and identity play in several ways. First, we propose that in nascent professions with underdeveloped or equivocal identity, identity play and identity work might not be mutually exclusive. In such situations, we posit that identity play and identity work proceed in a reflective and iterative process thereby creating a unique individual professional identity. Further, we examine the role of emotions in identity play and identity work by exploring the ways in which emotions not only affect identity work but also become an integral part of creating a new identity. Finally, we establish the critical role of context in identity work and identity play. We discuss practical implications for facilitating identity formation and sustenance processes in nascent professions.

Paper is Available to Meeting Registrants Only.

OB: The fragility of experts: A moderated-mediation model of expertise, identity threat, & overprecision 

Author: **Sang Hoon Kang**, *Rutgers Business School*

Experts play a crucial role in modern organizations, but evidence regarding the soundness and reliability of their decision-making is mixed and often contradictory. Drawing on theories of identity threat, I argue that experts are more susceptible to bias following disconfirming feedback from others. A series of lab experiments show that (a) experts are more likely than novices to double-down and produce overly precise predictions following disconfirming feedback; (b) this feedback-induced overprecision by experts is mediated by perceived level of expert identity threat; and (c) self-affirmation attenuates identity threat and reduces overprecision. I supplement these experimental findings by investigating experts' response to disconfirming feedback in a real-world settings - Major League Baseball umpiring. Ultimately, I propose a moderated-mediation model of expert decision-making to understand "when" and "why" experts offer overly precise judgments that is unavoidable and prevalent in organizational settings.

Paper is Available to Meeting Registrants Only.

OB: Cold (and hot) passion: A dual path model of job passion in professional work 

Author: **Siyin Chen**, *U. of Toronto, Rotman School of Management*

It is widely believed that job passion leads to positive work outcomes because it fuels people with personal significance and emotional drive. However, we proposed that this theorization of job passion can be problematic in professional work as professionals are required to detach from their personal values and emotions, and adhere to professional values and standards. Based on in-depth interviews with professional journalists, we hypothesized that job passion in professional work has two distinctive paths, one leads to personal significance ("hot path") and one leads to professional detachment ("cold path"). We further hypothesized that these two paths are associated with different workplace outcomes. On the one hand, job passion connects to higher work meaningfulness and perceived prosocial impact through personal significance. On the other hand, job passion relates to less tension and lower intention to leave through professional detachment. Results from a field survey with a larger sample of journalists support our dual path model of job passion in professional work. Overall, our research demonstrates the importance of job passion for professionals as well as the dual path of its positive influence on professional work.

Paper is Available to Meeting Registrants Only.

OB: Who I'm Going to Become Is Not Clear! COVID-19's Impact on Future Professional Identity Clarity

Author: **Christina Hymer**, *Darla Moore School of Business, U. of South Carolina*
Author: **Xing Liu**, *Wayne State U.*
Author: **Jeff Savage**, *Darla Moore School of Business, U. of South Carolina*

In this study, we investigate the impact of the COVID-19 pandemic, as a natural, strong, and external identity-threatening event, on workers' future professional identity clarity trajectories. We examine the influence of workers' current professional identity beliefs (self-efficacy, imposterism) on their pre-COVID-19 and post-COVID-19 future professional identity clarity trajectories. Using a repeated measures design, we test our model with 223 observations collected from a unique sample of early career STEM academics participating in a nine-month collaboration with start-ups. As expected, we find that the COVID-19 pandemic hindered future professional identity clarity growth. Further, we find that both self-efficacy and imposterism encourage future professional identity clarity growth, and that self-efficacy provides a protective benefit for workers' future professional identity clarity trajectories in the wake of the COVID-19 pandemic. Our study has implications for research on identity, self-efficacy, and imposterism. We provide practical implications of this research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **413** | Submission: **10014** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 4:30PMET (UTC-4)**

**Understanding and Impacting Global Consciousness on Managers
and Management**
Understanding and Impacting Global Consciousness



Participant: **Judith A. Neal**, *Edgewalkers International*
Participant: **Joel B. Bennett**, *Organizational Wellness/Learning*

This caucus explores the topic of global consciousness and its relevance to AOM. The organizers have prepared a series of discussion questions about defining “global consciousness,” participants’ interest in the topic, and potential actions to increase global consciousness leading to better outcomes for humanity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **414** | Submission: **13881** | Sponsor(s): **(CM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 8:00PMET (UTC-4)**

Conflict Management Division Doctoral Consortium
Conflict Management Division Doctoral Consortium



Organizer: **Laura L. Rees**, *Queen's U.*
Organizer: **Ruchi Sinha**, *U. of South Australia*
Panelist: **Poonam Arora**, *Manhattan College*
Panelist: **Max H. Bazerman**, *Harvard U.*
Panelist: **Corinne Bendersky**, *U. of California, Los Angeles*
Panelist: **Rachel Lea Campagna**, *U. of New Hampshire*
Panelist: **Niranjana Srinivasan Janardhanan**, *London School of Economics*
Panelist: **Karen Jehn**, *Melbourne Business School*
Panelist: **Semin Park**, *U. of Iowa*
Panelist: **Esther Sackett**, *Santa Clara U.*

This Conflict Management Division doctoral consortium is designed for students interested in developing an academic identity, thinking more strategically about the research process, planning for the job market, and transitioning to becoming a faculty member. Specifically, we will focus on four main topics important for successfully completing a program and launching an academic career: 1) becoming a conflict management and negotiations scholar, 2) managing the dissertation process, 3) preparing for the job market, and 4) transitioning to faculty. The PDW will be led by a mix of early, mid-career, and senior scholars, each offering their unique perspective. The format will include short presentations, Q&A, and small group discussions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **415** | Submission: **12538** | Sponsor(s): **(GDO, OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 4:30PMET (UTC-4)**

Strengths from Disadvantage: Toward a Broader Understanding of the Consequences of Social Inequality

Strengths from Disadvantage



Organizer: **Gabrielle Rose Lopiano**, *Emory U.*
Discussant: **Sandra Cha**, *Brandeis U.*
Presenter: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Presenter: **James T. Carter**, *Columbia Business School*
Presenter: **Karren Kimberly Knowlton**, *Tuck School of Business at Dartmouth*
Presenter: **Gabrielle Rose Lopiano**, *Emory U.*

Scholarship aimed at understanding the experiences and outcomes of members of historically disadvantaged, underrepresented, and marginalized social groups has largely focused on and documented the hardships and inequalities they suffer. However, our current understanding of may not capture the full range of consequences arising from social disadvantage. The goal of this symposium is to demonstrate the merit of a more balanced approach to studying the experiences of marginalized groups by considering the unique resources that they may acquire as a result – in contrast to a dominant focus on the detriments. The four papers in this symposium provide theoretical and empirical support for certain strengths that members of disadvantaged groups develop in response to enduring systematically more difficult life experiences, and how they enact such resources at work. These studies demonstrate this phenomenon across four different disadvantaged social groups, including the working class, racial minorities, women, and the LGBTQ community. Using both qualitative and quantitative methods, this research advances diversity scholarship by shedding light on under-explored outcomes associated with social disadvantage group membership.

Employees from Different Social Class Backgrounds Use Distinct Toolkits to Navigate the Workplace

Author: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Author: **Nicole Stephens**, *Northwestern U.*
Author: **Sarah S M Townsend**, *U. of Southern California*

Together We Thrive: How Racial Discrimination Leads to Pro-group Helping and Voicing

Author: **Ambra Mazzelli**, *MIT Sloan School of Management*
Author: **James T. Carter**, *Columbia Business School*

Trailblazer Mindsets and Marginalized Groups: When Being Underrepresented Helps You Help Others

Author: **Karren Kimberly Knowlton**, *Tuck School of Business at Dartmouth*

Coping with Devaluation: Socioemotional Assets Arising from the Experience of Stigma

Author: **Gabrielle Rose Lopiano**, *Emory U.*
Author: **Melissa J. Williams**, *Emory U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **416** | Submission: **12600** | Sponsor(s): **(HCM, MSR, ODC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 6:00PMET (UTC-4)**

Mindful Managing; How Managers in the Moment Enhance Wellbeing and Organizational Performance
Mindful Managing and Organizational Performance



Facilitator: **Elizabeth Wheeler Guyton**, *George Mason U.*
Facilitator: **Dorsey Standish**, *U. of Texas at Dallas*

This highly experiential workshop offers both personal and professional development through the exploration of mindfulness practices and their benefits at the individual and collective level. Although mindfulness is not a novel topic, the pandemic and its consequential challenges for the manager, employee, and organization, heighten the relevance of mindfulness as a managerial practice. Now more than ever, present moment awareness brings value to management by enabling managers to enhance their wellbeing and the wellbeing of those whom they manage. In addition to promoting individual wellbeing, mindful management can contribute to organizational performance through enhanced engagement, innovation, decision making, teamwork, agility, customer service, safety, and quality. This session builds on a review of the neuroscience of mindfulness and existing knowledge to introduce an innovative continuum of mindfulness application and novel uses of mindfulness in the organizational setting. Presenters demonstrate a mindful meditation designed to create shared mental models in order to advance key strategic initiatives such as diversity, equity, and inclusion. During this interactive workshop participants will enjoy mindful meditations, collaborate to define the mindful manager, and engage in lively discussion examining strategies for developing mindful management within organizations and for fostering a mindful organizational culture and climate. Participants will gain an understanding of how mindfulness works from a neuroscience perspective, practical knowledge of how to meditate, a clear definition of mindful management, and an understanding of at least one novel application of mindfulness in the organizational setting. Keywords: mindfulness, wellbeing, organizational performance, neuroscience, mindful management

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **417** | Submission: **11574** | Sponsor(s): **(MED, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 5:00PMET (UTC-4)**

**Online Technology use in Business and Management
Education: Disciplinary and Cultural Differences**
PDW on online technology use in business education



Participant: **Ruslan Ramanau**, *The Open U.*
Participant: **Giacomo Carli**, *The Open U.*
Participant: **Dan Bumblauskas**, *U. of Northern Iowa*
Participant: **Herbert Nold**, *Polk State College*

By the third decade of the 21st century online education has come of age and has become mainstream in a wide range of disciplinary contexts, including business and management education (BME). This workshop aims to bring together educators from a range of disciplinary contexts in BME with experience and/ or interest in blended or online teaching and learning and willingness to contribute to formulating research agenda on use of digital technologies. The key outcome of the workshop will be establishing closer links teaching and learning practice and research and providing networking opportunities for the diverse audience of workshop participants. This session will be a mix of presentations and work in small groups.

Please complete the survey with background information about yourself at the link below:
https://docs.google.com/forms/d/13kVSuvhh72MgWbXuOQJyIGGBWHdnC5KE68xT OjJJAs/viewform?edit_requested=true Please note this session is limited to 30 attendees. Only the first 30 people who have pre-registered for the PDW will have access to the live session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **418** | Submission: **15176** | Sponsor(s): **(OB, HR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 4:30PMET (UTC-4)**

The Female Leadership Advantage in a Crisis 
Female Leadership Advantage

Panelist: **Kayla Stajkovic**, *Edgewood College*
Moderator: **Lillian Eby**, *U. of Georgia*
Panelist: **Jenny M. Hoobler**, *U. of Pretoria*
Panelist: **Corinne A. Post**, *Villanova U.*
Panelist: **Alexander Stajkovic**, *U. of Wisconsin, Madison*

Perceptions of who makes an effective leader are altered in crises. One perspective from which leadership effectiveness can be evaluated is gender differences. In this panel symposium, we will discuss research on gender and leadership effectiveness and focus on why women might be more effective leaders than men in a crisis. Panelists will point to misalignments among mechanisms discussed in extant research and identify synergies to elucidate why women might be more effective leaders than men in a crisis. The session will include discussion of the gender and leadership literature, conversation about the need for intersectional research, such as examining joint identities of gender and race, and suggestions for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **419** | Submission: **12326** | Sponsor(s): **(OMT, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 4:30PMET (UTC-4)**

What Has Happened to Organizational Discourse Analysis? Assessing Trajectory and Renewal

Renewal of Discourse Analysis



Moderator: **Yuan Li**, *Saint Mary's College of California*
Panelist: **Loizos Th. Heracleous**, *Warwick Business School*
Panelist: **Gerlinde Mautner**, *WU Vienna U. of Economics and Business*
Panelist: **Clifford Oswick**, *City U. London*
Panelist: **Linda L. Putnam**, *U. of California, Santa Barbara*

This symposium will assess whether the popularity of organizational discourse analysis is in decline, what problem this decline might raise, and what can be done to address it. Panelists will offer insights into how discourse analysis can address concerns about parochialism and how it can engage materiality and socio-materiality to address social constructivist and critical realist concerns simultaneously. It will also explore multi-modal and mixed method approaches and show how these methods could contribute to organizational discourse analysis. In addition, panelists will explore validity criteria for evaluating discourse work and ways to integrate distinct theoretical perspectives.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



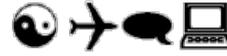
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **420** | Submission: **16102** | Sponsor(s): **(OMT, SIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 4:30PMET (UTC-4)**

**Business With Purpose and the Purpose of Business Schools
in a Post Pandemic World**
Purpose of Business and Business Schools



Organizer: **Hector Osvaldo Rocha**, *IAE Business School*
Organizer: **Roy R. Suddaby**, *U. of Victoria*
Organizer: **Michael Andreas Pirson**, *Fordham U.*
Discussant: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Panelist: **Jay Gilbert**, *B Lab / B Corps / Imperative21*
Panelist: **Rajendra Sisodia**, *Conscious Capitalism Inc*
Panelist: **Gerard George**, *Georgetown U., McDonough School of Business*
Panelist: **Charles Wookey**, *Blueprint for Better Business*

Both the Covid-19 crisis and the emergence of innovative business models like B-Corps, Conscious Capitalism, and Blueprint for Better Business offer a powerful signal that the foundational assumptions of competitive capitalism are increasingly in doubt. Business schools, however, appear to be followers rather than leaders in this historical moment of social change. While consumers and businesses are experimenting with new models of capitalism premised on balancing profits with social purpose, business schools have been slow to change and appear to be struggling with their identity and purpose. But, what might be the purpose of business in a post-pandemic scenario? What would a post-pandemic business school look like? What might be the foundational values of a post-pandemic market system? The aim of this symposium is to explore these questions in conversation with four thought leaders and prominent innovators of management education and business practice.

The Symposium will consist of an introduction followed by an interactive, collaborative dialogue between the convenors, the leaders, and the audience around the three proposed questions.

- Introduction - Hector Rocha, Michael Pirson, and Roy Suddaby will outline the goals and introduce the structure of the Symposium
- Question 1 - What might be the foundational values of a post-pandemic market system? Michael Pirson will moderate this panel
- Question 2 - What might be the purpose of business in a post-pandemic scenario? Hector Rocha will moderate this panel
- Question 3 - What would a post-pandemic business school look like? Roy Suddaby will moderate this panel
- Closing remarks Elaine Hollensbe will identify themes and ideas that emerged from the panel discussions and provide closing remarks.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **421** | Submission: **16736** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 4:30PMET (UTC-4)**

Publishing in Academy of Management Collections
Publishing in Academy of Management Collections



Organizer: **Benjamin Martell Galvin**, *Brigham Young U.*
Organizer: **Elizabeth L. Rose**, *U. of Leeds*

Academy of Management Collections (AMC) is a new and exciting publication that will make an important contribution to the AOM's portfolio of publications. AMC has a unique format, in that each issue consists of a selection of articles from AOM publications, tied together by an original paper that serves to curate the collection. In this session, the AMC editors will introduce you to the publication, share its mission, and talk about how AMC will benefit both scholars and practitioners. They will also provide an overview of what a collection – including the curating essay – will look like, how a successful proposal can be developed and submitted, and how the review process works. There will also be time to ask questions and obtain insights directly from the AMC editors.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **422** | Submission: **15204** | Sponsor(s): **(STR, OMT, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 4:30PMET (UTC-4)**

**Advancing Aspirations Research: Exploring New Avenues in Performance
Feedback Theory**
Advancing Aspirations Research



Coordinator: **Marino Van Zelst**, *Tilburg U.*
Coordinator: **Gerardus JM Lucas**, *Nottingham U. Business School*
Coordinator: **Hugo Verwer**, *Maastricht U., School of Business & Economics*
Panelist: **Daniela Blettner**, *Simon Fraser U.*
Panelist: **Philip Bromiley**, *U. of California, Irvine*
Panelist: **Elizabeth Lim**, *Georgia State U.*
Panelist: **Ohad Ref**, *Ono Academic College*

Research on Performance Feedback Theory continues to have a significant influence on the development of much work in strategic management. Performance Feedback Theory scholars recognize the need for exploring new avenues, such as the influence of corporate governance, stakeholders, and cognitive aspects on the link between performance feedback and subsequent strategic actions or aspiration adaptation. During the proposed PDW, participants will reflect on how to embed these promising new avenues in their own research. To set the stage, a Q&A panel composed of leading experts will outline their novel ideas, which they consider important to advance theory, and then address questions and suggestions from the audience. Then, participants discuss the research outline they submitted in a breakout room discussion with peers working on the same topic. Developmental feedback will be provided by peers, as well as the panelists, who will facilitate the discussions. The ultimate goal of this PDW is to advance Performance Feedback Theory and strengthen the behavioral strategy community within the Academy of Management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **423** | Submission: **16663** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 3:30PM - 5:00PMET (UTC-4)**

ENT Division New Member Meeting Point   
ENT Division New Member Meeting Point

Host: **Jon C. Carr**, *North Carolina State U.*

This meeting/social is designed to provide new ENT Division members the opportunity to meet other new members, as well as engage existing ENT Division members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **424** | Submission: **12255** | Sponsor(s): **(HR, IM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 3:30PM - 5:30PMET (UTC-4)**

Sharing Insights from the Global Work Design Project: Cross-cultural Equivalence and Differences

Insights from the Global Work Design Project



Organizer: **Michal Biron**, *U. of Haifa*
Organizer: **Elaine Farndale**, *Penn State U.*
Organizer: **Frederick Morgeson**, *Michigan State U.*
Organizer: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*
Organizer: **Eleni Stavrou**, *full professor*
Presenter: **Frederik Anseel**, *UNSW Sydney Business School, Australia*
Presenter: **Jaime Andrés Bayona**, *Pontificia U. Javeriana*
Presenter: **Aichia Chuang**, *U. of North Carolina, Greensboro*
Presenter: **Azusa Ebisuya**, *Hosei U.*
Presenter: **Ingi Runar Edvardsson**, *U. of Iceland, School of Business*
Presenter: **Arney Einarsdóttir**, *bifrost U.*
Presenter: **Jennifer Hui-Han Gao**, *U. of Melbourne*
Presenter: **Svala Guðmundsdóttir**, *U. of Iceland*
Presenter: **Sigrún Gunnarsdóttir**, *U. of Iceland*
Presenter: **Sewon Kim**, *State U. of New York Empire State College*
Presenter: **Inga Minelgaité**, *U. of Iceland*
Presenter: **Asta Dis Óladóttir**, *U. of Iceland*
Presenter: **Karin Sanders**, *UNSW Business School, Australia*
Presenter: **Tomoki Sekiguchi**, *Kyoto U.*
Presenter: **Li-Yun Sun**, *Macau U. of Science and Technology*

This is the fourth session in "Global Work Design Project" PDW series (follow-up of the 2016, 2018, and 2019 sessions). The Global Work Design Project was launched as an Ambassadors Program research initiative in 2015, with the goal to study the meaning of "good work" around the world. Data were finalized from the research teams in 30 countries. Initial data analyses have begun, to be completed by March 2021. In this PDW we will discuss the findings with a focus on developing the first paper of the project and to plan the second paper. Specifically, using presentations and roundtable discussions, we aim to achieve two objectives: (a) to describe the data, discuss specific challenges, and provide an overview of the impact of national context on work design as the basis of the first paper; and (b) to stimulate ideas for the second paper drawing from the expertise of researchers from multiple perspectives (e.g., HRM, OB, IM). The workshop supports the HR Division's desire to focus on more cross-cultural topics, as well as networking members internationally.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **425** | Submission: **14768** | Sponsor(s): **(OCIS, RM, TIM, HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 3:30PM - 5:00PMET (UTC-4)**

Integrating Induction and Abduction for Theory Development in Big Data Research



Integrating Induction and Abduction

Participant: **Prasanna Karhade**, *U. of Hawaii at Manoa*
Participant: **Abhishek Kathuria**, *Indian School of Business*
Participant: **Elizabeth Davidson**, *U. of Hawaii at Manoa*
Participant: **Benn Konsynski**, *Emory U., Goizueta Business School*
Participant: **Brian T. Pentland**, *Michigan State U.*
Participant: **Andrew Burton-Jones**, *U. of Queensland*

The age of big data has brought the “problem of plenty” whereby researchers have to grapple with an abundance of observations to consider in theory development. Advancements in artificial intelligence (AI) and machine learning (ML) are enabling the inductive discovery of patterns and trends in the big data. Yet, developing generalizable theory from the abundance of observations and patterns seems elusive. In the third decade of the 21st century, it is ever important to develop theory that is sensitive to the diversity – in contexts and geographies. Responding to the Bringing the Manager back in Management Theme, we invite scholars to integrate perspectives of induction and abduction for developing theory that is actionable for managers in the 21st century. Deduction, induction and abduction denote three distinct approaches of knowledge creation. Patterns discovered in big data via induction can serve as inputs for abduction which is inference to the best explanation. This PDW addresses theory development challenges of transparency and explainability, ethics and inclusivity, and cognitive reapportionment across system and human cognitors while integrating induction and abduction. Research on digital innovation, platforms and health care, and socio-technology design contexts provide exemplars of this approach, including demonstrations of induction via ML techniques and induction/abduction in qualitative and ethnographic studies. Our interactive workshop format is designed to engage academics and data scientists in addressing techniques, trade-offs and ethical issues for theory development in big data research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **426** | Submission: **16592** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 5:30PMET (UTC-4)**

CMS Executive Committee Meeting *CMS Executive Committee Meeting*

Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*
Organizer: **Patrizia Zaroni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Ajnesh Prasad**, *CMS*
Organizer: **Stephen Cummings**, *Victoria U. of Wellington*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Marie Hasbi**, *Vrije U. Amsterdam*
Organizer: **Alexandra Bristow**, *The Open U. Business School*

Invite Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **427** | Submission: **16662** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 6:00PMET (UTC-4)**

ENT Division Global Scholar Development Meeting  
ENT Division Global Scholar Development Meeting

Host: **Jon C. Carr**, *North Carolina State U.*

This meeting/social is to support the ENT Division Global Scholar Development Committee goals of engaging ENT Scholars from around the world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **428** | Submission: **15541** | Sponsor(s): **(GDO, MOC, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 6:00PMET (UTC-4)**

Intersectional Trauma of Women of Color in Academe: Cultivating Trauma-informed Organizations *Intersectional Trauma of Women of Color in Academe*



Organizer: **Erica M. Johnson**, *Organizational Behavior Case Western Reserve U.*
Coordinator: **Pooja Khatija**, *Organizational Behavior Case Western Reserve U.*
Coordinator: **Han Liu**, *Organizational Behavior Case Western Reserve U.*
Panelist: **Danielle D. King**, *Rice U.*
Panelist: **Donna Maria Blancero**, *Bentley U.*
Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Panelist: **Enrica Nicole Ruggs**, *U. of Memphis*
Panelist: **Keimei Sugiyama**, *U. of Wisconsin Milwaukee*
Panelist: **Marla Baskerville Watkins**, *Northeastern U.*

Women faculty of color endure gendered racial (intersectional) trauma in the workplace that often results in posttraumatic stress symptoms (e.g., cognitive intrusions and avoidance) and poor work outcomes. However, organizational interventions often place the onus on the worker to alleviate such deleterious stressors rather than eradicating its discriminatory practices on a systemic level. Oppressive and psychological injurious practices toward women of color in academe include isolation from academic networks, epistemological exclusion, and invisible labor. Facing both sexism and racism, women faculty of color are also uniquely ascribed stereotyped gendered racial roles (e.g., Strong Black Woman and lotus blossom) and are more sexually harassed and objectified than White women and men of all races and ethnicities. Such harmful encounters elicit trauma-induced safety checking coping behaviors that prioritizes the needs of the dominant group over that of their own. A multilevel trauma-informed approach, however, could attenuate the psychological demands of the worker and generate accountability at organizational and management levels. As such, this symposium will highlight the use of intersectionality theory and the public health intervention model (primary, secondary, and tertiary interventions) as an integrated framework to cultivate trauma informed organizations, thereby mitigating re-traumatization and promoting the well-being and career advancement of women faculty of color.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **429** | Submission: **16701** | Sponsor(s): **(IAM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 6:00PMET (UTC-4)**

Iberoamerican Academy of Management Social
IAOM Social

Professional Development Workshop Chair: **Carlos Jesus Alsua**, *U. of Arizona*
Host: **Len Trevino**, *Florida Atlantic U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **430** | Submission: **16654** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 4:30PMET (UTC-4)**

How to Get the Most of Your AOM Member Benefits (Saturday) *Member Benefit of the Day (Career Services)*

Speaker: **Wendy A. Kramer**, *Academy of Management*
Organizer: **Julia Vesel**, *Academy of Management*
Organizer: **Terese Loncar**, *Academy of Management*

A daily overview of AOM member benefits and how to obtain them including overviews and Q&A about: Publications, Meetings, DIG online communities, Career Services, and more.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **431** | Submission: **13916** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 5:30PMET (UTC-4)**

MOC Connecting *MOC Connecting*

Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Jean-Nicolas Reyt**, *McGill U.*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Participant: **Abhijeet K. Vadera**, *Singapore Management U.*
Participant: **Patricia Staats**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Andrea Noemi Kiss**, *Lehigh U.*
Panelist: **Ellen Ernst Kossek**, *Purdue U.*
Panelist: **Ariane Ollier-Malaterre**, *UQAM U. of Quebec in Montreal, Canada*
Panelist: **Yair Berson**, *McMaster U.*
Panelist: **Batia Mishan Wiesenfeld**, *New York U.*
Panelist: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
Panelist: **Erin Marie Reid**, *McMaster U.*
Panelist: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Panelist: **Shoshana Dobrow**, *London School of Economics*
Panelist: **Kira Franziska Schabram**, *U. of Washington*
Panelist: **Erik Ian Dane**, *Washington U. in St. Louis*
Panelist: **Sarah Harvey**, *UCL School of Management*
Panelist: **Michael G. Pratt**, *Boston College*
Panelist: **Janet M. Dukerich**, *U. of Texas at Austin*
Panelist: **Dean Shepherd**, *U. of Notre Dame*
Panelist: **Mary Tripsas**, *U. of California, Santa Barbara*
Panelist: **J.P. Eggers**, *New York U.*

Sign up to join a conversation with like-minded scholars on a Cognition-based topic. We pre-select a broad set of popular cognition topics for scholars to gather around and discuss with one-another. Hopefully many new research-based collaborations are formed and new ideas are sparked. Please join our research-based networking event. Please contact Jean-Nicolas Reyt (jean-nicolas@reyt.net) to sign up for MOC Connecting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **432** | Submission: **10107** | Sponsor(s): **(MSR, ENT, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 5:30PMET (UTC-4)**

Spirituality, Entrepreneurship and Social Change *Spirituality, Entrepreneurship and Social Change*

Organizer: **Kathryn Pavlovich**, *Waikato Management School*
Organizer: **Gideon D. Markman**, *Colorado State U.*
Participant: **Kathryn Pavlovich**, *Waikato Management School*
Participant: **Gideon D. Markman**, *Colorado State U.*
Participant: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*
Participant: **Regina F. Bento**, *U. of Baltimore*
Participant: **Sashika Abeydeera**, *U. of Colombo*
Participant: **Kate N. Kearins**, *Auckland U. of Technology*
Participant: **Helen Tregidga**, *AUT U.*
Participant: **Srinath Dissanayake**, *U. of Waikato*
Participant: **Jenny Gibb**, *U. of Waikato*
Participant: **Cherry Cheung**, *London South Bank U.*
Participant: **Caleb C Y. Kwong**, *U. of Essex Business School*
Participant: **Sujun Fieldhouse**, *Southend-On-Sea Borough Council*
Participant: **Anil K. Maheshwari**, *Maharishi U. of Management*
Participant: **Tamara Stenn**, *Landmark College*

Spirituality, Entrepreneurship and Social Change

Rethinking Entrepreneurial Leadership for Compassionate Change

Author: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*
Author: **Regina F. Bento**, *U. of Baltimore*

Organizations with a Buddhist Ethos – A Path to Sustainability?

Author: **Sashika Abeydeera**, *U. of Colombo*
Author: **Kate N. Kearins**, *Auckland U. of Technology*
Author: **Helen Tregidga**, *AUT U.*

How Do Spiritual Values Inform Entrepreneurial Action?

Author: **Srinath Dissanayake**, *U. of Waikato*
Author: **Jenny Gibb**, *U. of Waikato*

The Role of Entrepreneurship and Spirituality in the Provision of Elective Social Enterprise Courses

Author: **Cherry Cheung**, *London South Bank U.*
Author: **Caleb C Y. Kwong**, *U. of Essex Business School*
Author: **Sujun Fieldhouse**, *Southend-On-Sea Borough Council*

Yoga Sutras and Spiritual Entrepreneurship

Author: **Anil K. Maheshwari**, *Maharishi U. of Management*

Harnessing Andean Spirituality to Improve Entrepreneurship Outcomes

Author: **Tamara Stenn**, *Landmark College*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Careers and Career Success



Digital Session Chair: **Shihan Li**, *Heinz College - Carnegie Mellon U.*

OB: Sense of an ending- Health & manager support influence on the passage of time & intention to retire

Author: **Christina Cregan**, *U. of Melbourne*
Author: **Carol T. Kulik**, *U. of South Australia*
Author: **Sanjeeva Samanmali Perera**, *U. of South Australia*
Author: **Shruti Sardeshmukh**, *U. of South Australia*

We investigate older workers' intention to retire as a temporal process. We use Carstensen's socio-emotional selectivity theory to investigate the influence of the passage of time on employees' choice between work and retirement, and the moderating influence of health and manager support. We examine longitudinal data consisting of survey responses of 495 older workers, each of whom remained in one workplace, collected in three waves (2011, 2012 and 2013). Growth curve analysis shows that, over two years, poor health with any level of support is consistently associated with a high intention to retire while good health with high support is consistently associated with a low intention. In contrast to these stable patterns, the results also show that good health in a context of low manager support is associated with increasing intention to retire over the period. We conclude that older workers in stable poor health prioritize present-oriented relationships with family and close friends while those with stable good health and high support acquire future-oriented work-related relationships. However, as time goes by, there is an increasing intention to retire among those with stable good health and low manager support so they can enjoy a "third age" of active retirement.

Paper is Available to Meeting Registrants Only.

OB: The Importance of Project Status for Career Success

Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Author: **Nynke Niezink**, *Carnegie Mellon U. - Dietrich College of Humanities and Social Sciences*

In a project-based organization, working on "hotshot" projects is often thought to contribute to employees' career success. In this study, we investigate the effect the imputed status of the projects that employees are assigned to has on their career success. We develop a network-based model and deduce hypotheses about how highly central (high-status) projects will positively contribute to employees' career success. We test these hypotheses on a population of 1000 IT specialists in a large international consulting firm over a five-year period. Our findings indicate that employees who are assigned, on average, to higher-status projects are within six months rewarded with higher billing rates, a major indicator of career success. We further confirm that this career advantage is moderated by two critical contextual variables: the extent of "cue consistency" of projects' statuses and employees' formal level. As predicted, the relationship between project status and career success is strongest if the statuses of the set of projects an employee is assigned to are consistent. Also, senior-level employees, due to their higher visibility in the organization, benefit more from higher-status assignments than do junior-level employees. Finally, we develop a novel theory that addresses how all of these factors might combine to give junior-level employees a differential advantage in their career development. Consistent with our proposed theory, we find for senior-level employees, cue consistency does very little to enhance the effect of average project status on career success. Conversely, junior-level employees heavily depend on cue consistency to benefit from averagely high-status assignments.

Paper is Available to Meeting Registrants Only.

OB: Values and Share of Household Income

Author: **Laurens Bujold Steed**, *Miami U.*
Author: **Joseph Charles Rode**, *Miami U. Ohio*
Author: **Scott Dust**, *Miami U.*
Author: **Marne Lynn Arthaud-Day**, *Kansas State U.*

Research outside of organizational literature has established the importance of an individual's earnings relative to their partner (i.e., their share of household income) in predicting individual and household well-being. However, despite the importance of the workplace as the source of this income, this important variable has been largely overlooked among management scholars. To address this oversight, the current study explores antecedents and outcomes of an individual's share of household income in a longitudinal study of 227 individuals spanning a thirteen year period. We apply a values-based perspective to understand why employees might develop differing configurations of earnings within their partnerships. We also explore how these earning configurations predict subjective work experiences when considered in conjunction with an employee's values for work. Results from analyses of longitudinal data suggest that benevolence and stimulation (but not power) values predict higher shares of household income. Higher shares of household income and work centrality interact to predict work engagement and career satisfaction. Theoretical and practical implications of these findings are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Effects of Promotion on Tie Formation and Decay across Team and Rank Boundaries

Author: **Jaeyun Jeong**, *Hanyang U.*
Author: **Kyoung Won Park**, *Hanyang U.*

This study investigates how promotion affects tie formation and decay across team and rank boundaries in an organization. It also investigates the moderating roles of Machiavellian personality in the relationship between promotion and inter-team tie formation and decay. Online survey data were collected in two time points from 566 employees of a Korean chemical company. The results from negative binomial regressions generally confirm our hypotheses that promotion would be significantly related to inter-team tie formation and decay of newly promoted employees with both higher- and lower-rank employees, but not to intra-team social network changes. The results also confirm the positive and significant moderating effect of Machiavellian personality on the relationship between promotion and inter-team tie formation with higher-rank employees. These results are robust to different specification tests. Overall, this study suggests that newly promoted employees tend to conserve the total amount of social networks, by forming new social ties and decaying existing ties at the same time, and they do so partly with instrumental motivations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **434** | Submission: **11057** | Sponsor(s): **(OMT, OB, STR, CM, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 7:00PMET (UTC-4)**

Trust Between Individuals and Organizations

Trust Relationships



Organizer: **Bart De Jong**, *Australian Catholic U.*
Organizer: **Oliver S. Schilke**, *U. of Arizona*
Panelist: **David De Cremer**, *Erasmus U. Rotterdam*
Panelist: **Ela Glikson**, *Carnegie Mellon U. - Tepper School of Business*
Panelist: **Paul A. Pavlou**, *Fox School of Business, Temple U.*
Facilitator: **Victoria Anna Kristina Brattström**, -
Facilitator: **Sarah Doyle**, *U. of Arizona*
Facilitator: **Jennifer Feitosa**, *Claremont McKenna College*
Facilitator: **Anneloes M. L. Raes**, *IESE Business School*

Trust is a fundamental characteristic of organizational relationships and one of the most frequently studied concepts in management research today. This annual PDW is aimed at advancing research on trust by serving as a platform for scholars to discuss critical issues, engage in dialogue, and help further research-in-progress. The workshop consists of three segments: (1) The first segment starts off with a panel discussion, in which leading scholars share their thought-provoking ideas on this year's focal topic of "trust in the digital age"; (2) For the second segment, attendees break into roundtables to discuss various relevant issues in current trust research. Each table will start out with a particular topic but may move on to other issues as the discussion unfolds. Topics may include (but are not limited to): trust asymmetries, trust violation and recovery, trust in teams, trust in interorganizational relationships, trust across levels of analysis, trust in networks, trust dynamics, and trust and contracts; (3) The third segment consists of a paper development workshop, in which the facilitators provide in-depth feedback on work-in-progress trust research previously submitted by workshop participants. These papers should be in an advanced developmental stage, targeted at a scholarly management journal, and no more than 40 double-spaced pages in length.

If you are interested in receiving feedback on your work in progress and participating in the paper-development segment of the workshop, please submit your manuscript by email to both workshop organizers, Bart de Jong (Bart.deJong@acu.edu.au) and Oliver Schilke (oschilke@arizona.edu), no later than July 15, 2021.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **435** | Submission: **11239** | Sponsor(s): **(ONE, OMT, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 5:30PMET (UTC-4)**

Equipping Early-Career Organizational Researchers to Become Engaged Scholars

Becoming an engaged early-career scholar



Organizer: **Sylvia Grewatsch**, *Brock U.*
Organizer: **Garima Sharma**, *Georgia State U.*
Organizer: **Nicholas Poggioli**, *U. of Michigan*
Presenter: **Stephanie Bertels**, *Simon Fraser U.*
Presenter: **Amanda Nicole Williams**, *ETH Zürich*
Presenter: **Domenico Dentoni**, *Montpellier Business School*

The increasing urgency of tackling grand challenges, like climate change, has fostered a lively discussion among organizational and management scholars about producing work that is both rigorous and relevant for practice. Few practitioners appear to find scholarly research useful, leaving organizational and management scholars excluded from public discussions and forums. Many scholars appear comfortable with this and tend to evaluate work with citation counts that do not matter to non-academics. Yet many scholars are beginning to question this approach and want to produce meaningful research that practitioners use. Doing so is difficult for early-career scholars who face promotion and tenure requirements based on academic-focused publication and citation counts. To address this dilemma, this PDW from the Impact Scholar Community supports early-career scholars interested in increasing the impact of their work. The PDW equips them with tools and approaches to positively impact diverse stakeholders, inform practice, and generate knowledge relevant to solving grand challenges.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **436** | Submission: **16674** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:00PM - 5:30PMET (UTC-4)**

Strategizing Activities and Practices Virtual Café Americas *SAP Virtual Café Americas*

Host: **Katelynn M. Sell**, *West Texas A&M U.*
Organizer: **Milena Leybold**, *U. of Innsbruck*

Join us for informal socializing and networking with SAP scholars from your region - some key SAP people will be there as well, so don't miss this opportunity to get in touch with them and ask them the questions you have always wanted to ask. We will also break participants up into smaller breakout sessions to allow for more in-depth conversations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **437** | Submission: **12890** | Sponsor(s): (STR, SAP, OMT, MC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 1:00PM - 3:00PMET (UTC-4)**

Business Agility – Where Have We Gone and Where Do We Go from Here?



Business Agility: Opening New Perspectives

Organizer: **Stéphane J.G. Girod**, *IMD*

Organizer: **Christiane I. Prange**, *School of Economics & Management, Tongji U.*

Panelist: **Julian M Birkinshaw**, *11393*

Panelist: **Michele Zanini**, *Management Lab*

Panelist: **Wendy K. Smith**, *U. of Delaware*

This workshop's purpose is to advance Academy members' understanding of business agility in faster changing, more uncertain environments, so that the research and teaching field can progress and reflect the latest evolutions in the business world and the research informs better practices. For practitioners, business agility is viewed as a way of coping with the high pace of change and uncertainty in the business environment by being more flexible and entrepreneurial and by changing faster. But the scientific field is lagging and does not reflect well the evolutions that have taken place with digital transformation, (de)globalization and now even COVID. As business schools and MBA programs become increasingly scrutinized for their relevance, we need to bring rigorously built insights that capture how companies become more adaptive and more continually renew their competitive advantage through business agility. In this workshop we close this gap in three ways. First, we review the concept in its current academic fields, in strategy and beyond, and we present several critical challenges (for example, the applicability of business agility in different contexts, the use of a paradoxical approach in implementing agility). Second, a panel of experts provide new, cutting-edge, research-based insights into how the concept is evolving in the field of practice. Third, we organize three parallel group discussions where we invite participants to discuss three main topics: (1) theory-development workshop to co-create an exciting research agenda; (2) development of constructs and measures to support rigorous empirical research; (3) agile strategizing and its impact on theory, research and teaching. A specific application of agility in corporate strategy sharing insights on how selected companies have started to change towards an agile strategy process. Participants report their conclusions in a final plenary discussion that the panelists moderate.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **438** | Submission: **17285** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 4:30PM - 6:00PMET (UTC-4)**

Managing Grand Challenges   
Managing Grand Challenges

Digital Session Chair: **Seray Ergene**, *U. of Rhode Island*

OMT: **A Process Study of Addressing Grand Challenges**  

Author: **Seray Ergene**, *U. of Rhode Island*

Climate change, income inequality, and land degradation are some of the large-scale concerns that humanity is facing today. While a growing body of work looks at the relationship of organizations with the natural environment and society, most research takes the business case view, which prevents exploring the systemic roots of grand challenges and how organizations tackle them. To capture the processes and practices where the business case approach falls short, this paper develops a new analytic perspective, sustainability as relational practice, drawing from a practice theory approach informed by actor-network theory. Based on an in-depth longitudinal study of a large fashion company, this paper identifies four key interrelated processes in confronting large-scale concerns: visualizing grand challenges, creating allies through translations, transforming organization by performing sustainability, and becoming sustainable by re-visioning focus on grand challenges. The findings suggest that tackling grand challenges unfold through an overarching assembling process of social and material elements, making visible subtle but important nuances that produce larger organizational efforts beyond the business case. In illustrating how grand challenges are visualized, translated, performed, and re-visioned through various practices, this relational sustainability frame allows observing successful organizational means as well as limitations encountered when confronting systemic large-scale issues.

Paper is NOT Available. Please contact the author(s).

OMT: **Firms and Grand Challenges: Toward a Polycentric Governance Strategy**  

Author: **Ryan Federo**, *U. de les Illes Balears*

Firms have now become important actors in efforts to address grand challenges. The growing academic interest in understanding why and how firms help in such efforts offers conflicting insights that are diverging into two siloed research streams—whether firms become involved in resolving grand challenges to gain public legitimacy as responsible members of society or to enhance firm reputation and brand value in order to differentiate themselves from competitors. Inspired by polycentric governance and an actor-centered approach, we focus on the interactive elements and underlying motives of nonmarket and market actors that shape firm strategy in the global governance landscape. We theorize that a polycentric governance strategy constitutes an integrated strategy that enables firms to effectively manage the interests of multiple stakeholders to succeed in addressing grand challenges while remaining competitive in the market. We discuss the implications of these insights for theory development on grand challenges and stakeholder governance.

Paper is NOT Available. Please contact the author(s).

OMT: **A New Framework That Integrates Inclusivity and Quality Improvement Science for Healthcare Managers**

Author: **Ansie Prinsloo**, *The Da Vinci Institute: School of Business Leadership*
Author: **Rica Viljoen**, *Da Vinci Institute for Business Leadership*

This study proposes that healthcare delivery can be enhanced by integrating inclusivity and quality improvement (QI) into the inclusivity quality improvement (IQI) framework. This conceptual framework draws on astute theory, including the model for improvement (MFI), the system of profound knowledge (SOPK), the integral inclusivity framework, spiral dynamics, and business theory. Based on the IQI framework, two QI programmes were developed and implemented in the South African healthcare industry to validate, refine, and empirically inform the framework. Case study data were gathered from multiple sources, and content analysis was used to compare the theoretical themes informing the IQI framework. The findings provide insights concerning the theoretical contributions, practical application, prerequisites and barriers to successful QI work in healthcare, and the benefits derived from applying the IQI framework. The findings emphasize that the theories used to inform the framework resulted in improvement, and the applications offered practical insights into QI programme application of value to management. I address the readers directly in the first person, which is increasingly popular using a personal, auto-ethnographic and narrative report style through which I share my thinking and voice with the reader (Berger, 2015; Humphreys, 2005; Hyland, 2002; Onwuegbuzie & Johnson, 2006; Webb, 1992). Keywords: Improvement, Inclusivity, Management, Quality, Case study

Paper is Available to Meeting Registrants Only.

OMT: **Change Agents' Crossing of Organizational Boundaries for Digital Transformation**   

Author: **Steffi Menten**, *Radboud U. Nijmegen*
Author: **Armand Smits**, *Radboud U. Nijmegen*
Author: **Robert A.W. Kok**, *Radboud U. Nijmegen*
Author: **Kristina Lauche**, *Radboud U. Nijmegen*
Author: **Maarten Van Gils**, *Hogeschool van Arnhem en Nijmegen*

In this study we address the practices of change agents in the digital transformation (DT) process, and, more specifically, how change agents cross organizational boundaries to support this process. We apply an organizational change lens, focused on change agents, and enrich this with a more open perspective to get a better understanding of the DT process. Applying a multiple case study design, we find that DT can be unpacked into two change processes: DT of the product and of the production process. Change agents in our cases emphasized either a product or process response. In addition, these two change processes are very different in nature, which influences both the role of the change agents and how and why they cross organizational boundaries. The crossing of organizational boundaries, at least in medium-sized firms, does not reflect the typical external collaboration that would be expected in the context of DT. By applying a broader scope to crossing organizational boundaries – by including ‘accessing external resources’ next to ‘external collaboration’ –, we are able to show that medium-sized firms do cross organizational boundaries, albeit in a different way than expected: with a stronger focus on accessing external resources.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **439** | Submission: **13227** | Sponsor(s): (MC, MED, ODC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 5:00PM - 6:30PMET (UTC-4)**

**Bringing the Manager Back in Academic Management
Conferences - Exploring Research End-User Impact**
Exploring Research End-User Participation at AOM



Presenter: **Rikke Kristine Nielsen**, *Aalborg U.*
Presenter: **David Pedersen**, *Aalborg U., Department of Communication and Psychology*
Chair: **Flemming Pouffelt**, *professor*
Presenter: **Henrik Ryberg**, -
Presenter: **Rickie Moore**, *EMLYON Business School*
Presenter: **Christian Joergensen**, -
Presenter: **Christian Tangkjær**, *Copenhagen Business School*
Presenter: **Ulrik Brix**, *NOCA Network of Corporate Academies, Denmark*

This symposium will explore the practical/societal impact opportunity and potential of academic conferences in theory and practice. The symposium offers insights on this topic based on empirical research on the practical impact of bringing managers and professionals into the "machine room" of the academy exemplified by practitioner study trips to the Academy of Management Annual Meeting. Researchers and management/HR practitioners will discuss research end-user participation in academic conferences as a pathway of practical/societal impact of research, the nature of practical/societal impact from practitioner participation in research conferences as well as the circumstances under which knowledge uptake can take place.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Cross-Cultural Talent Management

Digital Session Chair: **Renu Dalal**, *Purdue U.*

HR: A Study of Talent Management and Employee Job-related Outcomes in the Indian Manufacturing Industry ✈️

Author: **Renu Dalal**, *Purdue U.*

Author: **Mesut Akdere**, *Purdue U., West Lafayette*

This study examined the relationship between talent management and employee job-related outcomes in the Indian manufacturing setting. Talent management practices included talent acquisition, talent development, talent engagement, and talent retention. Employee job-related outcomes of this study included intent to stay, job engagement, affective commitment, job satisfaction, and employee competency. This study used the social exchange theory and a resource-based view as the theoretical underpinning for the proposed TM model. The role of organizational culture as a moderator was also examined in the study. The sample of the study consisted of 992 full-time employees working in one of the largest textiles and paper manufacturing organizations of India with facilities located in two Indian states. Data was collected online through a questionnaire composed of several existing survey instruments. The response rate for the survey was high (62.98 percent). The primary method of data analysis was structural equation modeling. The overall relationship between talent management and employee job-related outcome was found significant and positive. The findings showed that organizational culture is significantly related to talent management and employee job-related outcomes. However, the organizational culture does moderate the relationship between talent management and employee job-related outcomes.

Paper is NOT Available. Please contact the author(s).

HR: Shaping absorptive capacity by talent management in the host country: The study of Chinese diaspora

Author: **Marina Latukha**, *Graduate School of Management, St. Petersburg State U.*

Author: **Andrei Panibratov**, *Graduate School of Management, St. Petersburg State U.*

Author: **Yugui Zhang**, *Shanghai International Studies U.*

The paper explores the role of talent management (TM) practices in shaping firm's absorptive capacity in the host country. Based on the data from representatives of Chinese diaspora employed in Russia, we discuss the role of TM practices in developing firm's absorptive capacity through learning from diaspora. We find that retention and development practices significantly influence firm's absorptive capacity, which promotes attractiveness of Russia as of destination country for Chinese employees, and of particular company with the corresponding TM system.

Paper is Available to Meeting Registrants Only.

HR: Good 'and' Bad? : Institutional dynamic to adopt Talent Management in South Korea (WITHDRAWN) ✈️

Author: **Hyun Mi Park**, *Coventry U., UK*

Institutional theory has been used extensively to explain talent management (TM) adoption, but few studies examine the institutional dynamic to adopt Western-based TM practices within the Far East context. This paper builds context-driven theory and contributes to an understanding of the non-linear nature of institutional change, highlighting the limitations of the current institutionalization framework. Through 22 qualitative, semi-structured employee interviews across multiple sectors, the findings suggest that older, more mature and embedded local South Korean firms responded to external diktat through their USA-imitated TM and ultimately failed, whereas younger, newer firms learned from experience and were more likely to adapt. Venture firms' founders run the firms in a way that granted employees more autonomy and that was more egalitarian in its culture, such as decentralised authority structures and unconventional corporate culture. Subsequent deinstitutionalization occurs as a result of innovative, hybrid forms of TM implemented by younger, smaller and dynamic firms.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **441** | Submission: **11009** | Sponsor(s): **(OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 8:30AM - 10:00AMET (UTC-4)**

Knock-Knock...Who's There? New Research on Workplace Humor

New Research on Workplace Humor



Chair: **Shubha Sharma**, *U. of Georgia*
Participant: **Thomas Bradford Bitterly**, *HKUST Business School*
Participant: **Li Huang**, *INSEAD*
Participant: **Shubha Sharma**, *U. of Georgia*
Participant: **Marie S. Mitchell**, *U. of Georgia*
Participant: **Wei Jee Ong**, *National U. of Singapore*
Participant: **Kai Chi Yam**, *National U. of Singapore*
Participant: **Christopher Barnes**, *U. of Washington*
Participant: **Cecily Cooper**, *U. of Miami*
Participant: **Sharon Sheridan**, *College of Business, Clemson U.*
Participant: **Dejun Kong**, *U. of South Florida*

Workplace humor is a powerful communication tool that is known to facilitate positive outcomes for employees, teams, and interpersonal relationships. However, in recent years, scholars have questioned the positive nature of humor and have encouraged the study of multiple types of humor, including those that can generate negative outcomes for both users and recipients. Additionally, there have been calls to understand the reasons behind the use of humor in the workplace and to consider how the contexts in which humor is used may influence outcomes. These queries suggest that the literature on workplace humor is still in its infancy, leaving us with a limited understanding of this common phenomenon. This symposium addresses this research agenda by investigating: (1) multiple types of humor (e.g., offensive humor, aggressive humor, leader self-deprecating humor, sarcastic humor), (2) unique effects of different types of humor (e.g., perceived norm violations, perspective taking, outright exclusion), (3) mechanisms that can influence the use of humor (e.g., risk of exclusion, need satisfaction, relative power, anxiety), (4) outcomes from reacting to other's humor (e.g., joke listener's morality evaluation), and (5) influence of social contexts within which humor is used (e.g., conflict-ridden vs. conflict-free). Overall, our symposium aims to promote the investigation of humor to newer grounds and perspectives.

How power influences the use of humor

Author: **Thomas Bradford Bitterly**, *HKUST Business School*

Was that sarcasm or supportiveness? Receiving sarcasm during conflict enhances perspective taking

Author: **Li Huang**, *INSEAD*

It's no joke! Coping with the risk of exclusion with humor

Author: **Shubha Sharma**, *U. of Georgia*
Author: **Marie S. Mitchell**, *U. of Georgia*

Moral evaluations of humor apply beyond just those telling the joke

Author: **Wei Jee Ong**, *National U. of Singapore*
Author: **Kai Chi Yam**, *National U. of Singapore*
Author: **Christopher Barnes**, *U. of Washington*

Bad measurement is no joke: Developing and validating a measure of leader humor types

Author: **Cecily Cooper**, *U. of Miami*
Author: **Sharon Sheridan**, *College of Business, Clemson U.*
Author: **Dejun Kong**, *U. of South Florida*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Government Incentives & Subsidies

Digital Session Chair: **Jennifer Kuan**, *California State U., Monterey Bay*

TIM: Interfaces, Modularity and Ecosystem Emergence: How DARPA Modularized the Semiconductor Ecosystem 

Author: **Jennifer Kuan**, *California State U., Monterey Bay*
Author: **Joel West**, *Keck Graduate Institute*

Scholars have identified the pivotal role that modularity plays in creating innovation ecosystems—complex arrangements of buyers, suppliers, and complementors. In large part, this is due to modularity's effect on industry structure, breaking up the value chain along interfaces, thus allowing specialized firms to enter, compete, and innovate. Less well-understood is where modularity comes from. While modularity theory is heavily influenced by the information technology sector, other industries (such as automobiles) suggest a potential conflict between firm incentives and the creation of modular interfaces. We demonstrate the role for government funding in generating modularity using an historical case study of the semiconductor industry and shifts in industry structure enabled by public R&D funding in the 1970s. We argue that this funding was mission-oriented with an interest in changing the semiconductor industry structure from a vertically-integrated oligopoly to a competitive, de-integrated industry. A subsequent shift, to an ecosystem encompassing an ever-expanding variety of customer industries, further increases the long-term economic value of modularity-as-policy.

Paper is Available to Meeting Registrants Only.

TIM: Internal power dynamics: impact of government innovation policies on firm commercialization 

Author: **Tianyu Gong**, *School of Economics & Management, Tongji U.*
Author: **Bilian Ni Sullivan**, *Hong Kong U. of Science and Technology*
Author: **Yijia Tang**, *Jones Graduate School of Business, Rice U.*

This study develops a theory of interactive power dynamics to examine the effect of government innovation policies on firms' new product commercialization. Our interactive power dynamics model suggests that such policies can disrupt the power relations between interdependent subgroups within a firm (in this context, research and development (R&D) and marketing teams). In the context of China's Medium- and Long-Term Plan for Science and Technology Development (2006-2020) (MLP 2006), we argue that the growth in power of a firm's R&D group arising from a need to meet the government's expectations could reduce cooperation between R&D and marketing, with a consequent negative effect on new product commercialization. We further argue that if the R&D group is already more powerful, this exacerbates the negative impact, but a more powerful marketing group can mitigate it. We took a quasi-experimental approach to test our hypotheses using a large dataset from China and obtained support for our theoretical model. Ultimately, our study offers a number of policy and managerial implications.

Paper is NOT Available. Please contact the author(s).

TIM: Policy mix comprehensiveness, resource availability and green innovation of firms

Author: **Zhou Rong**, *School of Public Policy and management Tsinghua U.*
Author: **Chen Luyi**, *School of Public Policy and management Tsinghua U.*
Author: **Yuan Zhou**, *Tsinghua U.*
Author: **Qintian Zhang**, *School of Public Policy and management Tsinghua U.*

The functionalist view of policy mix comprehensiveness always regarded it as the extensive use of policy instruments and strategies to solve the multiple failures in sustainability transitions, but ignored the politic and power relations embodied in. To fill this gap, this study extended the concept of policy mix comprehensiveness from the perspective of political sociology, and proposed that the policy mix comprehensiveness represented the complex and tangled relations between governments and the governed, which might increase risks and administration burdens, thus impaired the green innovations of firms. This study further proposed that the resource availability of firms could moderate the relations between policy mix comprehensiveness and green innovation of firms. 22989 firm level data from Chinese textile industry were collected to verify the hypothesis. Our research found that policy mix comprehensiveness has positive correlations with green management innovation of firms, while has negative correlations with green technology innovation of firms, thus impaired the overall green innovation of firms. The financial resources, political resources and knowledge resources could moderate the relationship between policy mix comprehensiveness and green innovations. In doing so, our study provided a foundation for future research to explore the interactions between government and the governed and the organization behaviors in policy mix research.

Paper is Available to Meeting Registrants Only.

TIM: A political perspective of Chinese small-and-medium-sized firm's foreign patent application 

Author: **Tianyu Gong**, *School of Economics & Management, Tongji U.*
Author: **Yijia Tang**, *Jones Graduate School of Business, Rice U.*

Current patent literature focused mainly on the market value of firms' patents but paid less attention to the patent's role in firms' non-market strategy. Invoking the political perspective, we argue when the government raises the patenting into the national strategy in a transitioning economy, the following implementation policy can promote firms to file more patent applications to gain political legitimacy from the government. Such effect becomes more salient when firms lack political legitimacy. Further, political legitimacy embedded in firms' patent applications can help firms access the bank loan. Such outcome becomes stronger in the regions where the government has more control over the local bank system. We find empirical support for these arguments by examining the effect of a policy to implement a national strategy of intellectual property right on the Chinese firm's foreign patent applications. Our results provide insights into the patent literature.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **443** | Submission: **15515** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 6:00PM - 7:30PMET (UTC-4)**

Entrepreneurship Division Social
Entrepreneurship Division Social

Host: **April Franco, U. of Toronto**

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Agribusiness, Canning, and Carbon: Management History in Industry

Digital Session Chair: **Richard C. Hoffman**, *Salisbury U.*

MH: Entrepreneurial Processes and Industry Growth: The Case of the Early Canning Industry

Author: **Richard C. Hoffman**, *Salisbury U.*

Entrepreneurship is at the heart of new developments that often lead to the creation of new industries. This study examines the origins of the canning industry via the experiences of three of its earliest entrepreneurs: Edward Wright, William Nunsen, and Thomas Kensett II. The narrative examines key aspects of the industry's context including the growth in demand for preserved foods, the resources of the Chesapeake, and the development of food preservation technology. The importance of entrepreneurs in the development of economic growth are then discussed as well as five characteristics of entrepreneurial processes that are used to examine Baltimore's early canning entrepreneurs. Each one exhibited the entrepreneurial characteristics in different ways. One failed in his efforts; the other two succeeded in developing businesses that endured into the next century. The study reveals that using entrepreneurial processes does not guarantee success, and that there are various paths to success. An entrepreneurial multiplier effect was also evident in the growth of firms producing supplies and equipment for canners. An entrepreneurial lens offers a closer insight into the development of firms and their industries. Some remaining unanswered questions as well as avenues for future studies are discussed.

Paper is Available to Meeting Registrants Only.

MH: Women at the margins: Tales of agribusiness in Nova Scotia, 1905-2013.

Author: **Clara Bullock**, *Dalhousie U.*

Author: **Tasha Richard**, *Tasha*

Author: **Nicholous Mark Deal**, *Saint Mary's U., Canada*

This paper traces the margins of history that minimized the contributions of women in agribusiness. Over the last few decades, narratives of social progress and women-in-business have increasingly gained notoriety within business writ large. This has notably spilled over into non-traditional professions like agriculture. We disturb this tale of change by engaging with how much (or little) has materialized in the way agribusiness is embodied through an archival study of the Nova Scotia Agricultural College. In the process, we surface and problematize the ways in which women have been portrayed in historical narratives stretching over nearly a century. Three narratives are untangled from the archive: (1) the good wife, (2) women as unsung heroes, and (3) silly little college girls. One of the lasting tales from our research is noting that the presence of the historical woman in agribusiness' past does not necessarily translate her story as narrative.

Paper is Available to Meeting Registrants Only.

MH: Industrial Transitions in the Black: US Innovation and Scale-up of Carbon Production, 1864 to 1975

Author: **David Foord**, *U. of New Brunswick*

This article examines the US carbon black industry from 1864 to 1975, with a focus on innovation and scale-up during World War II. The purpose of the study is to understand the forces behind transitions in the industry's technologies and business models. The primary research question is what drove the transition to dramatically increased production efficiency and output in the 1940s. I conclude that long-term, firm-based R&D and government sponsored standard-setting provided the scientific and technological foundations for the transition. Through the federal government's procurement and sponsored construction contracts, the carbon black industry was able to apply its industrial research discoveries to transform its business model to high efficiency production in the context of economic growth and expansion of natural gas pipelines for home heating and cooking in the 1940s.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Role of Gender in the Workplace

Digital Session Chair: **Julia D. Hur**, *New York U.*

OB: Losing Competition for Talent: Gender Bias in Advisor Selection  

Author: **Julia D. Hur**, *New York U.*

The current research examines the intersection between gender bias and mentorship formation. From the mentor's perspective, producing a successful protégé is a two-step process – recruiting protégés with the most potential and then helping them realize that potential. While previous work on gender bias mainly focused on the latter step, the present research suggests that female mentors might be disadvantaged at the early stage of protégé recruitment and lose the competition for top talent to their male counterparts. The author examined the actual, high-stakes decisions of protégés selecting their mentors on the reality singing competition, The Voice. Comparing to Monte Carlo simulation results, female mentors were significantly less successful in recruiting top talent protégés than would be expected by chance. The results also indicate a disadvantage of being a token female; female mentors were especially less likely to recruit top talent protégés when they were numerically underrepresented.

Paper is NOT Available. Please contact the author(s).

OB: Sexism and Well-Being of Women: A Moderated Mediation Model of Job Crafting and P-O Misfit 

Author: **Ayesha Tabassum**, *York U., Toronto*

Research has found workplace sexism cause twofold damages. Such experience of patriarchy and prejudice at workplace not only affects female employees psychologically and physically but also impedes organizational sustainability through turnover of high performers, promotion of discriminatory climate, and denting the interpersonal relationships. The present paper aims to develop a conceptual model to elucidate the moderating role of job crafting in determining the relationship between workplace sexism and well-being of women. The paper also illuminates the workplace sexism-well-being relation by theorizing mediation of person-organization (P-O) misfit. Specifically, the paper introduces job crafting as a coping strategy for workplace sexism through the Job Demand and Resources (JD-R) model and job crafting typology. Drawing on the P-O fit theory, P-O misfit is established as a mediator to interpret the relation between sexism at workplace and well-being of women. In summary, the paper develops a moderated mediation model of job crafting and P-O misfit to investigate the relation between workplace sexism and women well-being. Based on the theoretical model, a number of propositions are offered to guide future empirical research. Theoretical and practical implications along with the avenues for future research are discussed as well.

Paper is Available to Meeting Registrants Only.

OB: Exploring When and Why Gender and Structural Power Influence Retaliation Against Moral Objectors 

Author: **Timothy Kundro**, *U. of Notre Dame*

Author: **Nancy Rothbard**, *U. of Pennsylvania*

Although research suggests that moral objection plays a critical role in reducing unethical behavior within organizations, moral objectors often face retaliation, in part because they are viewed as lacking self-control (i.e. overly emotional, unprofessional, low in other-focus, lacking task focus). Since structural power may provide individuals the legitimacy needed to mitigate these negative perceptions, researchers have called upon those with high structural power to serve as moral objectors. However, research on role and expectancy violation theories questions this perspective, suggesting that women may not benefit from structural power in the same way as men. In this paper, we present a contingency model to understand when and why moral objectors face retaliation. Specifically, we theorize that men, but not women, who engage in moral objection face less retaliation as they attain higher structural power. Given the ineffectiveness of structural power for women, however, we investigate an alternative solution to mitigate retaliation. Specifically, we argue that using an organizational frame to morally object effectively reduces retaliation – regardless of one's gender or structural power. We test and find support for our theory in two archival survey datasets (total N = 63,166), a critical incident technique experiment, and two online experiments.

Paper is NOT Available. Please contact the author(s).

OB: Bring Back Mothers in Management: First-time Mothers' Identity Integration and Managerial Career 

Author: **Yun-Kyoung Kim**, *Salisbury U.*

Author: **Amit Kramer**, *U. of Illinois at Urbana-Champaign*

Author: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

The influx of women into professional careers in the last four decades represents a move toward a more egalitarian society. However, the underrepresentation of women at senior management levels indicates the next frontier in achieving a more egalitarian workplace. Although previous research has suggested that women's dual-identity concerns as mothers and professionals may contribute to them 'opting out' of management roles, it offers little explanation for how the relationship between these two identities influences women's career advancement in management. In this paper, we provide an identity perspective on how first-time mothers' identity integration following motherhood influences their continuous pursuit of managerial career and their leader emergence in top management positions. Our conceptual development is grounded on assorted research and theoretical descriptions to ultimately illustrate how first-time mothers' maternal-professional identity integration affects their career attitudes and promotion via their self-perceptual and interactional identity enhancement and identity conflict. Whereas existing research focuses on work-family interference and gendered career preference, we describe how women's intrapersonal identity integration leads their opting out decision and promotion to the top management positions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **446** | Submission: **13783** | Sponsor(s): **(RM, OB, OMT, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 6:00PM - 8:00PMET (UTC-4)**

Have We Grown Apart? A Critical Discussion About the Correspondence Between Theory and Methods

Critical Discussion of Theory-Method Connection



Organizer: **Tine Koehler**, *U. of Melbourne*
Organizer: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*
Panelist: **Justin A. DeSimone**, *U. of Alabama*
Panelist: **Jeffrey R. Edwards**, *U. of North Carolina*
Panelist: **Sarah Kaplan**, *U. of Toronto*
Panelist: **Tine Koehler**, *U. of Melbourne*
Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Ann Langley**, *HEC Montreal*
Panelist: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*
Panelist: **Ernest O'Boyle**, *Indiana U.*
Panelist: **Jeremy Lee Schoen**, *U. of Auckland*
Panelist: **Robert J. Vandenberg**, *U. of Georgia*
Panelist: **Catherine Lynelle Welch**, *U. Of Sydney*
Facilitator: **Angela Pei Ju Chen**, *U. of Melbourne*
Facilitator: **Truit Gray**, *Oklahoma State U.*
Facilitator: **Anna Maria Zabinski**, *Oklahoma State U.*

In this PDW, we critically examine the correspondence between theory and methods. Engaging esteemed quantitative and qualitative scholars and research methodologists who have published extensively on the interrelatedness of theory and method, we first discuss as a panel some of the trends that have led to a growing apart of how methods are applied and how they support (or maybe no longer support) the larger process of theorizing. In particular, as editors and editorial board members, we have observed a trend such that investigators are more concerned about following generic, expedient, precedent-driven designs and analyses than identifying and pursuing designs that fit well with their theories and analyses that fit well with their designs. We will also discuss strategies for curbing this trend and fostering a happy union of theory and method. We then distribute our facilitators across several breakout groups that represent quantitative and qualitative research traditions, as well as different disciplinary subgroups within the Academy, to discuss implications for future scholarly work with PDW participants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **447** | Submission: **12849** | Sponsor(s): (MSR, SIM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 6:30PM - 8:00PMET (UTC-4)**

**A Women's Wisdom Circle to Share Stories of
Managing as Feminine**
Managing with Women's Feminine Wisdom



Distinguished Speaker: **Nancy J. Adler**, *McGill U.*
Distinguished Speaker: **Jyoti Bachani**, *Saint Mary's College of California*
Distinguished Speaker: **Kathryn Goldman Schuyler**, *Alliant Intl U. / Coherent Change*
Distinguished Speaker: **Judith A. Neal**, *Edgewalkers International*
Distinguished Speaker: **Vasanthi Srinivasan**, *Indian Institute of Management, Bangalore*
Distinguished Speaker: **Sandra A. Waddock**, *Boston College*

Six globally-respected scholars and professors, from three countries, who have taught management to thousands of students and executives over their careers, and built and led organizations and communities of practice to effect systemic change, will present their personal experiences as women in academia. For far too long the feminine qualities of collaboration, care, compassion and creativity have not been permitted to thrive in spaces where masculine qualities of competition, hierarchy, power, and consumption dominate. As in traditional wisdom circles, sharing personal experience stories will be a way to transfer knowledge, commiserate, cross-pollinate ideas, and get insights that can address many of the problems the world is currently facing by bringing a distinctly feminine perspective.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Employee Voice and Involvement

Digital Session Chair: **Kabiru Oyetunde**, *London South Bank U.*

HR: Non-traditional workers' voice research: A systematic review

Author: **Kabiru Oyetunde**, *London South Bank U.*

Author: **Rea Prouska**, *London South Bank U.*

Author: **Aidan McKearney**, *London South Bank U.*

The traditional employment relationship (TER) is eroding rapidly due to economic instabilities and crises occasioned by past and recent events (e.g. COVID-19). In response is a growing proliferation of non-traditional employment relationships (NTERs). Expectedly, traditional workers' voice research has been widely documented. However, non-traditional workers' voice research is in its infancy leaving the literature fragmented. This necessitates understanding the body of literature and conceptualizing voice in NTERs. Reviewing present empirical studies on non-traditional workers' voice, we conceptually map the current forms of voice available to these workers, the issues they voice and their influence on management actions and decisions. Then we identify the determinants and outcomes of non-traditional workers' voice, and offering future research insights in to studying voice of these workers.

Paper is NOT Available. Please contact the author(s).

HR: Triangular Worker Voice Antecedents: Towards a Conceptual Model and Research Propositions

Author: **Kabiru Oyetunde**, *London South Bank U.*

Author: **Rea Prouska**, *London South Bank U.*

Author: **Aidan McKearney**, *London South Bank U.*

The proliferation of employment agencies and digital platforms occasioned by outsourcing, information technology, and work patterns disruption, has led to an increasing rate of triangular work. Yet, limited research has examined the voice experiences of triangular workers and its determining factors. This is a significant neglect as voice opportunity for triangular workers offers a double benefit of protection from precariousness, and opportunity to creatively contribute to organisational improvement. This paper offers a conceptual model to illustrate the determining factors shaping triangular workers' voice. In so doing, we explore contextual conditions of temporary agency and gig work at the external and internal firm levels. Our integrative model offers propositions that can inspire future empirical research and contributes theoretically to the study of voice among workers in non-traditional employment relationships.

Paper is NOT Available. Please contact the author(s).

HR: Distinguishing Two Types of Employee Voice Experiences

Author: **Qing Lu**, *Zhongnan U. of Economics and Law*

Author: **Liping JIN**, *Zhongnan U. of Economics and Law*

Author: **Edward Tang**, *Zhongnan U. of Economics and Law*

Author: **Fangjun LI**, *school of management, Jinan U.*

Author: **Su Cui**, *Zhongnan U. of Economics and Law*

This study investigates whether employees' "speaking up" and silence behaviors depend on their voice experiences with their leaders—that is, whether employees' suggestions or ideas have been attitudinally respected or behaviorally implemented from the above. Integrating a sense-making perspective with the behavioral modification framework, we propose that employees with voice adoption experiences tend to perceive themselves as more "capable" (i.e., role-breadth self-efficacy), which then increases their voice behaviors while decreasing silence behaviors; Contrastingly, employees with voice responsiveness experiences are likely to feel more "energized" (i.e., positive affect) and voice more. A sample of 163 employees and their 38 direct supervisors from the fashion industry have supported all our hypotheses. Theoretical and practical implications and future research directions are discussed.

Paper is Available to Meeting Registrants Only.

HR: Social Exchange and dynamic effects of voluntary employee representation

Author: **Kornelius Kraft**, *TU Dortmund*

Author: **Alexander Lammers**, *TU Dortmund*

In this paper we address the question how non-monetary incentives contribute to organizational performance. We consider involvement practices, provided by the management, such as round table conferences or employee spokespersons as a non-monetary incentives for the alignment of interest between management and workers. Drawing on the social exchange theory, we study the effects of implementing voluntary employee representation as a non-monetary measure on labor productivity in German establishments. A simple model is derived which relates the concept of reciprocity to workers' utility and effort. We provide empirical evidence by using representative German establishment level data in which the panel structure allows us to follow establishments over time. Using a dynamic conditional difference-in-differences approach, we estimate introduction as well as dynamic post introduction effects. To mitigate selectivity issues we apply an inverse-probability weighting approach. We provide evidence of a significant and time persistent impact of voluntary provided employee voice on establishment productivity. In particular our results show, that the association between productivity and voluntary involvement does not arise in the introduction period but rather in the long run after two to five years.

Paper is Available to Meeting Registrants Only.

Author: **Chunling Zhu**, *Renmin U. of China*

Author: **Fangliang Zhang**, *Renmin U. of China*

Author: **Yanfang Xu**, *Renmin U. of China*

Although researchers have argued that supervisors are voice managers, the role of supervisors' favorable feedback in employee voice behavior has received little attention. The current research addresses this issue from social exchange perspective by investigating the reciprocal relationship between supervisors' downward favorable feedback and employee upward voice. We hypothesize a first-stage moderated mediation framework with supervisor identification as a mediator and relational energy as a moderator. By collecting data from 503 employees and their 205 immediate supervisors from a retailer company with a three-wave and multi-source research design, we find that supervisor favorable feedback is positively related to employee voice both directly and through the mediation of employees' identification with their supervisors. In addition, this positive effect can be strengthened when employees perceive high relational energy from their supervisors. This research advances our understanding of the role of supervisor feedback skills in influencing employees' extra-role behaviors. The findings also help business practitioners maximize the positive outcomes of supervisor favorable feedback effectively.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Change and Crisis Management

Digital Session Chair: **Tae Jin Hwang**, *Washington U. in St. Louis*

OB: Effects of Flux in Coordination Caused by Membership Change on Team Performance 

Author: **Tae Jin Hwang**, *Washington U. in St. Louis*

Although researchers have examined what happens in a team after membership change, we know little about what happens in a team before the change happens but after members are informed about upcoming change. Drawing on social identity theory and studies on individuals' response to change, I theorize that the way team members coordinate their work will start to shift during the pre-change period. I predict that change of in members' coordination system would undermine a team's short-term performance. I reconcile two opposing views regarding the effect of flux in coordination on a team's long-term performance by predicting an inverted U-shaped relationship. I test my hypotheses with the data collected from an online study. While working on a video-recording task in a virtual meeting room, three-person teams were informed that one of them will leave and a new member will join after 10 minutes. After 10 minutes from the announcement, membership change was implemented. I found that after learning about impending change, teams shifted the way they coordinate work and less engaged in activities that facilitate coordination. Flux in coordination during the pre-change period was positively related with a team's short-term performance and did not have a curvilinear relationship with a team's long-term performance. I contribute to the literature on membership change by investigating the pre-change period and elaborating a path-dependent view of the effects of membership change on team performance.

Paper is Available to Meeting Registrants Only.

OB: Leading Remotely in a Time of Crises: Relationships with Emotional Intelligence

Author: **Jenell Lynn-Senter Wittmer**, *U. of Toledo*
Author: **Margaret M. Hopkins**, *U. of Toledo*

Leaders around the world have been thrust into leading remotely, using virtual platforms and other various technologies to communicate and stay engaged with their employees and teams during this current extraordinary global crisis. Previous research supports that leaders share concerns around trust, communication, engagement, and support when leading remotely. Prior research also identifies "people skills" as essential in overcoming these concerns. We propose that emotional intelligence is essential in leading remotely during crisis situations. Thus, the current study explores the relationships between emotional intelligence and the emotional intelligence composites of self-perception, self-expression, interpersonal relationships, decision-making, and stress management with leader concerns when leading remotely during a time of crisis.

Paper is NOT Available. Please contact the author(s).

OB: Two sides of the same coin? An analysis of the authentic and charismatic leadership during crisis 

Author: **Laura Cortellazzo**, *U. Ca' Foscari of Venice*
Author: **Elena Bruni**, *WU Vienna*

Crises are crucial events in which a leader's efficacy is challenged and tested. Both authentic and charismatic leadership theories have examined the leadership tenure in such troubling circumstances. However, findings are still equivocal, especially regarding the features of both leadership styles in coping with crisis management. To address this void, we use the case of Jacinta Ardern, Prime Minister of New Zealand, who was celebrated by media as an effective leader during two important crises, namely a terrorist attack and the Covid-19 pandemic. To do so, we employed a large dataset of newspaper articles that framed her endeavour over the last three years. We show how Ms Ardern leveraged on some features of both leadership styles, and yet she successfully managed the two different crises. Hence, our study makes a contribution to the literature on leadership in crisis situations, providing a critical examination of the two constructs, showing how they can be interrelated.

Paper is Available to Meeting Registrants Only.

OB: The Meaning of Change: How Leaders Can Give Sense and Make Meaning Following Anomalous Events 

Author: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*

Research on leader sensegiving has explained how leaders can help workers make sense of the events that unfold at work. This area of research has illuminated key mechanisms by which shared understandings of organizational life are constructed. Yet leader sensegiving research has failed to distinguish between sense and meaning. As a consequence, leader sensegiving research has assumed that understanding work life and finding work life to be meaningful are conceptually indistinct. In this article, I use narrative and storytelling theory to develop a theoretical process model that distinguishes between sensemaking and meaning making following anomalous events at work, and I highlight the moments at which leaders can give sense and make meaning for workers. The proposed model suggests that distinguishing between sensemaking and meaning making is crucial for explaining work-related outcomes that are driven by factors that go beyond the cognitive considerations presently studied in leader sensegiving research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Identity and Authenticity

Digital Session Chair: **Xiaofeng Xu, Tongji U.**

OB: The Antecedents of Moral Identity: A Meta-Analytic Review

Author: **Xiaofeng Xu, Tongji U.**
Author: **Miaomiao Li, Tongji U.**
Author: **Ho Kwong Kwan, China Europe International Business School (CEIBS)**

Moral identity is an important self-concept. Taking a social cognitive perspective, we propose an integrative framework to examine the relationships between moral identity and its antecedents including personality traits and organizational context. An analysis of effect sizes drawn from 110 studies involving 44,441 participants shows that gender has positive relationship with moral identity, personality traits are strongly related to moral identity and that organizational context (specifically, leadership style and ethical climate) is also strongly associated with moral identity. The scale used to measure moral identity, cultural tendencies toward individualism or collectivism, and demographic characteristics moderate the relationships between moral identity and its antecedents. The significance and implications of the different factors that influence moral identity are discussed.

Paper is Available to Meeting Registrants Only.

OB: How and when occupational identity threat leads to job crafting and positive outcomes

Author: **Yangxin Wang, Chinese U. of Hong Kong**
Author: **Dora C. LAU, Chinese U. of Hong Kong**
Author: **Youngsang Kim, Sungkyunkwan U.**

Drawing on the relevant identity literature, job crafting research, and work on sensemaking, this research investigates how occupational identity threat is positively related to individual job crafting (i.e., approach crafting and avoidance crafting) and how approach crafting transforms occupational identity threat to higher job engagement and improved job performance. We suggest that because occupational identity and work role are two sides of the same coin, crafting one's work boundaries could function to reconstruct an occupational identity and therefore react to occupational identity threat. Specifically, approach crafting and avoidance crafting represent the sensemaking and sensebreaking process in the identity reconstruction, using which individuals could add valuable components while reduce undesirable components to their occupational identity. We also propose that individuals' regulatory focus would moderate these relationships. Based on a multi-wave, multi-source survey study, our analytical results supported the positive effect of occupational identity threat on approach and avoidance crafting, while providing further support for the moderating effect of prevention focus and the mediating effect of approach crafting in transferring the effect of occupational identity threat in a positive manner (i.e., higher job engagement and performance). We discussed the theoretical and practical implications of our findings.

Paper is NOT Available. Please contact the author(s).

OB: Navigating Expected Selves: The Roles of Cognitive Styles, Identity Motives, and Regulatory Focuses

Author: **Xing Liu, Wayne State U.**
Author: **Elizabeth C Ravlin, U. of South Carolina**
Author: **David C. Thomas, U. of Victoria**

We develop theory to enhance our understanding of how individual differences in cognition (cognitive styles), self-regulatory orientation (promotion and prevention focus), and salient identity motives (authenticity, belonging, and self-expansion) influence employee engagement in differing types of identity work and play. These identity management approaches are triggered in response to everyday identity tensions and conflicts that occur between preferred selves and organizationally-expected selves at work. We conceptualize two major categories of identity work and play: conformity-oriented and resistance-oriented types. Conformity-oriented forms include aligning of preferred and organizationally-expected selves, and distancing, in which an individual superficially conforms to the organizationally-expected identity at work. Resistance-oriented forms are represented by integrating and defending, which ensure that at least some part of the preferred identity is maintained in the work context. Based on social cognitive conceptualizations of the self, we theorize that an analytic cognitive style activates the need for authenticity, whereas holistic cognition is more likely to activate belonging and self-expansion motives. These salient motives, in combination with promotion or prevention regulatory focus, lead individuals to engage in different forms of identity work and play as primary approaches to identity management at work. We discuss implications of our model and directions for future research.

Paper is Available to Meeting Registrants Only.

OB: Me, Me, and Me: The Process of Felt (In)Authenticity at Work through Multiple Referent Selves

Author: **Laura L. Rees, Queen's U.**
Author: **David Lehman, U. of Virginia**
Author: **Rangaraj Ramanujam, Vanderbilt U.**

Authenticity is often positioned as the straightforward alignment between one's inner self and outward behaviors. However, this traditional conceptualization fails to account for the possibility that individuals balance being authentic to multiple coexisting selves. We build on existing work in authenticity, self and identity, and communications to propose an alternative perspective: that individuals simultaneously have an unfiltered self (based on a lack of restraints), a normative self (based on sensible categories), and an aspirational self (based on ideals) that serve to meet competing intrapersonal needs for self-verification, self-regulation, and self-enhancement, respectively. We posit that individuals rely on different logics to communicate with others about these referent selves in order to enact authenticity. In turn, behavioral (mis)alignment with one's intended message about the self shapes felt (in)authenticity, which informs self-conscious emotions (pride, shame, guilt) reflecting individuals' self-evaluations that, over time, influence individuals' identification with the organization. Overall, our theoretical framework offers an alternative conceptualization of the dynamic process of authenticity. Specifically, it suggests that the particular path by which individuals feel (in)authentic in given episodes—rather than simply whether they feel authentic—may be more critical for both individual well-being and organizational relationships than currently believed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **451** | Submission: **16657** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 9:00AM - 10:30AMET (UTC-4)**

ENT Division Mid Career Consortium  
ENT Division Mid Career Consortium

Host: **Jon C. Carr**, *North Carolina State U.*

This consortium is specifically designed to meet the needs of those scholars who are midway through their academic careers. This consortia activity adopts a highly interactive online format (small group discussions, personalized Q&A, etc.). Leading entrepreneurship scholars will provide practical advice and mentorship to help ENT mid career scholars understand the research process, build their network, and manage the steps for their on-going career.

By invitation only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Diversity and Aging

Digital Session Chair: **Matthew Piszczek**, *Wayne State U.*

HR: **Age-specific Effects of Shift Work and Age Structure Analysis on Psychological Well-being**  

Author: **Matthew Piszczek**, *Wayne State U.*
Author: **Joseph Yestrepky**, *Wayne State U.*
Author: **Greg Thrasher**, *Oakland U.*

As the global workforce ages, it has become more important to understand how the effects of seemingly age-neutral practices change across working lives. Shift work has been shown to have stronger negative effects on the physical health of older workers, however the age-specific effects of shift work on psychological well-being is poorly understood despite the changes to cognitive, social, and emotional resources associated with age. Moreover, the role of the organization in setting human resource practices and policies may also in part determine the strength of the age-specific effects of shift work on psychological well-being. Using mixed effects and marginal effects analyses in a large linked dataset of German employees and employers, the present study draws on selection, optimization, and compensation theory to examine the relationship between shift work and psychological well-being at each year of age between 18 and 67 in establishments that do and do not conduct an age structure analysis of their employees. Results show that in establishments that do not conduct an age structure analysis, shift work is associated with increasingly lower psychological well-being with age. In establishments that do conduct such an analysis, effects of shift work on psychological well-being are more consistent across age.

Paper is Available to Meeting Registrants Only.

HR: **The Influences of High-Involvement Work Practices on Older Workers' Retirement Intention**  

Author: **Kaifeng Jiang**, *Ohio State U.*
Author: **Zhen Zhang**, *Southern Methodist U.*
Author: **Jia Hu**, *Ohio State U.*
Author: **Guangjian Liu**, *School of Business, Renmin U. of China*

Research on retirement decisions has invited studies to examine how personal, work-related, and environmental factors interplay to affect older workers' retirement decisions. Drawing upon the person-environment fit framework, we proposed a negative relationship between high-involvement work practices (HIWPs) and older workers' retirement intention. We further developed hypotheses regarding the moderating effects of gender, age, educational level, managerial status, and external economic environment on the relationship between HIWPs and retirement intention. We tested the hypotheses using a sample of 754,856 employees age 50 and over from 360 U.S. government agencies participating in the Federal Employee Viewpoint Survey from 2006 to 2015. The results, based on mixed effect logit regressions and cross-classified modeling, indicated that older workers' experience of HIWPs had a negative relationship with their retirement intention, and the negative relationship was stronger for older men workers, workers aged 50-59 years, older workers without a bachelor's degree, and non-managerial older workers than for older women workers, those aged 60 years or over, those with a bachelor's degree, and those with managerial responsibilities, respectively. Moreover, the results showed that the negative HIWPs-retirement intention relationship has become stronger since the Great Recession of 2008. We discussed the theoretical and practical implications of older workers' retirement decisions by considering the interactions between human resource management practices and personal and environmental factors.

Paper is NOT Available. Please contact the author(s).

HR: **Managing Older Workers through Relationships at Work: Social Support, Feedback, and Performance**

Author: **Tatiana Marques**, *Instituto U. de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL)*
Author: **Sara Ramos**, *Instituto U. de Lisboa (ISCTE-IUL)*
Author: **Ramona Bobocel**, *U. of Waterloo*

With the aging of the global workforce, it is crucial to deepen our understanding of how to keep older workers healthy, motivated, and productive. In this research, we integrate job design with socioemotional selectivity theory, to propose that social job characteristics affect employee performance differently for older and younger workers. Specifically, in a three-wave survey (N=454), we tested employee age as a moderator of the relationships between receiving social support and feedback at work, and in-role and extra-role performance, as well as giving social support and feedback at work, and in-role and extra-role performance. The results showed that, in general, both receiving and giving social support and feedback are associated more strongly with the performance of older than younger workers. The findings provide important theoretical implications for the study of aging and work and offer practical applications for organizations and managers on creating workplaces in which older workers can reap the benefits of social relationships to remain productive.

Paper is NOT Available. Please contact the author(s).

HR: **Age Differences in Physical Abilities: Implications for Research, Practice, and Policy**  

Author: **Cody Jackson Reeves**, *Brigham Young U.*
Author: **Brian W. McCormick**, *Northern Illinois U.*
Author: **Bennett E. Postlethwaite**, *Pepperdine U.*

Despite the high number of aging workers in physically demanding occupations and sweeping age-related policies that govern entry into and exit out of some occupations, there is currently not a defining quantitative study that offers a comprehensive picture of how age impacts physical abilities. To fill this critical gap, we present the results of a meta-analysis and a primary study of more than 45,000 police and corrections officers that, taken together, provide evidence-based insight into how workers' physical abilities tend to change with age, and how age-related differences interact with sex differences in impacting physical abilities. Our findings reveal varying strengths of negative relationships between age and the physical ability dimensions of muscular power, muscular endurance, cardiovascular endurance, and movement quality. For the muscular tension dimension, we find the relationship between physical ability and age to be curvilinear such that workers' muscular tension is expected to improve until workers reach their 30s and then decline with declines becoming more pronounced with increasing age. Our investigation of the interaction of age and sex reveals that the magnitude of physical ability sex differences remains largely consistent with age. We discuss the practical and policy-related implications of these findings as well as implications for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Qualitative Studies of Identity Work and Leadership Experiences



Digital Session Chair: **Yangerjungla Pongener**, *Indian Institute of Management, Bangalore*

OB: Identity work of individuals in disparate professions

Author: **Yangerjungla Pongener**, *Indian Institute of Management, Bangalore*

I examined the identity work of 31 individuals who are simultaneously working in disparate professions (e.g., a church worker and an engineer). I found that such individuals typically experienced both identity conflicts and identity synergies. I also found that the identity work of such individuals involved synthesizing this dialectic between identity conflicts and identity synergies. My findings offer two theoretical insights. First, by showing the coexistence of identity conflicts and identity synergies, my study is different from previous studies that have predominantly examined the relationship between identities as a binary, i.e., as either conflicting or synergizing. Second and consequently, I offer a dialectical perspective to identity work as opposed to prior studies that have taken a linear perspective to identity work.

Paper is Available to Meeting Registrants Only.

OB: No Mud, No Lotus Flower: the Process of Posttraumatic Growth

Author: **Dae-hyeon Kim**, *Washington U. in St. Louis, Olin Business School*
Author: **Roni Jo Draper**, *Brigham Young U.*

Although past posttraumatic growth has made significant strides in improving our understanding of the factors associated with posttraumatic growth in the past two decades, less effort has been made to understand the process of posttraumatic growth. Specifically, how the process of posttraumatic growth unfolds overtime and what facilitates and inhibits this process remain a puzzle. To address this oversight in the literature, we investigated the process in which religious mothers (the Church of Jesus Christ Latter Days Saints—LDS) reach the state of posttraumatic growth from the onset of trauma—discovering that their child is an LGBTQ individual, which means a potential eternal separation with their own child according to their religion's teachings. Narrative interviews of 45 mothers with strong LDS backgrounds were collected following the tenets of narrative inquiry. The analysis of these narratives provides a process theory of posttraumatic growth, which highlights what facilitated or inhibited the process of posttraumatic growth for these mothers. By providing a process theory of posttraumatic growth strongly rooted in empirical data as well as the rich descriptions of this understudied phenomenon, our study expands the current scope of posttraumatic growth literature.

Paper is Available to Meeting Registrants Only.

OB: Shadows of the Past: How Prior Experiences Shape Employees' Reactions to Current Leadership

Author: **Svenja Schlachter**, *Justus-Liebig U. Giessen*
Author: **Frank H. Walter**, *Justus-Liebig U. Giessen*
Author: **Johanna Dietl**, *Jacobs U. Bremen*

Although it is typical that employees encounter multiple supervisors during their careers, little is known about how employees' experiences with prior supervisors shape their reactions to their current supervisor's leadership. The present study examines how (in)congruences between current and prior supervisors' task-oriented leadership as well as laissez-faire leadership relate to an employee's trust in the current supervisor. Using polynomial regression and response surface analyses in a time-lagged sample of 159 employees, we find that incongruence between current and prior supervisors' laissez-faire leadership reduces an employee's trust in the current supervisor. This incongruence effect is particularly pronounced if the current supervisor exhibits laissez-faire leadership to a greater extent than the prior supervisor did, but it also holds if the current supervisor shows less laissez-faire leadership than the prior supervisor. For task-oriented leadership, by contrast, we do not find a similar pattern of incongruence effects; a current supervisor's task-oriented leadership is positively associated with employees' trust, regardless of the prior supervisor's respective behavior. In sum, these findings provide new insights into how "shadows of the past" may shape an ongoing supervisor-employee relation.

Paper is NOT Available. Please contact the author(s).

OB: "They're Conspiring Against Us": Follower Evaluations of Leaders Who Use Conspiratorial Rhetoric

Author: **Benjamin Dow**, *Washington U. in St. Louis, Olin Business School*
Author: **Jennifer Ann Whitson**, *U. of California, Los Angeles*

The apparent rise of high profile leaders who openly endorse conspiracy theories has been an increasing topic of concern among many commentators. A focus on conspiratorial explanations for events can be especially problematic during times of crisis, such as the ongoing covid-19 pandemic, when follower's look to leaders for guidance. However, rather than reassuring followers and offering evidence-based advice, some leaders turn their attention to unsubstantiated claims that powerful actors are working against them. In an effort to explain the persistence of this seemingly counter-productive strategy, we examine follower's evaluations of leaders who engage in such conspiratorial rhetoric. Drawing on compensatory control theory, we posit that when followers lack a sense of control they evaluate leaders who espouse conspiratorial beliefs more positively. Across two studies, we find that conspiratorial leaders are evaluated more negatively than non-conspiratorial leaders, but that this gap shrinks when followers' sense of control is lowered. We discuss the implications of these findings both for the current crisis and for high-profile leaders more generally. We raise the possibility that efforts to increase follower's sense of control may, in the long-term, help stem the tide of conspiratorial rhetoric among high profile leaders.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **454** | Submission: **17422** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 7:00AM- 8:30AMET (UTC-4)**

The Dark Triad and Leader Behaviors



Digital Session Chair: **Nilupulee Liyanagamage**, *U. of Wollongong*

OB: Borderline Machiavellianism: A Call for Reclassification of High and Low Machiavellianism

Author: **Nilupulee Liyanagamage**, *U. of Wollongong*
Author: **Mario Fernando**, *U. of Wollongong*
Author: **Belinda Gibbons**, *U. of Wollongong*

The MACH IV scale is the primary tool used in Machiavellian studies for identifying high and low Machiavellians. While this classification has been useful, the arbitrary nature of classifying low and high Machiavellians on the cut-off point of 60 is leading to confusion and ambiguity. Our study calls for academic discourse to investigate and debate on those managers who are projecting the characteristics of both low and high Machiavellian attributes. To provide greater clarity for identifying and refining those characteristics of low vs high Machiavellians, this study attempts to understand those managers bordering on high Machiavellianism in the MACH IV score. We use in-depth interviews to triangulate the MACH IV survey responses. The study was conducted in the construction industry in Sri Lanka where Machiavellian leaders are popular and sought after. Study findings reveal that borderline high Machs express both high and low Mach characteristics and their behavior may be influenced by cultural and religious values.

Paper is NOT Available. Please contact the author(s).

OB: Enough is enough! The impact of core self-evaluation on the despotism-outcome relationship

Author: **Jongwook Pak**, *Trinity College Dublin*
Author: **Xuan Kou**, *Trinity College Dublin*
Author: **Teng Liu**, *Trinity Business School, Trinity College Dublin*
Author: **Seung Yeon Son**, *Korea National Defense U.*

Recently, there has been a surge of studies on the dark side of leader behaviors. The current research builds around newly emerging leadership in this line of inquiry – despotism. Indeed, the detrimental impact of despotic leadership on employee attitudes and behaviors is congenital. However, there is yet limited understanding of the conditions under which the magnitude of such negative influence systematically changes. To extend, we investigate how employees' core self-evaluation (CSE) engenders differing reactions to despotic leadership. In doing so, we draw on self-verification theory to predict that the negative impact of despotic leadership on subordinate outcomes becomes deteriorating further under the presence of high CSE. Our empirical analyses of 226 supervisor-subordinate dyadic data demonstrated that despotic leadership is negatively associated with subordinates' task performance and knowledge sharing behaviors, and the relationships are channeled through degrading quality of leader-member exchange (LMX). Most conspicuously, the self-verification view of CSE regarding the despotism-outcome link indeed received strong support. By identifying the deadly combination, we uniquely add to the current discourse. We discuss the theoretical and practical implications of our research.

Paper is Available to Meeting Registrants Only.

OB: Superheroes vs. Saints: The A&C Model of Narcissism, Needs, and Leadership Behaviors

Author: **Michaela Scanlon**, *Smith School of Business, Queen's U.*
Author: **Matthias Spitzmuller**, *Queen's U.*

Approaching the narcissism-leadership relationship from a multi-faceted perspective has been suggested as a next step in understanding this fascinating relationship. To date, leadership research has primarily focused on agentic narcissism. However, studying leadership and narcissism from an agency-communion perspective allows for a deeper understanding of their relationship and more nuanced inferences surrounding leadership behaviors. To illustrate, agentic narcissism is centered around inflated self-views in agentic domains (e.g., intelligence, competence, and achievement; Gebauer et al. 2012), which mirrors an egoistic bias (Paulhus & John, 1998). On the other hand, communal narcissism centers around inflated self-views in communal domains (e.g., trustworthiness, warmth, benevolence), mirroring a moralistic bias. Where egoistic bias has been associated with power needs (e.g., the need for control and authority over others), moralistic bias has been linked to social desirability needs (e.g., the need for affiliation and social acceptance). Through a dynamic self-regulation process that interacts with one's social environment (Morf & Rhodewalt, 2001), we predict different leadership behavior outcomes for agentic (i.e., destructive leadership behaviors) and communal (i.e., unauthentic leadership behaviors) narcissism based on regulation of these differing needs. The present paper delineates these predictions, and discusses theoretical and practical implications, as well as limitations and future research.

Paper is Available to Meeting Registrants Only.

OB: Altruistic or Egoistic? Competing Explanations of Employees' Motivation to Help Abused Coworkers

Author: **Zhiyu Feng**, *School of Business, Renmin U. of China*
Author: **Krishna Savani**, *Nanyang Technological U.*

The present research tests two competing mechanisms for employees' motivation to help abused coworkers. According to the altruistically motivated view of helping, employees help others because they empathize with others' negative situation. Thus, compared to employees who have themselves not been abused by a supervisor, employees who have themselves been abused would be better able to empathize with their coworkers who are being abused, and thus, help these coworkers more. By contrast, according to the egoistically motivated view of helping, employees help others because they want to feel good about themselves. Thus, compared to employees who have themselves been abused by a supervisor, employees who have not been abused would feel more guilt and shame upon seeing coworkers being abused, and thus help abused coworkers more to relieve their negative emotions (guilt and shame). Two experiments and a multi-wave, multi-source field study support the altruistically motivated view of helping.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **455** | Submission: **11951** | Sponsor(s): **(OMT, OB, SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00AM- 8:00AMET (UTC-4)**

Understanding a Crisis through Communal Theorizing *Communal Theorizing*



Organizer: **Garima Sharma**, *Georgia State U.*
Organizer: **Josh Keller**, *U. of New South Wales*
Organizer: **Camille Pradies**, *EDHEC Business School*
Organizer: **Simone Carmine**, *Department of Economics and Management, U. of Padova*
Panelist: **Richard W. Stackman**, *U. of San Francisco*
Discussant: **Wendy K. Smith**, *U. of Delaware*
Discussant: **Marianne W. Lewis**, *U. of Cincinnati*
Facilitator: **Rebecca Bednarek**, *Victoria Management School*
Facilitator: **Julia Brandl**, *U. of Innsbruck*
Facilitator: **Patrice Marie Buzzanell**, *U. of South Florida*
Facilitator: **Gail T. Fairhurst**, *U. of Cincinnati*
Facilitator: **Charmine E. J. Hartel**, *Monash U., Australia*
Facilitator: **Anna Krzeminska**, *Macquarie Business School, Macquarie U.*
Facilitator: **Patrick Lam Le**, *NEOMA Business School*
Facilitator: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*
Facilitator: **Xin Li**, *Newcastle U. Business School*
Facilitator: **Nkosana Mafico**, *U. of Queensland*
Facilitator: **Medhanie Gaim**, *Umea U.*
Facilitator: **Ella Miron-Spektor**, *INSEAD*
Facilitator: **Rikke Kristine Nielsen**, *Aalborg U.*
Facilitator: **Linda L. Putnam**, *U. of California, Santa Barbara*
Facilitator: **Hassan Raza**, *U. of Warwick*
Facilitator: **Kimberly Rocheville**, *Boston College*
Facilitator: **Stephanie Schrage**, *Hamburg U. of Technology*
Facilitator: **Mathew Laurence Sheep**, *Florida Gulf Coast U.*
Facilitator: **Natalie Slawinski**, *U. of Victoria*
Facilitator: **Lea Stadler**, *Grenoble Ecole de Management*
Facilitator: **Casper Winther-Hansen**, *The Copenhagen Business School*
Facilitator: **Joe Cheal**, *Imaginarium Learning & Development*
Facilitator: **Ina Aust**, *Catholic U. of Louvain*
Facilitator: **Vontrese Deeds Pamphile**, *George Washington U.*
Facilitator: **Anne Keegan**, *U. College Dublin, Ireland*
Facilitator: **Jennifer Linda Sparr**, *ZHAW School of Management and Law*

The COVID-19 pandemic has fostered uncertainty and several unforeseen consequences. It has revealed many tensions at individual, organizational, and societal levels, such as in work-life balance, organizational innovation for today and tomorrow, and addressing public health while sustaining economic activity. As paradox scholars, we not only lived these tensions in our daily lives, but we were also inspired to engage the paradox research community in better understanding these tensions. This PDW is to showcase our efforts over the last several months, which resulted in a collection of four papers in the *Journal of Management Inquiry*, scheduled to be in print in April 2021. Over 40 scholars contributed to short essays organized across the four papers, which included papers on societal tensions, organizational tensions, tensions for individuals within organizations, and a commentary on our overall process. We use this collective achievement as a springboard for further efforts in developing paradox theory and theories on crises more broadly.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **456** | Submission: **10903** | Sponsor(s): (AAT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00AM- 8:30AMET (UTC-4)**

**Bridging the Divide Between Rigorous Research and Relevance
to Society, Policy-making and Practice**
Bridging the Rigorous Research/Practice Divide



Organizer: **Miriam Erez**, *Technion - Israel Institute of Technology*
Organizer: **Sim B. Sitkin**, *Duke U.*
Organizer: **Anne S. Tsui**, *U. of Notre Dame*
Panelist: **Kim Cameron**, *U. of Michigan*
Panelist: **Gilad Chen**, *U. of Maryland*
Panelist: **Xiao-Ping Chen**, *U. of Washington*
Panelist: **Robert Folger**, *U. of Central Florida*
Panelist: **John R. Hollenbeck**, *Michigan State U.*
Panelist: **Ellen Ernst Kossek**, *Purdue U.*
Panelist: **Gary P. Latham**, *U. of Toronto*
Panelist: **Carrie R. Leana**, *U. of Pittsburgh*
Panelist: **Jason D. Shaw**, *Nanyang Technological U.*
Panelist: **Donald Siegel**, *Arizona State U.*
Panelist: **David Yokum**, *The Policy Lab - Brown U.*

One of the key challenges facing the research in behavioral and management sciences is bridging the divide between research and practice and between researchers and managers, policy-makers and practitioners. As the theme *Bringing the Manager Back in Management* of the 2021 AOM meeting states: “it’s not always clear how our research addresses issues confronting practicing managers”. Therefore, the purpose of this All Academy Theme Professional Development Workshop is to explore how we can integrate rigor and relevance to ensure knowledge from management research is useful for policies and management practice toward a better world. The AAT PDW will involve two panels with brief synchronous presentations, followed by Q&As and synchronous discussions of each panel led by the panelists in breakout rooms. The first panel will focus on ensuring that rigorous research is relevant for practice. The second panel will focus on ensuring that practice in organizations can be improved through rigorous research.

Time allocation (2.5 hours, 150 minutes total) 35 min Synchronous introduction and Panel A: From Rigorous Research to Practice, 5 panelists brief presentations (5 minutes each), followed by Q&A (questions on chat) (10 minutes), followed by all participants’ discussions breakout rooms with panelists in each room (20 minutes). 5 minute break. Panel B: From Practice to Rigorous Research, 6 panelists brief presentations (5 minutes each), followed by Q&A (questions on chat) (10 minutes), followed by 20 minutes all participants’ discussions in breakout rooms with panelists in each room, followed by closing remarks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovations in Finance

Digital Session Chair: **Laura Stiller**, *U. of Regensburg*

TIM: Platforms as driver for Coopetition – A social network analysis in the financial market

Author: **Laura Stiller**, *U. of Regensburg*

Author: **Stefanie Steinhauser**, *U. of Regensburg*

Research on platforms and competition in digital markets has grown considerably in the last decade. Studies show that the influence of individual platforms often results from a platform ecosystem that is joined by different companies, sometimes even direct competitors. However, there is a limited understanding of how networks are created around platforms and why direct competitors join forces and start cooperating with each other. In this paper, we investigate the influence of platforms and other important factors on cooperation activities between competitors in the German financial market in order to draw a more refined and comprehensive picture of coopetition networks. We investigate various drivers of coopetition—external drivers (i.e., platforms, AI, blockchain technology, and banking license), relation-specific drivers (i.e., type of company and position in the network), form of coopetition, and endogenous network effects and ask the question: how do platforms influence coopetition in the financial market and which factors influence network development in financial markets? We employ a social network analysis approach, namely, an exponential random graph model (ERGM), to analyze 371 companies in the German financial sector. Our results show that platforms have a significant positive impact on coopetition. Further, our study demonstrates the influence of regulatory requirements as well as relationship and partner characteristics on coopetition and network development.

Paper is NOT Available. Please contact the author(s).

TIM: Virtual teams, Leadership, Social Exchange and Performance: Evidence from Public Sector Banks

Author: **Rekha A G**, *State Bank of India*

Author: **Resmi A G**, *TKM Institute of Management*

Virtual teams are becoming ubiquitous, and they place new demands on leadership practices. Despite the relevance, very little is known about the influence on leader-member social exchange relationships, and follower performance in virtual contexts. Drawing on the theories of transformational leadership (TFL) and leader-member exchange (LMX), this study aims to investigate the impact of the degree of virtuality in teams that collaborate through digital technologies. A multi-group and structural path analysis on the data gathered from over 400 senior managers working in the public sector banks operating in India indicated that the influence of virtuality is more complex than expected. This study highlights that virtuality acts as a positive moderator on the LMX-performance relationship, whereas it negatively moderates the TFL-LMX relationship. Implications and future research directions is also presented.

Paper is Available to Meeting Registrants Only.

TIM: Helping or Hindering? How Clients' Experiences Relate to Their Robo Advisory Use

Author: **Anke Schulz**, *Ludwig Maximilian U. of Munich (LMU)*

Author: **Anja Christine Tuschke**, *LMU Munich*

Author: **Alexander Ilgen**, *Deutsche Bank*

Firms are increasingly evaluating whether or not to introduce new business models based on digital technologies, also in knowledge-intensive, risky contexts long immune to them. In the financial industry, the algorithm-based service robo advisory in banking, which supports and executes clients' investment decisions, is one strategic option of interest. Based on our access to a large and recent data set of an important provider, we have a unique opportunity to analyze the foundations of the diffusion of this recent technology. Building on yet also departing from extant literature, we offer a client perspective on this topic. Our results suggest that in contexts where uncertainty and risk are particularly pronounced, clients' experiences – resulting in technology-aligned or -misaligned knowledge and routines – link closely to their robo advisory use. Clients' experiences can both, help and hinder new technology adoption.

Paper is Available to Meeting Registrants Only.

TIM: Paradoxical Framing: How Executives Publicly Frame Competing Technologies in Times of Ambidexterity

Author: **Joern Hoppmann**, *U. of Oldenburg*

Author: **David Lechner**, *ETH Zürich*

Author: **Sarah Fiedler**, *U. of Oldenburg*

The literature shows that organizational executives engage in strategic technology framing that favors their own technologies to acquire resources from external stakeholders. Yet technological discontinuities may require organizations to become ambidextrous and invest in new, disruptive technologies. This raises the question of how executives deal with the paradoxical situation of having to simultaneously promote competing technologies in times of organizational ambidexterity. To investigate question, we draw on an in-depth case study of four largest electric utilities in Germany during energy transition between 1998 and 2016. We show that even as organizations entered new technologies, strategic technology framing by CEOs and leaders of old business units continued to primarily favor old technologies. At the same time, however, the executives leading the new business units engaged in strategic framing that favored the new technologies, resulting in leaders within the same organization promoting competing technologies. To resolve the resulting tensions, executives used four frames that portrayed technologies as complementary rather than competing: (1) bridging, (2) ramping, (3) hedging, and (4) balancing frames. Overall, our study contributes to the literature on strategic framing by providing a more nuanced understanding of how strategic technology framing differs across individuals within the same organization. Moreover, we advance the literature on ambidexterity by showing how the investment in competing technologies affects firms' public portrayal of technologies with potentially important implications for strategic change.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **458** | Submission: **17370** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:30AM- 8:00AMET (UTC-4)**

Leader Competence, Humility and Pride

Digital Session Chair: **Hongguo Wei**, *U. of Central Oklahoma*

OB: Careful What You Ask For: Competence and Efficacy in The Leader-Follower Relationship

Author: **Hongguo Wei**, *U. of Central Oklahoma*
Author: **Jeremy D. Meuser**, *U. of Mississippi*
Author: **Angela Passarelli**, *College of Charleston*
Author: **Karlygash Assylkhan**, *Case Western Reserve U.*

We introduce the follower' perspective to understand whether and how leader influence affects follower performance outcomes. Drawing on implicit leadership theories and implicit followership theories, we develop a theoretical model involving the mediated moderation of leader-member exchange (LMX) and follower self-efficacy on the relationship between follower's sense of leader influence and performance outcomes (task performance, OCBI, and voice). Employing a multi-source multi-wave design, we collected a sample involving 184 leader-follower pairs from 83 groups. The results show support for the hypothesized model. Specifically, we found that leader-reported LMX mediated the relationship between follower's sense of leader influence and performance outcomes. The impacts of follower's sense of leader influence on performance outcomes were stronger at low than high of follower self-efficacy.

Paper is NOT Available. Please contact the author(s).

OB: The "Evil Genius": Examining the Relationship Between Perceived Competence and Unethical Behavior

Author: **Daphna Motro**, *Hofstra U.*
Author: **Daniel Sullivan**, *U. of Arizona*

Given the importance that perceptions of competence play in the workplace, a field of research has emerged identifying predictors of competence. One variable that has been identified is unethicality, with greater unethical behavior indicating lower competence. However, across three experiments (N = 602), we challenge this potentially misleading notion and present evidence that this relationship only holds when the unethical behavior is simple (e.g., stealing items from a storage closet), but not complex (e.g., computer hacking). Drawing on the stereotype content model, we explore the "evil genius" archetype in more detail. We find that the interaction between unethicality and complexity on perceptions of creativity and leadership is mediated by perceptions of competence. However, when the perpetrator is caught for complex unethical behavior, it acts as a leveling agent, thereby removing any heightened perceptions of competence. While expected, we did not find evidence that getting caught influences perceptions of the perpetrator's social intelligence. We believe these findings offer a significantly more accurate picture of the connection among unethical behavior in the workplace, competence, and being caught for one's immoral actions.

Paper is Available to Meeting Registrants Only.

OB: Humble Leadership and Team Innovation: a moderated mediation

Author: **Wei Liu**, *School of Economics & Management, Tongji U.*
Author: **Lei Xinghui**, -
Author: **Taoyong Su**, *School of Economics & Management, Tongji U.*
Author: **Zhiwen Shan**, -

Although there is growing scholarly attention towards the positive effects of leader humility on team outcomes, extant research has failed to consider whether and how humble leadership influences team innovation. In this research, we propose a moderated mediation model to explain the relationship between humble leadership and team innovation. Integrating social learning theory and leader humility literature, we hypothesize that when a humble leader leads a team, the team followers are more likely to reconsider their strategies, review past events with self-awareness, share diverse information and adapt to new ideas, which in turn promotes team innovative activities. Moreover, consistent with research emphasizing the inclusion of team culture in exploring leader-innovation relationships, we investigate the moderating role of expertise diversity in the above positive indirect effect. We test the model by using both survey and archival data that was collected from 135 teams of 25 medium-to-large-sized firms in the internet technology industry in China. Findings largely support our theoretical assertions, suggesting that humble leadership has important implications for team process and innovation.

Paper is Available to Meeting Registrants Only.

OB: The Influence of Responsible Leadership on SRHRM, Organizational Pride, and Innovative Behavior

Author: **Zhong Lifeng**, -
Author: **Wenli Dong**, *School of Business, Renmin U. of China*

Responsible leadership has recently gained growing attention in both academic and practical fields. Drawing on social identity theory, this study investigates whether and how responsible leadership influences innovative behavior through socially responsible HRM and organizational pride. Based on a sample of 280 employees from the manufacturing industry, our results indicated that responsible leadership was directly related to innovative behavior and indirectly related to it through socially responsible HRM and organizational pride. Specifically, socially responsible HRM and organizational pride sequentially mediated the positive relationship between responsible leadership and innovative behavior. Overall, by considering responsible leadership and socially responsible HRM simultaneously, we shed new light on the processes through which innovative behavior is enhanced owing to responsible management practices.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Affect at Work: Loneliness, Envy, Passion, and Emotionality

Digital Session Chair: **Robert Wood**, *U. of Technology Sydney*

OB: Negative but Productive: Trait Neuroticism, Situation Contingent Emotionality and Performance

Author: **Robert Wood**, *U. of Technology Sydney*
Author: **Shuang Ren**, *Deakin U.*
Author: **Bichen Guan**, *U. of Technology Sydney*
Author: **Nadin Beckmann**, *Durham U.*

Trait neuroticism has been associated with a variety of negative outcomes, including mental and physical illnesses, job dissatisfaction, low self-esteem and poor job performance, when tested at the between-person level of analysis. Impressions to the contrary, the observed effects of trait neuroticism and the associated negative emotionality are not uniformly negative. Trait neuroticism and negative emotionality are related to a range of psychological mechanisms, including goal prioritization, effort intensity, planning and detailed information processing, which enhance performance at the within-person level. We tested the effects for an integrated model including trait neuroticism and situation contingent negative emotionality on performance in an analytical engineering course with 84 first year students at a Chinese university. Situation contingent negative emotionality data were collected by ESM over a 3-week period. The criterion task was the final exam, completed 11 weeks later. Situation contingent negative emotionality positively predicted performance and this effect was moderated by trait neuroticism. Students with higher trait neuroticism were better able to channel their feelings of anger, frustration, tension and sadness in response to daily task challenges into more productive problem solving and learning on the course than their less neurotic colleagues. The paradox of the differential results for trait neuroticism at the within- and between-person levels of analyses and implications for research that integrates the two levels are discussed.

Paper is Available to Meeting Registrants Only.

OB: You are not feeling alone, but with peers

Author: **SungHyoun Hong**, *Hanyang U.*
Author: **Min-Soo Kim**, *Hanyang U.*
Author: **Da Eun Hong**, *Hanyang U.*

Previous work engagement studies have focused primarily on one individual, with little attention given to colleagues present around the individual when working. This daily research conceptualized affective dissimilarity and validated its operation based on the social comparison theory. Affective dissimilarity indicates the differences in affect state between team members and a particular individual. We hypothesized the moderating effect of positive and negative affective dissimilarity on the relationship between daily positive and negative affect and daily work engagement particularly. We applied the experience sampling methodology and tested our hypotheses using 10 consecutive working days of 221 employees (total=1,114 days) using hierarchical linear modeling. The results showed that positive affective dissimilarity does not moderate the effect of daily positive affect on daily work engagement, but negative affective dissimilarity moderates the effect of daily negative affect on daily work engagement. These findings suggest that the presence of others in a team is an important consideration in an individual's daily work engagement experience, and, especially in terms of negative affect, individuals significantly compare their negative affect with their peers' at their workplace.

Paper is Available to Meeting Registrants Only.

OB: Being envied is not enviable! A study of the daily experience of being envied in the workplace

Author: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Author: **Kathleen Keeler**, *Ohio State U.*
Author: **Haoying Xu**, *U. of Illinois at Chicago*

Recent research on workplace envy has suggested that perceiving oneself as the target of coworker envy is a common and ambivalent experience. We integrate theory on sensitivity about being the target of threatening upward comparisons (STTUC) with that on emotion regulation to theorize that envied employees may need to manage these ambivalent states to avoid negative coworker reactions. Specifically, we posit that on a daily-basis envied employees will engage in surface acting to manage the ambivalent emotional states associated with being envied. However, this can take a toll on their self-regulatory resources, leaving them depleted. Self-regulatory resource depletion, in turn, will result in low job satisfaction and job performance. We further suggest that these day-level relationships will be stronger for people who are low as opposed to high in the tendency of viewing themselves as being envied as the experience of being envied will be a novel and uncommon one for these individuals. Results of a 3 week experience sampling study supported our hypotheses and showed that being envied in the workplace is a complex social experience that can influence employee's job performance and satisfaction.

Paper is NOT Available. Please contact the author(s).

OB: Role of perceived passion in temporary creativity

Author: **Anna-maija Nisula**, *Associate Professor*
Author: **Mika Vanhala**, *Associate Professor*
Author: **Kirsimarja Blomqvist**, *LUT U.*

In temporary creativity the interpersonal affective aspects are important sources of social information and determinants of the creative process. To shed light on the affective aspects of temporary creativity, this study investigated dyadic passion, consisting of cognitive and affective passion, as a driver of temporary creativity in a dyad as well as the relationship between temporary creativity and creative performance in a dyad. The proposed research model was tested using a dataset of 126 dyads collected from 13 creative events using partial least squares structural equation modelling (PLS-SEM). The empirical results showed that both dyadic cognitive and affective passion are positively related to creativity in a dyad. The results also showed that creativity and creative performance in a dyad are positively and significantly linked. Thereby, this study sheds light on the role of dyadic passion in temporary creativity and suggests theoretical and practical implications for research on passion and creativity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **460** | Submission: **11843** | Sponsor(s): **(GDO, IM, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 7:00AM- 9:00AMET (UTC-4)**

**GDO's Global Ambassadors: Broadening the AOM Experience
for Emerging International Members**
Global Connections



Organizer: **Anna Katherine Ward**, *Virginia Tech*
Organizer: **Eden King**, *Rice U.*
Panelist: **Devi Vijay**, *Indian Institute of Management, Calcutta*
Panelist: **Lavanya Vijayasingham**, *United Nations U.*
Panelist: **Jenny M. Hoobler**, *U. of Pretoria*
Panelist: **Fida Afiouni**, *American U. of Beirut*

Our broad goal is to connect and integrate emerging international members from emerging economies (e.g., South Africa, India) and other geographies where our GDO membership is under-represented (e.g., Latin America, Eastern Europe, Middle East, Oceania). The GDO's Global Ambassadors will partner with AOM sister organizations to identify and recruit Management scholars around the world to take part in our PDW. Participants will be matched with mentors who will help them feel more integrated at future AOM conferences and more confident in their future AOM paper development efforts. Four panelists with connections to/in underrepresented/emerging economies will present ideas, and Global Ambassadors will facilitate roundtable discussion on overcoming outsider status at AOM and developing high-quality conference submissions. In alignment with AOM's four driving goals, our PDW aims to (1) connect and integrate members of the global management/organization community who might otherwise be overlooked at AOM, (2) enhance the diversity of the membership to which AOM provides indispensable value, (3) advance knowledge relevant to an even more diverse set of stakeholders/institutions around the world, and (4) enhance AOM's standing as a globally-led association. Key take-aways to participants of the PDW include stronger (1) connection to and integration within the GDO community, and (2) honing of paper development skills, making future AOM attendance more likely.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Recruitment and Fit

Digital Session Chair: **Vesa Peltokorpi**, *Hiroshima U.*

HR: **Here today, gone tomorrow: A mixed-method study on headhunter-intermediated recruitment practices**  

Author: **Vesa Peltokorpi**, *Hiroshima U.*

While unsolicited job offers are the strongest pull factor driving turnover, little is known about headhunters' candidate contacts and outcomes. Drawing on the unfolding model of voluntary turnover (Lee & Mitchell, 1994) and research on headhunters, this study examines what kind of employees are contacted by headhunters and why some of them leave. Using the case of Japan, where subsidiaries of foreign multinational corporations use extensively headhunters to recruit host country national employees (HCNs), we first conducted interviews with 131 expatriate managers (clients), contingency-based headhunters, and HCN employees (candidates). The findings suggest that headhunters' contacts were guided by HCNs' English proficiency, tenure, and previous placement by headhunters. The findings also suggest that headhunters' contacts can drive up turnover. To further examine the antecedents and outcomes of headhunter contacts, we collected time-lagged survey data from 456 HCN employees in foreign subsidiaries. In addition to confirming our interview findings, the survey findings also suggest that headhunters' contacts have a positive relationship with HCN employees' voluntary turnover.

Paper is NOT Available. Please contact the author(s).

HR: **Tit for tat? Opportunistic behaviors in client-headhunter relationships**  

Author: **Vesa Peltokorpi**, *Hiroshima U.*

While headhunters act as agents hired by clients (principals) in the intermediated labor market, research has focused primarily on the benefits that headhunters gain from their broker position between clients and candidates. Shifting the focus of attention, we interviewed 51 contingency headhunters specialized in foreign subsidiaries in Japan to examine the opportunistic behaviors of corporate clients and how headhunters responded to these behaviors. The findings show that clients were using several headhunters in search assignments, negotiating and refraining to pay placement fees, contacting introduced candidates directly, changing search criteria and stopping the search, and using headhunters to poach employees. The findings also show how headhunters used social interaction and contract-based approaches to respond to opportunistic behaviors. This study contributes to research on HRM by focusing on the overlooked client opportunistic behaviors in client-headhunter relations.

Paper is Available to Meeting Registrants Only.

HR: **When does organizational attractiveness pay off? The role of knowledge and capital intensity** 

Author: **Sanne Ghielen**, *KU Leuven*

Author: **Kim De Meulenaere**, *U. of Antwerp/ Antwerp Management School*

Author: **Rein De Cooman**, *KU Leuven*

Author: **Luc Sels**, *KU Leuven*

Because of growing quantitative and qualitative labor shortages in industrialized societies, the attraction and retention of human capital are key challenges for contemporary firms. To conquer the 'war for talent' and gain competitive advantage, organizational attractiveness is considered a key organizational asset. Yet, prior research did neither thoroughly theorize nor empirically investigate whether and when organizational attractiveness pays off. Building on the resource-based view and contingency theory, we posit that not all firms equally benefit from organizational attractiveness, depending on the quality and quantity of human resources needed in a firm. We put forward a three-way interaction suggesting that the impact of organizational attractiveness on labor productivity is most pronounced for highly knowledge-intensive firms (i.e., in need of high quality human capital) that also have low levels of capital intensity (i.e., in need of relatively high amounts of human capital). Based on a multi-source longitudinal dataset of 211 Belgian organizations, we find empirical support that only highly knowledge-intensive firms with low capital intensity benefit from organizational attractiveness. Firms with low levels of knowledge intensity or high levels of capital intensity encounter no effects at all. By examining whether and under what organizational context factors organizational attractiveness benefits firm performance, this study contributes to multiple streams of research – e.g., employer branding, recruitment and retention, marketing, strategic HRM – that have used organizational attractiveness as outcome variable presuming that it is unambiguously beneficial.

Paper is NOT Available. Please contact the author(s).

HR: **Challenging Work and Psychological Contracts at Pre-Organizational Entry**

Author: **Yinyin Cao**, *U. of Michigan, Dearborn*

Author: **Jung Hyun Lee**, *U. of Michigan, Dearborn*

Author: **Marie Waung**, *U. of Michigan, Dearborn*

This study examines the effect of challenging work-related psychological contracts (PCs) on subsequent employee outcomes in the unique context of internships prior to formal organizational entry. We administered online surveys to 196 college students participating in summer internships, with data collected both pre and post internship completion. Our results show that employer fulfillment of challenging work was positively associated with organizational attractiveness, as mediated by intern skill development. In taking into account the potential moderating role of person-organization (P-O) fit, we further found differential effects for those with high and low P-O fit, such that high-challenge work environments ameliorated the effect of low P-O fit on organizational attraction. These results highlight the instrumental benefits of PC fulfillment in driving potential employees' attraction towards the organization.

Paper is Available to Meeting Registrants Only.

HR: **CSR fit and organizational attractiveness for job applicants** 

Author: **Arpita Agnihotri**, *Penn State Harrisburg*

Author: **Saurabh Bhattacharya**, *Newcastle U. Business School*

The paper's objective is to explore a conceptual model on the influence of CSR "fit" on organizational attractiveness among job applicants under the boundary conditions of CEO activism and CSR credibility. The study is based on archival research, largely reviewing extant literature in CSR and drawing propositions based on existing theory. Paper draws propositions based on the literature on CSR fit, credibility, and CEO activism. Our paper asserts influence of CSR fit on organizational attractiveness among job applicants. It further explains moderated mediating mechanism through which CSR fit influences organizational attractiveness among job applicants. Recruitment literature has primarily explored the role of CSR in attracting potential job candidates. In this paper, we present the role of CSR "fit," an aspect not explored before in recruitment literature. We also introduce the role of CEO activism in recruitment literature.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Rhetoric as a consulting tool: SEAM applications in various contexts

Digital Session Chair: **Pierre El Haddad**, *USJ Lebanon/ISEOR IAELyon*

MC: Storytelling for non-profits: How do socio-economic interventions recount the organization?

Author: **Pierre El Haddad**, *USJ Lebanon/ISEOR IAELyon*

Author: **Dolly Bassil**, *Independent Consultant*

Author: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*

Author: **Renaud Petit**, *U. of Franche Comté/ Iseor research center*

Winner of the University-Enterprise Cooperation Award (UEC)

Purpose. The narrative of non-profits is dominated by social values. The scarcity of resources and incommensurable needs of society are forcing them to acknowledge their challenges and to adapt to morphing environments. The underlying story pertains to economic challenges and organizational survival. The paper investigates the ability of the socio-economic approach to management re-story nonprofit organizations. Design/methodology/approach. The paper first compares the tenets of storytelling with those of the socio-economic approach to management, and then compares the outcomes of interventions in five intrinsically different nonprofits operating in Europe and the Middle-East. Findings. The results point to an effective change in the nonprofit narrative to protrude the economic dimension and resource efficiency to maintain their social services. The paper also demonstrates symbiosis between storytelling and the socio-economic approach to management. Originality/value. The main contribution of the paper is in the inductive contribution of non-profit actors to recount their organizations along social and economic dimensions.

Paper is Available to Meeting Registrants Only.

MC: Storytelling-Based Socio-Economic Interventions for Theaters 🗨️

Author: **Lara Khabbaz**, *Notre Dame U.-Louaize*

Author: **Franz Datry**, *ISEOR*

Going back to its *raison d'être*, Theater was meant to bring about intellectual challenges for its audience through live performance and direct interaction. As a means of communication, all the theater's artistic elements are conceived and dedicated to convey a certain message. Theater is the aggregation of different forms of arts such as script writing, movement design, costumes, music, dancing, lighting, sound, colors, paintings, decoration, among other arts. All deployed in the service of telling a STORY. In this paper, the authors explain how Storytelling as a management tool brings value to the SEAM intervention in theaters and performing arts businesses. This is done through highlighting storytelling incidents and impacts on the actors, methods, tools, performance, and the business in all its aspects. The authors will identify different elements of storytelling in the SEAM interventions and the resulting transformational change and pinpoint generic characteristics in an uncommon research field. Their observations, gleaned from 16 years of experience at every level of the live performance business, sharing insights, experiences, stories and results of the Socio-Economic interventions in a sector full of particularities. Professor Henri Savall depicted the similarities between business and theater; he even called the business community "actors" among five common natural characteristics to all: intelligent, amnesic, disobedient, and strategist. In addition to many other metaphors used in the Socio-Economic approach to make ideas easier to understand by everybody. Storytelling is the ideal method for ultimate Buy-in because it touches the hearts, makes immediate influence, and initiates engagement and advocacy. Edu-taining is the objective of Theaters throughout the years. They are meant to educate people while entertaining them. The same applies to Storytelling in SEAM. In brief, this paper is about telling a story of a story told to storytellers.

Paper is Available to Meeting Registrants Only.

MC: Storytelling the Imaginary to Make It Real Through Strategic Implementation ✈️

Author: **María Angeles Rastrollo-Horrillo**, *U. of Malaga*

Author: **Jeremy Salmeron**, *ISEOR*

Author: **Françoise Goter-Grivot**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

There has been increasing interest in the narrative aspects of strategy over the last two decades. In all forms, communication is integral to strategy (Balogun et al, 2014). It is broadly accepted in the "communication and strategy" literature that storytelling infuses the strategic planning work with meaning, facilitating the top-down communication of the strategy. People need to feel like they are part of something with meaning, people value being valued, and telling stories is more inspiring than communicating the strategy through tables and charts explaining the problems and the opportunities the company is facing or communicating the strategic vision with over-used (and banalized) words like "optimize, competitiveness, innovation", etc.

Paper is NOT Available. Please contact the author(s).

MC: Metaphors in SEAM: Techniques for Effective Management Consulting

Author: **Omayya Kuran**, *U. of Balamand*

Author: **Henri Savall**, *ISEOR, U. of Lyon*

Practitioners and consultants work together in the field. Management consultants cooperate with practitioners to diagnose and solve problems, maximize growth and improve organization performance. Consultants deal with the challenge of making the message appealing to practitioners. It is therefore necessary for a consultant to build trust and demonstrate empathy to encourage practitioners to take some action. Moreover, a consultant must find creative and emotive ways of inspiring practitioners through effective communications. This challenge can be met through the use of stories and metaphors. It is proven that better story-tellers make better managers (Boje, 1991a). The use of metaphors and storytelling in business make people listen and engage. Stories and metaphors have been used for centuries by politicians, philosophers, artists, authors, and many others, to educate, convey complex ideas, engage and to elicit emotive feelings and actions. Management consultants have to revisit the power and effectiveness of these tools in the world of business. The Knowledge of utilizing stories and metaphors is an essential part of effective communications, and a skill that consultants must cultivate. This paper provides first a short review of the research on the use of metaphors and storytelling in management. It aims to utilize storytelling and metaphors to improve the communication between management consultants and clients in order to ultimately increase organizational productivity. It mainly portrays the impact of using metaphors into the socio-economic approach to management (SEAM) to stimulate richer and more productive interactions between practitioners and consultants.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **463** | Submission: **13106** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 7:00AM - 7:30AMET (UTC-4)**

MSR Morning Meditation *MSR Morning Meditation*

Chair: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Chair: **Gerald Biberman**, *U. of Scranton*

The practice of meditation (either individual or collective) has the common objective to still/silence the mind and allow the unconscious reality to emerge, open and unfold. Many variations of meditation exist. In this conference five different forms will be introduced—a different form will be introduced each day during the conference. The idea is for those new to meditation to sample, and for those who find a familiar meditation to expand their experience. These five meditations can be accomplished in a few minutes or longer as you wish.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Conceptual Studies of Cognition and Affect

Digital Session Chair: **David Joseph Keating**, *U. of Mississippi*

OB: **Supervisors' Emotional Responses to High-Maintenance Employees: A Research Proposal**

Author: **David Joseph Keating**, *U. of Mississippi*
Author: **Jeremy D. Meuser**, *U. of Mississippi*

On one hand, high-maintenance employees have been described as workplace irritants and toxic energy drainers (Burke & Witt, 2004; Conner, 2013). On the other hand, they have also been deemed charismatic, task-oriented, breakthrough thinkers (Leviss, 2005). The current lack of consensus of what exactly a high-maintenance employee is, shows a clear lack of understanding of this prevalent employee type. This developmental paper seeks to provide clarity on high-maintenance employees and their effect on others in the workplace. Toward this pursuit, the manuscript seeks to contribute towards creating a consensus on the definition of high-maintenance employees. In this research proposal, we hope to leverage discussion in the developmental paper sessions traditionally offered by AOM to improve our theory and research design prior to the execution of the study.

Paper is Available to Meeting Registrants Only.

OB: **Worry at work: How organizational culture influences anxiety**

Author: **Jeremy Yip**, *McDonough School of Business Georgetown U.*

Organizational culture profoundly influences how employees think and behave. Established research suggests that the content, intensity, consensus, and fit of cultural norms act as a social control system for attitudes and behavior. We adopt the norms model of organizational culture to elucidate whether organizational culture can influence how employees experience emotions. We focus on a pervasive emotion, anxiety. We propose four important pathways that link organizational culture with anxiety. First, we propose that when norm content is result-oriented, employees must strive for challenging goals with specific targets under time pressure, and are more likely to experience anxiety. Second, when norm intensity is weak, employees do not internalize norms and they engage in deviant behaviors that increase uncertainty and promote anxiety. Third, a lack of consensus about norms commonly creates conflict between factions within an organization and increases anxiety. Fourth, when there is a mismatch between employees' values and organizational norms and values, the misfit engenders anxiety. Taken together, different features of organizational cultural norms can independently and multiplicatively influence the magnitude of anxiety, which has constructive or destructive effects on performance.

Paper is Available to Meeting Registrants Only.

OB: **Effects of Clothing Characteristics in the Workplace: A Conceptual Framework**

Author: **Yingyi Chang**, *Virginia Commonwealth U.*
Author: **Jose M. Cortina**, *Virginia Commonwealth U.*

Perceptions of clothes can be distinctive, varying across individuals, situations, cultures, and time. Evidence from daily life and from existing literature across disciplines, although disparate, all point to the importance of clothing in the workplace. With a systematic inductive approach, we identify three universal and distinctive clothing characteristics at work - formality, provocativeness, and fashionability - as well two other categories - uniforms and religiosity of clothing - which are tied to particular social groups. Drawing on attribution theory and the stereotype content model, we provide a cohesive conceptual framework in which clothing characteristics influence observers' perceptions of wearer's competence and warmth through observers' dispositional attribution process. These perceptions, in turn, influence performance appraisals and supportiveness directed at wearers. We conclude by offering suggestions for future research and implications for employees and employers with regard to managing clothing practices and avoiding potential biases.

Paper is NOT Available. Please contact the author(s).

OB: **How and When employee volunteering probes unethical pro organizational behaviour?**

Author: **Suman Choudhary**, *Indian Institute of Management, Udaipur*
Author: **Kirti Mishra**, *Indian Institute of Management, Udaipur*
Author: **Niharika Garud**, *U. of Melbourne*

Extant corporate social responsibility (CSR) literature has examined the positive impact of various CSR practices on organizational and employee level outcomes. More recently, critical CSR scholars have called for research investigating the detrimental impacts of specific CSR practices on their effects and the wider societal consequences they have due to the huge criticism of business case for CSR. In the present study, we explore the negative impact of one of the most widely adopted CSR practices of employee volunteering (EV) on external stakeholders. Specifically, we demonstrate the link between EV and unethical pro organizational behaviour (UPB). Our theoretical model based on moral licensing theory highlights the processes and conditions through which EV may lead to UPB and includes 11 propositions. Further, we explain the implications of the theoretical model for management research and practice. Lastly, we discuss future research directions and limitations of this research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Strategizing Tensions - Tools and Practices to Manage Paradoxes

Strategizing Tensions



Digital Session Chair: **Birgit Elisabeth Renzl**, *U. of Stuttgart*

SAP: **Open Strategizing Activities & Practices: the Openness and Closure Paradox Control by Digital Tools**

Author: **Cassia Goulart Heinzen**, *Federal U. of Santa Catarina*
Author: **Rosalia Aldraci B. Lavarda**, *Federal U. of Santa Catarina*

This study aims to understand how open strategizing activities and practices occurs considering the openness and closure paradox being controlled by digital tools. We followed the social practice theory perspective and a qualitative approach. The research method was a case study and data collection techniques comprised: semi-structured interviews; document collection; direct observation. Using pattern matching as qualitative data analysis, with data triangulation, we found that: the openness and closure paradox is constant in open strategizing; the formalization and procedures approach can contribute to a minimum control of the practice of open strategizing and its paradoxes, in order to avoid information overload, risks and deviations objectives; digital tools support open strategizing but must be managed based on the desired opening levels for each organizational and stakeholder section. This study fills a theoretical and empirical gap related to open strategizing paradox and ways of managing them aiming to achieve an effective open strategizing controlling using digital tools. The social and practical implications explain the inevitable openness and closure paradox in the strategy practices of a Startup and addresses the benefits of using minimal control through digital tools to manage this paradox - despite its complexity of operationalization.

Paper is Available to Meeting Registrants Only.

SAP: **Managing in a Material World: How Middle Managers Orchestrate Frontline Responses to Paradoxes**

Author: **Jarryd Daymond**, *U. Of Sydney*
Author: **Eric Knight**, *Macquarie Business School, Macquarie U.*
Author: **Stefan Meisiek**, *U. of Sydney Business School*

Middle manager interactions with frontline employees are a key nexus in strategizing and prone to paradoxical tensions that need to be managed. Based on a 34-month video ethnography, we show the material and discursive interplay involved in responding to paradoxes in-the-moment, with middle managers using material practices to elicit different types of proactive and defensive responses to paradoxical tensions. We contribute to the middle management literature by reconceptualizing their role as “material managers,” shaping how frontline employees, in particular, co-construct their response to tensions. We conclude that the use of materials gives middle managers a distinct managerial toolkit compared to top managers, which is crucial to paradox management.

Paper is Available to Meeting Registrants Only.

SAP: **Paradox of Time in Strategy-Making: Decision and Emergence in a Small Firm's Trajectory**

Author: **Sari Laari-Salmela**, *U. of Oulu Business School*
Author: **Tuija Mainela**, *U. of Oulu Business School*
Author: **Vesa Johannes Puhakka**, *OBS - Oulu Business School Finland*

The challenge time poses to organizations' strategy making relates to the paradoxical way organizations observe and operate on time. In this paper, we adopt a systems theoretical view on temporal work taking place in organizations and examine the effect of the time paradox on strategy making. Based on a longitudinal study of a small software subcontracting firm and functional analysis of its evolution, we show how the firm's strategy making unfolds through the operations of decision-making and deparadoxization, resulting in constantly changing view of the future but at structural level establishing a pattern that maintains its trajectory. Instead of genuinely novel choices, strategy making produces ‘novel stability’, capturing actors in a time loop.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **466** | Submission: **12258** | Sponsor(s): (MSR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 7:30AM- 9:00AMET (UTC-4)**

Turning Post-COVID-19 Institutions into Enduring Organizations: How Managers Build Agility & Growth
How Managers Build Agility & Growth Post-Covid-19



Organizer: **Satinder Dhiman**, *Woodbury U.*

This symposium presents pathways by which effective managers and leaders turn post-Covid-19 institutions into enduring organizations through agility and growth mind-set. A recent Gallup study notes that the quality of managers and team leaders is the single biggest factor for an organization's long-term success (Clifton & Harter, 2019). We cannot have a culture of agility until we equip our managers with the right development, clear expectations, ongoing coaching and accountability. If we give every team member in an organization a great manager – a great coach – one who cares about their development and growth, we have successfully engineered an organization with unlimited potential. We have helped build a more enduring organization. We need to bring the manager back into management! We do not need to view leadership and management as dichotomous functions, for great leaders can also be effective managers. Peter Drucker once said that successful organizations need both good managers and leaders, like the two hands needed to play violin. The current context has increased the need for a new management and leadership perspective that embraces a more fluid, less encumbered and more participative kind of management practice. Perhaps it is too early to arrive at post-pandemic management and leadership theory and practice. Nevertheless, during this moment of crisis, we must build on the lessons we have learned so far, help managers and leaders to embrace universal, holistic leadership principles: be authentic, have integrity, serve selflessly and create communities of care, together. When managers and leaders understand the context and embody these guiding principles as they engage with the emerging new normal, they will be ready to lead authentically and navigate the present volatile and precarious world with increased awareness and confidence. This symposium is our humble offering in this direction.

Holistic Leadership: A New Paradigm for Today's Leaders and Managers

Author: **Satinder Dhiman**, *Woodbury U.*

Awakened Leaders and Conscious Followers: Leading Mindful Change

Author: **Joan F. Marques**, *Woodbury U.*

Servant Leadership and Sustainable Employee Well Being in a Post-pandemic Workplace

Author: **Gary Roberts**, *Regent U.*

Strategies to Cope with COVID-19 Volatility based on the Work of Peter B. Vaill

Author: **Eric B. Dent**, *Florida Gulf Coast U.*

Effective Management Practices for Fostering Agility during Turbulent Times

Author: **Manoj Chandra Handa**, *New South Wales Department of Education, Sydney, Australia*

Thriving in a Culture of Care

Author: **Ginger Grant**, *Humber College Institute of Technology and Advanced Learning*

Expert Views on How to Lead in Complex Times for a Sustainable Future of Work

Author: **Claude H el ene Mayer**, *U. of Johannesburg*

Author: **Katharina Wilke**, *People Excellence Manager Automotive Industry*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **467** | Submission: **14108** | Sponsor(s): **(TIM, OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 7:30AM- 9:30AMET (UTC-4)**

What Makes the Jobs of Tomorrow? The “What” and “Why” of Labor Outcomes from Technological Change

What Makes the Jobs of Tomorrow?



Organizer: **Christophe Combemale**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*
Presenter: **Anna Waldman-Brown**, *Massachusetts Institute of Technology*
Presenter: **Sebastian Steffen**, *MIT Sloan School of Management*
Presenter: **Jenna E. Myers**, *U. Of Toronto-Ind Rel Lbr*
Participant: **Laurence Ales**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Kate S. Whitefoot**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*
Participant: **Erica R.H. Fuchs**, *Carnegie Mellon U.*
Participant: **Erik Brynjolfsson**, *Stanford U.*

The theme of this symposium is the labor outcomes of technological change, and the mechanisms by which these outcomes are generated. The four papers presented address questions of skill and occupational demand effects of technological change, as well as changes in worker experience and participation. The papers cover different forms of technological change representing a diversity of possible impacts, from automation in manufacturing and elsewhere, to digital technology to changes in product design. Each paper uses different scopes and methods of analysis, from the firm level to economy-wide, to identify key phenomena of labor outcomes and uncover their origins. Together, these papers present a holistic view of technological change affecting labor outcomes through 1) firm institutions and choices of institutional development, 2) inclusion of workers as stakeholders in technology development and implementation, 3) the dissemination and adoption of technologies over time, and 4) altering the decision space and process organization incentives of firms. In keeping with the theme of “what” and “why” this symposium both presents valuable findings about ongoing changes in labor demand and worker experience and offers insights into why these effects may occur, providing tools for the development of organizational responses and policy targeted at technological change. The work presented by Combemale draws on insights from operations research, engineering, and psychology to construct and test a formal model of how firm choices around the division of labor generate skill demand, developing a taxonomy of how technological change in turn affects skill demand by altering the problem of the firms. Emphasizing occupational changes including reskilling or possible displacement, the work presented by Steffen uses a near-universe of US online job postings at different points in time to trace of aggregate outcomes for occupational skill content, wages and demand and a linkage of these outcomes to areas of technological exposure. Myers presents work with a focus on the participation of workers in innovation and mechanisms for the inclusion of workers’ interests in technological development through value-selling by developments in four long term projects. Focusing on the role of workers in innovation, productivity gains from technological change and the influence of firm-level and regional contexts, the work presented by Waldman-Brown approaches labor outcomes of technological change from an institutional perspective, using a comparative analysis of highly similar manufacturing plants in different countries as they implement a suite of automation technologies.

How It’s Made: A General Theory of the Labor Implications of Technological Change

Author: **Laurence Ales**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Christophe Combemale**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*
Author: **Erica R.H. Fuchs**, *Carnegie Mellon U.*
Author: **Kate S. Whitefoot**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*

Whose Interest Is It? Worker Value Selling for Stakeholder Representation in Technology Development

Author: **Jenna E. Myers**, *U. Of Toronto-Ind Rel Lbr*

The Role of Manufacturing Institutions in Inclusive Innovation: A Cross-National Case Study

Author: **Anna Waldman-Brown**, *Massachusetts Institute of Technology*

Occupational Change: Automation and Reskilling Risks

Author: **Sebastian Steffen**, *MIT Sloan School of Management*
Author: **Erik Brynjolfsson**, *Stanford U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

COVID and Careers

Digital Session Chair: **William E. Donald**, *Southampton Business School, U. of Southampton*

CAR: The university-to-work transition: Responses of universities and organizations to COVID-19 pandemic

Author: **William E. Donald**, *Southampton Business School, U. of Southampton*

Author: **Melanie Ashleigh**, *U. of Southampton*

Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*

Our purpose is to understand how universities and organizations have responded to the the impact of the Covid-19 pandemic (COVID) in terms of preparing university students and recent graduates for entry into the global labor market, using the accounting, banking, and finance sector as a case study. The three research questions are: (1) What characteristics (technical and personal skills) do university careers services and organizations consider as desirable in early careers talent following the the COVID-19 pandemic? (2) How can university careers services and organizations work individually and collaboratively to best develop early careers talent following the the COVID-19 pandemic? (3) What are the challenges that university career services and organizations face when working individually or collaboratively to develop early careers talent following the the COVID-19 pandemic? The data for thematic analysis comes from 36 semi-structured interviews with Careers Advisors (n=19) and Graduate Recruiters (n=17). Theoretically, our contribution comes from applying a framework of career construction theory within the context of a career ecosystem to understand the views of the intermediary, meso-level actors, which, to-date, have lacked representation within career literature. This study, therefore, offers some of the the first findings on the impact of the COVID-19 pandemic, helping to ensure that organizational behavior and career theory literature reflect the dramatically changing landscape in the university-to-work transition. Practically, we provide an insightful bridge between universities and organizations, offering opportunities for greater collaboration, and enhanced outcomes for all stakeholders.

Paper is Available to Meeting Registrants Only.

CAR: Differential Impacts on Diverse Groups during COVID-19 in Canada

Author: **Guang Ying Mo**, *Ted Rogers School of Management, Ryerson U.*

Author: **Wendy Cukier**, *Ryerson U.*

Author: **Akalya Atputharajah**, *U. of Ottawa*

Author: **Miki Itano Boase**, *Ted Rogers School of Management, Ryerson U.*

Author: **Henrique Hon**, *Ted Rogers School of Management, Ryerson U.*

The COVID-19 pandemic is affecting all segments of the society. This study investigates the pandemic's social and economic impacts on women and diverse groups in Canada, including women, immigrants, Indigenous peoples, people with disabilities, and visible minorities. Using data from Statistics Canada, we conduct quantitative analyses to identify the differences in the challenges and concerns between women and men, immigrants and Canadian-born citizens, intersectional groups, as well as the precautions taken by these groups. Our findings confirm that immigrant women are more negatively affected by COVID-19 in terms of financial challenges and social concerns. In addition, the findings confirmed that women are facing a lower mental health status while taking more responsibilities for care works for household members and non-household members.

Paper is Available to Meeting Registrants Only.

CAR: The roles of negative career shocks and work-life balance in depression during pandemic

Author: **Hassan Imam**, *Riphah International U.*

Author: **Gul Afshan**, *Sukkur IBA U.*

Author: **Farah Samreen**, -

During this pandemic, workers across the globe — either temporary or permanent — remained the most vulnerable segment. Drawing upon affective event theory, this study discusses how COVID-19 impacted the individual's career, work and family roles, as well as their psychological wellbeing. Data from 324 employees were collected from the service organizations in which layoff plans were implemented, and was then analyzed after achieving the model fit. The results highlighted a positive association between negative career shocks and depression. Similarly, the imbalance between work and home life positively mediated between negative career shocks and depression. In addition, a multi-group analysis between permanent vs. temporary employees revealed that employees with permanent contracts are more vulnerable during this pandemic, as compared to temporary workers. This study draws the attention of human resource managers and policymakers to devise remedial strategies for prevailing in the post-pandemic period to reduce the employees' career- and health-related concerns.

Paper is Available to Meeting Registrants Only.

CAR: How to minimize job insecurity during the COVID-19 pandemic

Author: **Judith Langerak**, *U. of Amsterdam*

Author: **Jessie Koen**, *U. of Amsterdam*

Author: **Edwin A.J. Van Hooft**, *U. of Amsterdam*

Job insecurity has become a major theme for most workers in our new, COVID-19-induced, world of work. While prior research indicates how workers can cope with the experience of job insecurity in order to mitigate its negative consequences (i.e., reactive coping), little research offers insights into preventive measures workers can use to minimize the further development of job insecurity. Therefore, this study investigates whether proactive coping (i.e., future-oriented coping that tries to detect and proactively manage stressors before they can fully develop) can help workers manage their future job insecurity experience. Additionally, to clarify the difference between proactive and reactive coping, this study explores whether theoretically proactive coping behaviors can also function reactively to buffer the negative consequences of job insecurity. Multilevel path modelling results based on weekly data of 266 workers over a 5-week period indicate that proactive coping is generally related to an increase of job insecurity, instead of the expected decrease. Regarding the reactive functioning of proactive coping behaviors, the results indicate no buffering effect in the relationship between job insecurity and its consequences. The discussion elaborates on possible explanations for these results and the (in)difference between proactive and reactive coping.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **469** | Submission: **10017** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:30AMET (UTC-4)**

**Leading from the Front: Military Veteran Issues
in Management Research and Teaching**
Military Veterans and Management Issues



Organizer: **Sean E. Rogers**, *U. of Rhode Island*
Organizer: **Kenneth Michael Sweet**, *Texas A&M U., San Antonio*
Participant: **Adelle Bish**, *North Carolina A&T State U.*
Participant: **Celia Szelwach**, *Cabrini U.*
Participant: **Curtis Wesley**, *U. of Houston*
Participant: **Daniel M. Peat**, *U. of Cincinnati*
Participant: **Jaelyn Perrmann**, *Northern Kentucky U.*

This caucus focuses on military veteran-related research and will provide a session where attendees can present ideas on potential streams of research, special issue opportunities, and data collection best practices. It will also be an outlet for AOM scholars with military and veteran research, teaching, and networking interests.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **470** | Submission: **11397** | Sponsor(s): **(CM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:30AMET (UTC-4)**

Beyond the Dyad: The Impact of Context on Trusting Relationships in Organizations



Beyond the Dyad: The Impact of Context on Trust

Chair: **Jonathan Lee**, *U. of New Hampshire*
Discussant: **Kurt T Dirks**, *Washington U. in St. Louis*

While much progress has been made in understanding the role of the trustor and trustee within the dyad, factors in the surrounding context can also impact their trusting relationship. Importantly, these contextual factors can have implications for how the two parties in the initial trustor-trustee dyad engage one another in building and rebuilding trust. Our symposium explores these possibilities by showcasing four papers that challenge existing assumptions and provide new insights. They do so by integrating a variety of research designs (surveys, experiments, case studies), analytical techniques employed (mixed model analysis, qualitative data analysis, structural equation modeling), levels of analyzes (individual, organizational), contexts (crises, public health systems), and topics that further enrich this research dialogue (time, emotions, culture). This symposium aims to extend the existing literature on the role of the surrounding context for trusting relationships, and identify future research areas.

Third One's the Charm? The Role of Third Parties in Trust Repair

Author: **Jonathan Lee**, *U. of New Hampshire*
Author: **Rachel Lea Campagna**, *U. of New Hampshire*

"It's that Fight or Flight?": Emotional Responses to Trust Violations in Essential Services

Author: **Niamh Daly**, -
Author: **Nicole Gillespie**, *U. of Queensland*
Author: **Matthew Hornsey**, *U. of Queensland*
Author: **Lisa Van Der Werff**, *Dublin City U.*

In Integrity We Trust: Interpersonal and Organizational Uncertainty and Trustworthiness Assessment

Author: **Eric Yuge Lou**, *INSEAD*
Author: **Li Huang**, *INSEAD*

The Critical Role of Trust and Supervisor Interpersonal Emotion Management at the Onset of COVID-19

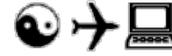
Author: **Liuba Belkin**, *Lehigh U.*
Author: **Michele Williams**, *U. of Iowa*
Author: **Sarah Tuskey**, *Virginia Tech*
Author: **William J. Becker**, *Virginia Tech*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **471** | Submission: **11127** | Sponsor(s): **(CMS, OMT, ONE, SIM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 10:30AMET (UTC-4)**

Decision-making for a Degrowth World: Organising Interdependencies beyond the Local to the Global *Decision-making for a Degrowth World*



Organizer: **André Reichel**, *ISM International School of Management*
Speaker: **John M. Jermier**, *U. of South Florida*
Speaker: **Fergus Lyon**, *Middlesex U.*
Speaker: **Lena Olaison**, *Copenhagen Business School*
Speaker: **Birke Dorothea Otto**, *Free U. Berlin*
Speaker: **Robert Perey**, *U. of Technology, Sydney*

The assumption that economic growth is an absolute requirement of the global political economic system is so entrenched it is rarely questioned by mainstream economists (Daly, 2013) and is perhaps even more deeply embedded in the field of organizational and management studies. This growth-centred vision of how economies work and how businesses operate is increasingly unsustainable, and despite growing evidence of the ecological and social harm of maintaining this worldview (starting with Meadows et al., 1972), it is the current global health pandemic that has reignited calls to governments and businesses to urgently undertake structural institutional change to address these problems, including calls for a radical break from traditional growth-based models. A strong theme in these degrowth discourses is the focus on self-organising at the local level, which has implications for the future roles of managers, decision making and cooperation to maintain beyond growth systems. During past AoM meetings we have explored issues raised by the scholarly discourse on degrowth and the wider notions entailed by a postgrowth perspective. In the previous PDW we applied the concept of degrowth (Latouche, 2004; 2010) on how to organize new collectives of transformative practice through connecting business with civil society and local governance institutions (Shrivastava & Kennelly, 2013). In this PDW we will build on those discussions to explore how new forms of organising may unfold at the micro/meso scale, and how these interrelate to the macroeconomic scale of decision-making and design.

More information and background material is provided at <https://degrowthaom.wordpress.com/>.

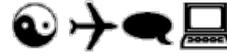
KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **472** | Submission: **14266** | Sponsor(s): **(ENT, TIM, PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 10:00AMET (UTC-4)**

The Heart of Entrepreneurial Ecosystems: Metrics and Policy

The Heart of Entrepreneurial Ecosystems



Chair: **Maribel Guerrero**, *Newcastle Business School, Northumbria U.*
Chair: **Christina Theodoraki**, *Toulouse Business School*
Chair: **Norris F. Krueger**, *Entrepreneurship Northwest*
Participant: **Zoltan Acs**, *George Mason U.*
Participant: **Jacqueline Csonka-Peeren**, *Entrepreneurship*
Participant: **Sebastian Aparicio**, *Durham U. Business School*
Participant: **Maksim Belitski**, *U. of Reading*
Participant: **Ketan Madan Goswami**, *Ivey Business School*
Participant: **Michaela Hruskova**, *U. of Stirling*
Participant: **Shingo Igarashi**, -
Participant: **Aleksandra Janeska-Iliev**, *Ss Cyril and Methodius U.*
Participant: **Gabi Anja Kafka**, *U. Medical Center Utrecht*
Participant: **Dafna Kariv**, *The College of Management, Rishon Lezion*
Participant: **Yipeng Liu**, *Henley Business School, U. of Reading*
Participant: **Simon Raby**, *Mount Royal U.*
Participant: **Tiago Ratinho**, *IESEG School of Management*
Participant: **Veronica Scuotto**, *U. of Turin*
Participant: **Erik Stam**, *Utrecht U.*
Participant: **David Urbano**, *U. Autonoma De Barcelona*
Participant: **Bernd Wurth**, *U. of Strathclyde*
Participant: **Ted Zoller**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Giuliano Sansone**, *Prague U. of Economics and Business*
Participant: **Jose Ruiz-Navarro**, *U. of Cadiz*
Participant: **Michael D. Meeks**, *Louisiana State U. Shreveport*
Participant: **Suresh U. Kumar**, *NexAge Technologies/ U. of Phoenix*
Participant: **Ayman Tarabishy**, *George Washington U.*
Participant: **Hezron Osano**, *Technical U. of Kenya*
Discussant: **Tim Putnam**, *NIACC*
Distinguished Speaker: **Victor Hwang**, -
Participant: **Ragan Robertson**, *UCLA*
Participant: **Rafael Ventura**, *U. de Malaga*
Participant: **Jokin Cearra**, *Cámarabilbao U. Business School*

Putting the entrepreneur back into entrepreneurship development. This Professional Development Workshop will focus on ecosystem metrics and policy initiatives to foster the development of healthy entrepreneurial ecosystems. As the entrepreneurial ecosystem construct has emerged, policy makers have been requesting metrics to understand and measure this complex phenomenon. During this PDW, ecosystem experts will share the state-of-art of entrepreneurial ecosystem building, its multidimensional nature and highlight future research avenues. Attendees get the opportunity to discuss with ecosystem experts, facilitators and policymakers on research ideas and current developments or contexts (including Covid-19's impacts). We offer a chance for in-depth conversation where attendees can share ideas with our best research minds on ecosystems, people deeply engaged in entrepreneurship policy, and leading experts on growing entrepreneurial communities. We have recruited a diverse array of experts including experience at connecting and facilitating ecosystem discussions. Most important, we are welcoming practitioners and champions, including members from Kauffman's ESHIP initiative. The entrepreneurial world (and the data) believes healthy economic communities grow by activities driven by the entrepreneurs. Top-down, institution-focused approaches are misleading at best, rather than a bottom-up, networks-focused approach. As policymakers hear that message, they need and want to better understand these processes. Yet, most of our research seems top-down and institutions-centric. Meanwhile, the needs of the entrepreneurs and the desires of the policymakers have not gone unnoticed by our colleagues. But how do we get started at studying entrepreneurial ecosystems in directions that serve policy and practice? Why not get together and learn from each other?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **473** | Submission: **13931** | Sponsor(s): **(GDO, OB, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:45AMET (UTC-4)**

Hoodology: An Interactive Cultural Experience

Hoodology



Presenter: **Queen Jaks**, *Journal of Hoodology*
Participant: **Kahlil King**, *Northern Kentucky U.*

The purpose of this PDW is to introduce Hoodology, via Hood culture, to management and organizations. Hoodology is the scientific study of hoods in America (Jaks, 2020). The term 'hood' was introduced by the Blackstone Rangers in the 1960's and popularized in the 1980's by West Coast gangster rappers (Grabar, 2012). Neighborhoods where 40% of the inhabitants are poor and typically in areas of extreme inner-city poverty, are where hoods develop (Wilson (1991). The hood mostly refers to urban neighborhoods with high rates of crime, violence, poverty (Massey, 1995), and drug related activities (Gaston, 2019). Individuals from Hood culture are often thought of as unemployable (Wilson, 1991). However, Hood culture is not a counterculture, but rather an untapped, contributing population, particularly in organizations. Hood culture produces empathetic, adaptable, relatable, resilient, compassionate, self-confident and street-smart individuals (Jaks, 2020). To correct for these misjudgments, we will share an accurate depiction of Hood culture to decrease biases among management, researchers, educators, and practitioners. This allows Hood culture to become acceptable in the workplace. Management views poverty through the lens of social class; the hood exists within the lower social class. This interactive PDW will expose participants to Hood culture by comparing and contrasting it with more familiar cultural backgrounds. Participants will find that although Hood culture has unique qualities, it is likely quite similar to their own culture. Dispelling myths, misconception and beliefs about the Hood provide an opportunity to form deeper connections with people they may never have connected otherwise.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **474** | Submission: **16582** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 8:00AM - 9:00AMET (UTC-4)**

International Management Division Thought Leadership Cafe
IM Division Thought Leadership Cafe

Speaker: **Sam Park**, -
Speaker: **Elizabeth L. Rose**, *U. of Leeds*
Past Director: **Anupama Phene**, *George Washington U.*
Division Chair: **Jaeyong Song**, *Seoul National U.*
Division Chair-Elect: **Katherine Xin**, *China Europe International Business School (CEIBS)*
Program Chair: **William Newbury**, *Florida International U.*
Professional Development Workshop Chair: **Grazia D. Santangelo**, *Copenhagen Business School*

Please come and join some of the leading researchers in the field for informal discussions - all welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **475** | Submission: **16824** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:00AMET (UTC-4)**

Cultural and HR Issues in International Management



Digital Session Chair: **Michal Szymanski**, *Moscow School of Management Skolkovo*

This session examines various cultural and HR issues in international management. It contains papers on social networks and professional success based on experience from the PGA tour, cultural minority global professionals' career satisfaction, the impact of social cohorts on expatriate leadership development, and the interplay between identity and bridging skills of the first and second generations of highly qualified migrants.

IM: Strangers in the Foreign Land: Exploring Cultural Minority Global Professionals' Career Satisfaction

Author: **Yu-Ping Chen**, *John Molson School of Business, Concordia U.*
Author: **Yu-Shan Hsu**, *John Molson School of Business, Concordia U.*

Integrating trait activation theory and job embeddedness theory, we examined the influences of cultural intelligence, organizational and community embeddedness, and host country community diversity climate on cultural minority professionals (CMGPs) career satisfaction. Based on two distinct samples of CMGPs (169 Asian American Professionals in Study 1; 147 self-initiated expatriate academics in Study 2), we found that CMGPs' cultural intelligence enhances CMGPs' organizational and community embeddedness, which in turn increase CMGPs' career satisfaction. We further found that low host country community diversity climate facilitates the importance of CQ as a predictor of CMGPs' organizational and community embeddedness. Implications for theory and future research are discussed.

Paper is Available to Meeting Registrants Only.

IM: Impact of Cultural Identity Negotiation on Bridging Activities of Highly Qualified Migrants

Author: **Cristina Popescu**, *U. of Tuebingen*
Author: **Markus Pudelko**, *U. of Tuebingen*

Based on 130 semi structured interviews, we looked at the interplay between identity and bridging skills of the first and second generation highly qualified migrants. Expanding current conceptualizations, we have illustrated that first generation migrants also develop a plural identity with the increase of stay in their receiving cultures, and second generation migrants can assess themselves as complete cultural members of their mainstream societies along with the gain of a higher socio-economic status and in order to increase their self-esteem. First generation migrants with both ethnic and plural identities, and second generation migrants with a mainstream identity have either deficient mainstream language knowledge or insufficient ethnic cultural internalization, which impede their bridging activities. Second generation migrants with a plural identity seem to be the ideal culture and language bridging agents due to their balanced embeddedness in their ethnic and mainstream backgrounds. Our study confirms the need to make a generational distinction upon looking into the identities and bridging skills of migrants. We have thus provided a more nuanced understanding of migrant identity processes and skill use, therefore positioning ourselves at the crossroad between international migration and international business research.

Paper is Available to Meeting Registrants Only.

IM: Social Networks and Professional Success: Evidence from Foreign Newcomers on the PGA Tour

Author: **David Pastoriza**, *HEC Montreal*
Author: **Jean-François Plante**, *HEC Montreal*
Author: **Raja Kali**, *U. of Arkansas*
Author: **Ekaterina Turkina**, *HEC Montreal*

How do social networks matter for professional success? Are they a source of information and support, both of which could be beneficial? We provide an answer using a unique data set of foreign athletes migrating to the PGA Tour. We construct a nationality-based network of newcomers when they first begin to play in the PGA TOUR, and examine the impact of this initial social network on the newcomers probability of surviving (i.e., keeping their license) at the end of their first PGA TOUR season. We find that social cohesion within a nationality cluster has a sizable positive effect on newcomers' probability of surviving, but no evidence that the centrality of a nationality cluster in the overall PGA TOUR network has an impact on survival. If we consider social cohesion as indicative of the support an individual receives from the network and centrality in the network as a measure of information transmission, then this suggests that support has a more robust impact on performance than information.

Paper is Available to Meeting Registrants Only.

IM: Expatriate Leadership Behavior Development: A Social Cohort Perspective

Author: **Di Fan**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Liqun Wei**, *Hong Kong Baptist U.*
Author: **Kun Qiao**, *Dalian U. of Technology*

Drawing on the social cohort perspective, this study explores the relationships between the age of expatriate leaders, culture flexibility and their leadership behavior consequence. The data were collected from 63 foreign expatriate leaders and 343 of their direct reported Chinese subordinates via the social media platform for professionals—LinkedIn. The study finds that, while an expatriate leader's age is not directly related to subordinates' perception of leadership behavior gaps, the expatriate leader's age is positively related to culture flexibility, and culture flexibility is negatively associated with subordinate's perception of leadership behavior gaps. Further, our findings also suggest that the negative relationship between culture flexibility and subordinate's perception of leadership behavior gaps is weakened in a younger cohort than in an older cohort of expatriate leaders. Insights derived from the age-based cohort role in developing effective expatriate leaders are further discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Facilitators of Performance

Digital Session Chair: **Lewend Mayiwar**, *BI Norwegian Business School*

OB: Arousal and risk taking: the moderating role of reappraisal

Author: **Lewend Mayiwar**, *BI Norwegian Business School*
Author: **Thorvald Haerem**, *BI Norwegian Business School*

Researchers have provided important insight into the cognitive and emotional aspects of risk taking. In the present study we investigated the role of incidental physiological arousal - an affective component that has received relatively little attention and cognitive processing. Moreover, to gain further insight into the relation between arousal and risk taking, we examined the moderating role of habitual cognitive reappraisal. We found that incidental physiological arousal and intuitive processing predicted a higher likelihood of risk taking, whereas analytical processing predicted a lower likelihood of risk taking. Furthermore, we found that the relationship between physiological arousal and risk taking was stronger among individuals low on habitual cognitive reappraisal. Overall, the present study contributes to dual process theories of decision making as well the growing line of research on emotion regulation and risk taking. Implications and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

OB: Perceived Service-Oriented High-Performance Work Systems and Global Service Performance

Author: **Hyun Young Jo**, *Leeds U. Business School*
Author: **Samuel Aryee**, *U. of Surrey*
Author: **Hsin-Hua Hsiung**, *National Taiwan U.*
Author: **David E. Guest**, *King's College London*

Despite its role in building an internal capability to implement a service excellence strategy, research has yet to examine whether perceptions of a strategically-focused human resource (HR) system instills customer orientation in frontline employees and ultimately, enhance their service role performance. Drawing on an integrated extended self and psychology of ownership framework, this study examines processes linking perceived service-oriented high-performance work systems (HPWS) and global service role performance. Multi-wave data obtained from 530 employees and 53 supervisors in the hospitality industry were used to test our hypotheses. Multilevel structural equation modeling (MSEM) results revealed that higher levels of supervisor customer orientation strengthened the perceived service-oriented HPWS-employee customer orientation relationship leading to job-based psychological ownership. In turn, job-based psychological ownership related to global service performance and together with employee customer orientation, sequentially mediated the influence of perceived service-oriented HPWS on a broader conceptualization of service role performance.

Paper is NOT Available. Please contact the author(s).

OB: You Cause my Humility: The Dyadic Effect of Co-Worker Humility on Performance

Author: **Michal Lehmann**, *Hebrew U. of Jerusalem*
Author: **Sarit Pery**, *Hebrew U. of Jerusalem*
Author: **Avraham N. Kluger**, *Hebrew U. of Jerusalem*
Author: **David R. Hekman**, *U. of Colorado, Boulder*

Humble leaders have subordinates with improved organizational outcomes such as job satisfaction, creativity, and performance. In this line of research, humility is typically construed as a leader trait and set of behaviors that affects subordinates. Little is known about the effect of humility among same-level co-workers. We address this gap by uncovering the effect of humility on performance within dyads of co-workers in teams. We hypothesize that humility is dyadic and its expression depends on the co-worker one interacts with. Also, we propose that performance (measured as creativity and contribution to the team) and psychological safety are also dyadic, meaning individuals perceive higher levels of psychological safety, perform better and are more creative in some dyadic relationships more than others. Finally, we suggest that dyadic humility leads to dyadic psychological safety and ultimately dyadic performance. We studied dyadic humility in unacquainted (Study 1), moderately-acquainted (Study 2), and well-acquainted teams (Study 3) and found support for our hypotheses. We discuss how our findings are counterintuitive in the sense that they indicate expressed humility and its resulting effects are a product of each employee's unique interaction with another specific person and not just an individual-difference construct that is consistent across all relationships.

Paper is NOT Available. Please contact the author(s).

OB: The Essential Impact of Stress Appraisals on Job Performance and Work Engagement

Author: **Raghd Al Hajj**, *Concordia U.*
Author: **John G. Vongas**, *Ithaca College*

This paper investigates the effects of stressors on in-role performance and work engagement. First, it explores whether stressors traditionally categorized as either challenging or hindering can be appraised simultaneously as both. Second, it explains the contradictory findings surrounding the relationships between stress and performance and engagement by including stress appraisals as a mechanism driving these relationships. In doing so, it also looks at whether stress mindset could explain not only how stressors are appraised, but also how appraisals influence performance and engagement. Over five work days, 487 Canadian and American full-time employees were asked to indicate their stress mindset and appraise an array of challenging and hindering stressors, after which they evaluated their performance and engagement. Results showed that employees rarely appraised stress as uniquely challenging or hindering. In addition, when employees harbored positive views about stress, stressors overall were evaluated as less hindering and hindrance stressors in particular were more challenging. Stress mindset was thus shown to be critical in modulating the genesis of stress appraisals. In turn, appraisals were able to explain the stressors' relationships to performance and engagement, with challenge and hindrance stressors boosting and hampering these outcomes, respectively. Finally, positive stress mindset buffered the negative influence of hindrance appraisals on engagement. Our findings clarify misconceptions about how workplace stressors are evaluated and offer novel evidence that stress mindset is a key variable in the study of stress at work.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Loneliness at Work

Digital Session Chair: **Zhang Ying**, *Tsinghua U.*

OB: **A Daily Investigation of The Relationship between Coworker Trust and Workplace Loneliness**

Author: **Yuan Jie**, *School of Economics and Management Tsinghua U.*
Author: **Zhang Ying**, *Tsinghua U.*

Bounded by the innate, primary drive to belong, employees suffer from loneliness when they perceive deficiency in the quality or quantity of their social relationship. We draw from social exchange theory (Blau, 1964) to examine how dynamic trust in coworker predicts workplace loneliness. Using a twice-daily diary design over 5 consecutive days, results from multilevel regression analysis revealed that trust in coworker helped to attenuate workplace loneliness via helping behavior among a sample of 126 employees at a medium-sized company. Furthermore, we found that coworker support and trust in coworker interacted to affect helping behavior, in such a way that trust in coworkers was more positively related to helping behavior when coworker support was high. Overall, the study demonstrates the agentic ingredient that helps to break the regulatory loop of loneliness.

Paper is Available to Meeting Registrants Only.

OB: **Antecedent & outcomes of workplace loneliness: Role of perceived organizational support**

Author: **Mantasha Firoz**, *Indian Institute of Technology Patna*
Author: **Richa Chaudhary**, *Indian Institute of Technology Patna*

Research to date has largely been unclear about the causes and consequences of workplace loneliness. Drawing from the conservation of resources theory (Hobfoll, 1989), we test a model that examines meaningfulness and psychological capital as the antecedents and creativity as an outcome of workplace loneliness in Indian business organizations. Additionally, we examine the moderating role of perceived organizational support on the relationship between workplace loneliness and creativity. Results from two different studies (Study 1 = Banking industry, n = 204; Study 2 = Public Sector Undertakings n = 375) provided support for our hypotheses. Meaningfulness related significantly with workplace loneliness in study 1 but the linkage was insignificant in study 2. Psychological capital significantly predicted workplace loneliness in both studies. Consistent with the expectations, the effect of workplace loneliness on employee creativity was negative and the relationship was significantly moderated by perceived organizational support. Implications for theory and practice are discussed. Keywords: Workplace loneliness, meaningfulness, psychological capital, perceived organizational support, creativity.

Paper is NOT Available. Please contact the author(s).

OB: **When Do Lonely People Help or Become Helpless? A Dual Model of Relatedness Needs Thwarting**

Author: **Xue Zheng**, *China Europe International Business School (CEIBS)*
Author: **Flora Chiang**, *China Europe International Business School*
Author: **Thomas A. Birtch**, *U. of Exeter*

Although organizational research has begun to examine the effects of loneliness, extant studies have mainly focused on its maladaptive consequences. We collected data from 542 employees across three different countries (the UK, USA, and China) during the COVID-19 outbreak to examine the effects of loneliness due to social distancing or lockdown measures. Building on basic psychological needs theory and integrating both regulatory loop and evolutionary models of loneliness, we found that loneliness leads to relatedness needs thwarting, which in turn leads to fatigue as a maladaptive response and help-giving as an adaptive response. Furthermore, the indirect relationship between loneliness and fatigue was found stronger when individuals have high individualistic orientation while the indirect relationship between loneliness and help-giving was stronger when individuals have low individualistic orientation. Contributions to theory, practical implications and future research directions are discussed.

Paper is NOT Available. Please contact the author(s).

OB: **Lonely@Work@Home? The impact of work and home demands and support on workplace loneliness**

Author: **Timo Walz**, -
Author: **Julia Kensbock**, *Maastricht U., School of Business & Economics*
Author: **Simon Barend De Jong**, *Maastricht U., School of Business & Economics*

Workplace loneliness, and its negative effects such as stress and reduced job performance, seem especially relevant in the fast-growing e-working environment and even more so recently with strict social distancing and home-working measures taken due to the COVID-19 pandemic. During e-working, employees are not only subject to different demands and support structures at work, but also at home, yet these two sides have so far not been investigated in the workplace loneliness literature. Drawing on job demands-resource (JD-R) theory and the workplace loneliness literature, we suggest job and home demands as antecedents to workplace loneliness, work-home interference and home-work interference as mediators, and job and home support as moderators. We conducted a two wave study of at remote-working, white-collar employees in Germany during the COVID-19 pandemic. We found that job demands increased workplace loneliness through heightened work-home interference and this relationship was buffered by job support. Home demands increased workplace loneliness through heightened home-work interference, but this relationship was not buffered by home support. We contribute to the workplace loneliness literature by identifying important antecedents of and possible remedies for workplace loneliness.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Collective Leadership



Digital Session Chair: **Ameek Kaur**, *National U. of Singapore*

OB: Understanding Shared Leadership for Team Creative Output: A Qualitative Study using WhatsApp

Author: **Ameek Kaur**, *National U. of Singapore*
Author: **Michael Frese**, *Asia School of Business*

This research adds to our understanding of the concept of shared leadership in the context of team creativity, by looking into the details like - which leadership roles should be shared, and how these roles should be shared in terms of role multiplexity and dynamism. Taking the ambidexterity perspective at the team level, we propose that the task focussed leadership roles of Organizer (convergent in nature) and Challenger (divergent in nature) should be present in a team working on creative tasks. To support this research, we conducted a qualitative study through Whatsapp (a smart phone chatting application) with teams of working professionals in Singapore. We focussed on team processes in order to understand how the different leadership roles should be shared. The findings suggest that in terms of role multiplexity, the Challenger role should be exercised by all the members of a team and the Organizer role can be exercised by one member. In terms of role dynamism, our findings suggest that the Challenger role should be shared at the same time by all the members during the divergence processes. For the Organizer role, it is important that this role is exercised effectively by one member at a time through the convergence and the progression to completion processes.

Paper is Available to Meeting Registrants Only.

OB: Collective Social Identity and Shared Leadership: Effects of Gender Diversity, Salience and Beliefs

Author: **Andrea Farro**, *Rowan U.*
Author: **Michael Kukenberger**, *U. of New Hampshire*
Author: **Lauren D'Innocenzo**, *Drexel U.*
Author: **Jennifer Griffith**, *U. of New Hampshire*

Social identity theory suggests that individuals construct their identity not only around personal attributes but based on group membership. Leadership scholars have leveraged this approach by suggesting that when formal leaders are perceived to be similar to their teams, they are more successful. We apply these theoretical perspectives to shared leadership and suggest that collective social identity (the extent to which members view each other as representative of the team) will be an antecedent to the collective granting and claiming of leadership. In addition, we suggest that gender diversity will impact shared leadership via collective social identity. However, we believe that the effect of gender diversity is contingent on both gender salience and gender diversity beliefs. We test our model in a sample of 195 individuals embedded in 55 teams. We largely find empirical support for our hypotheses.

Paper is NOT Available. Please contact the author(s).

OB: A Text Mining-Based Review of Literature on Collective Forms of Leadership

Author: **Jong Gyu Park**, *Pennsylvania State U., Altoona*
Author: **Bora Kwon**, *Sacred Heart U.*
Author: **Kijung Park**, *Incheon National U.*
Author: **Gayeon Kim**, *Incheon National U.*

Collectivistic leadership approaches have become important to derive a new leadership approach by involving multiple individuals in the leadership process. This paper uses an advanced text mining technique to conduct a comprehensive analysis of 1,353 articles published in various academic disciplines on the diverse subject of collectivistic approaches to leadership. In Study 1, we analyzed seven most frequently used labels of collectivistic leadership (i.e., team leadership, shared leadership, distributed leadership, collaborative leadership, collective leadership, complexity leadership, relational leadership) by extracting frequently occurring terms and their correlation through text mining. The results show that the different leadership labels in the extant literature share similar keywords. In Study 2, we identified latent topics on the collectivistic leadership literature by conducting correlated topic modeling. As a result, we found the most prominent topics discussed on the subject, such as "Network and relations", "Education and school", "Team and performance", "Non-quantitative design and setting", "Collaboration in healthcare", "Innovation and complexity" and "Organizational learning".

Paper is Available to Meeting Registrants Only.

OB: Female Leader Emergence in Shared Leadership: A Social Network Perspective

Author: **Selina Irma Graulich**, *U. of Konstanz*
Author: **Sebastian Tillmann**, *U. of Konstanz*
Author: **Sabine Boerner**, *U. of Konstanz*

This study examines female leader emergence in teams practicing shared leadership. More precisely, we investigate how and when female team members, who are usually underrepresented in formal leadership positions, emerge as informal leaders in shared leadership. Building on the extant literature on female leadership, leader emergence, and shared leadership, we expect women to be more relied on as leaders in shared leadership than their male peers. Beside direct effects, we specify formal vertical leadership as a moderator of the relation between gender and leader emergence. Thereby, we take a social network perspective on the conditions under which women emerge (i.e., receive leadership ties) as leaders in a settings of plural informal leadership such as shared leadership. Survey data from teams in the German public service and industrial sector is analyzed using temporal exponential random graph models (ERGMs). Contrary to our expectations, women have less incoming leadership ties than their male peers, mirroring findings in initially leaderless teams. However, in line with our hypotheses, the formal team leader may either encourage or deject female leader emergence. While empowering leadership increases the propensity for incoming leadership ties for women, directive leadership has the opposite effect. Implications for the study of female leadership, leader emergence, and shared leadership are presented, accompanied by practical implications for creating a gender inclusive shared leadership environment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **479** | Submission: **17437** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:30AMET (UTC-4)**

Crowdsourcing, Digital Strategy, and Organizing

Digital Session Chair: **Jana Gallus**, *UCLA Anderson School of Management*

OCIS: **Recognition Incentives for Internal Crowdsourcing: A Field Experiment at NASA**

Author: **Jana Gallus**, *UCLA Anderson School of Management*
Author: **Olivia Jung**, *Emory U.*
Author: **Karim R. Lakhani**, *Harvard U.*

How can organizations motivate employees to engage in crowdsourcing? Should they use incentives that are congruent with their established hierarchical structures, or incentives that are aligned with the aspirational, peer-based approach to innovation that crowdsourcing represents? We partnered with NASA for a qualitative study and a field experiment (N=7,455) to understand employees' motivations to engage in crowdsourcing, and to study the effectiveness of different recognition incentives. First, we find that the perceived incongruence between crowdsourcing and organizational hierarchy disincentivizes employees by creating concerns about the legitimacy of peer-based innovation. Second, we find that managerial recognition, the incentive that is congruent with the established hierarchy, significantly increases engagement. We do not find support for the overall effectiveness of peer recognition, the incentive that is congruent with the peer-based approach to innovation. But this result masks an interesting heterogeneity by job function: Workers in support functions, who are otherwise less visible, report being highly motivated by it. Our study contributes to the literatures on crowdsourcing and incentives, and it yields direct implications for organizations seeking to adopt peer-based innovation.

Paper is Available to Meeting Registrants Only.

OCIS: **Crowd-based Coordination in the Digital Age: A Convention Lens**

Author: **Emmanouil Gkeredakis**, *IESE Business School*
Author: **Panos Constantinides**, *Alliance Manchester Business School, U. of Manchester*

Emerging crowd-based phenomena epitomize new modes of coordination made possible by digital technologies. Extant literature provides rich insights into the ways digital technologies may create and transform the conditions underlying the coordination of complex work. Yet, crowd-based interactions do not rely on interpersonal familiarity, which previous studies highlight as crucial to achieve coordination, and are episodic, interaction-based, rather than focused on managing complex task interdependencies over time. Important questions are thus raised about how crowd-based coordination is accomplished and how digital technologies are implicated in the creation of conditions for coordination. In this paper, we argue that conventions are the main mechanisms of crowd-based coordination. In particular, conventions help frame interactional interdependencies, create a stable structure for expectations to converge, and instill a shared obligation to read, organize and respond in certain ways in particular episodes of interactions. Moreover, the enactment of conventions is dynamically shaped by crowd generativity and deliberately designed algorithmic processes. By developing a theoretical account of conventions in the digital age, our study contributes to the literature on technology-enabled coordination and advances understanding of the workings of digital platforms.

Paper is NOT Available. Please contact the author(s).

OCIS: **The Power of Crowds: Can Minority Shareholder Activism Promote Management Forecast Accuracy**

Author: **Yinju Nie**, *Northwestern Polytechnical U.*
Author: **Ming Jia**, *Northwestern Polytechnical U.*

In a setting where minority shareholder becomes into a higher stakeholder class with much salience, we study whether their voices promote management forecast accuracy. We test our framework by observing the publicly listed firms in Chinese Shenzhen Stock Exchange between 2010 and 2018, and find that small investors, when empowered with the availability to interact with firm management directly on the online social media platform, could improve management forecast accuracy by requesting information from firms. Furthermore, the positive impact of minority shareholder activism on forecast accuracy is stronger when focal firm is involved with more negative media coverage and when managers attach more importance to minority shareholder activism. This study not only contributes to the literature on shareholder activism, stakeholder salience and management earnings forecast, but also have valuable implications for protecting minority shareholders via the powerful voice of ordinary individuals in the information era.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **480** | Submission: **10982** | Sponsor(s): **(OMT, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:30AMET (UTC-4)**

**Paradox and Well-being: A Multilevel Perspective on
Cognitive and Emotional Responses to Paradoxes**
Paradox and Well-being



Organizer: **Katrin Heucher**, *U. of Michigan*
Organizer: **Angela Greco**, *U. of Groningen*
Organizer: **Ella Miron-Spektor**, *INSEAD*
Discussant: **Wendy K. Smith**, *U. of Delaware*
Presenter: **Josh Keller**, *U. of New South Wales*
Presenter: **Alexandru D. Bucevschi**, *Hebrew U. of Jerusalem*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Angela Ka-yee Leung**, *Singapore Management U.*
Participant: **Tammy Rubel Lifschitz**, -
Participant: **Francesca Gino**, *Harvard Business School*
Participant: **Kyle J. Emich**, *U. of Delaware*
Participant: **Linda Argote**, *Carnegie Mellon U.*

Organizational life has always been rife with tensions. In 2020, the COVID-19 pandemic accentuated the experience of tensions in a wide array of domains for employees and their managers across the globe (Pradies, et al., 2021). How can employees and managers cope with such tensions of enabling productivity while maintaining well-being? The growing literature on the micro-foundation of paradox offers a useful framework for understanding how organizations navigate complex situations and their associated tensions (Waldman et al., 2019). In the past few decades, scholars provided important insights on how individual and teams navigate paradoxes in complex situations across a variety of domains, including leadership (Zhang et al., 2015), creativity (Miron-Spektor et al., 2011), identity (Kreiner et al., 2015), teams (Gebert et al., 2010), and corporate sustainability (Hahn et al., 2014). In this symposium, we will discuss new research on the micro-foundations of paradox, which is particularly relevant to the challenges managers currently face. The five papers comprising the symposium expand our understanding of the ways that individuals and managers engage competing demands in three specific areas: 1) emotional and cognitive aspects of coping with tensions and the extent to which they vary across contexts and cultures; 2) the effect of paradoxical leadership and framing on the ability of teams to manage interpersonal tensions to enhance creativity and performance, and 3) the interrelatedness of different tensions and how coping mechanisms for one tension can have unintended outcomes for related tensions.

Emotionally Ambivalent Cultural Norms and Well-being During a Pandemic

Author: **Josh Keller**, *U. of New South Wales*
Author: **Angela Ka-yee Leung**, *Singapore Management U.*
Author: **Naomi Beth Rothman**, *Lehigh U.*

Conceiving Opposites Together How Paradoxical Frame and Epistemic Motivation Affect Team Creativity

Author: **Ella Miron-Spektor**, *INSEAD*
Author: **Kyle J. Emich**, *U. of Delaware*
Author: **Francesca Gino**, *Harvard Business School*
Author: **Linda Argote**, *Carnegie Mellon U.*
Author: **Wendy K. Smith**, *U. of Delaware*

A Balancing Act - Paradoxical Leadership, Relationship Conflict and Team Performance in the Military

Author: **Alexandru D. Bucevschi**, *Hebrew U. of Jerusalem*
Author: **Tammy Rubel Lifschitz**, -
Author: **Ella Miron-Spektor**, *INSEAD*

Selling Corporate Sustainability Issues in Tense Times – Using Issue Selling to Navigate Tensions

Author: **Katrin Heucher**, *U. of Michigan*

Uncovering Paradox while Living through it: a Paradox Perspective on Ethnographic Research

Author: **Angela Greco**, *U. of Groningen*
Author: **Katrin Heucher**, *U. of Michigan*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **481** | Submission: **14424** | Sponsor(s): **(OMT, OB, HR, STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 10:30AMET (UTC-4)**

Advancing Organizational Network Research: Developing Ideas and Draft Papers for Publication



Advancing Organizational Network Research

Organizer: **Andrew Parker**, *U. of Exeter Business School*
Organizer: **Daniel S. Halgin**, *U. of Kentucky*
Organizer: **Cécile Emery**, *U. of Exeter Business School*
Panelist: **Stephen P. Borgatti**, *U. of Kentucky*
Panelist: **Daniel J Brass**, *U. of Kentucky*
Panelist: **Jill Perry-Smith**, *Emory U.*
Panelist: **Alessandro Lomi**, *U. of Italian Switzerland*
Panelist: **Ajay Mehra**, *U. of Kentucky*
Panelist: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*
Discussant: **Rose Ji Youn Kim**, *U. of Kentucky*
Discussant: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Discussant: **Stefano Tasselli**, *Erasmus U. Rotterdam*
Discussant: **Alexandra Gerbasi**, *U. of Exeter Business School*
Discussant: **Leroy White**, *Warwick Business School*
Discussant: **Mohsen Mosleh**, *MIT Sloan School of Management*

This workshop aims to provide participants (in particular junior faculty and PhD students) with an understanding of how to publish organizational network studies in management journals. The study of networks within and between organizations is a growing field of research with its own unique opportunities and challenges. It is unusual in that it has theoretical relevance at the individual, team, organizational, and industry level; and can be integrated with a broad range of management theories. Therefore, it has broad applicability across the members of many of the academies divisions and interest groups. The opportunity to apply an organizational network framework across a broad range of topics also provides challenges. For example, understanding what research questions are relevant for a broad management audience is not always obvious. Network analysis has seen new statistical methods that provide opportunities and challenges, such as how to convey these new models to a wider management audience. This workshop sees the unique opportunity to bring together 15 leading academics from the LINKS Center for Social Network Analysis of the University of Kentucky, and the University of Exeter Centre for Social Networks; who have published in a wide range of top management journals. The format of the workshop includes a panel session and small roundtable discussions where individual papers from participants (submitted prior to the workshop) will be discussed.

Participants are required to register and to submit a draft paper/proposal (maximum 3,000 words) to the PDW organizers via email two weeks prior to the PDW. For further information and draft paper submissions please email Andrew Parker (a.parker3@exeter.ac.uk).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **482** | Submission: **16710** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM - 9:30AMET (UTC-4)**

ONE Executive Meeting
ONE Executive Meeting

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **483** | Submission: **16871** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:30AMET (UTC-4)**

Knowledge Management

Digital Session Chair: **Marta Riquelme-Medina**, *Department of Management, School of Business, U. of Granada*

OSCM: Business Ecosystem Embeddedness and Supply Chain Competence: The key role of Knowledge Capacities

Author: **Marta Riquelme-Medina**, *Department of Management, School of Business, U. of Granada*
Author: **Mark Stevenson**, *Lancaster U. Management School*
Author: **Vanesa Barrales-Molina**, *Department of Management, School of Business, U. of Granada*
Author: **Francisco Javier Llorens-Montes**, *U. of Granada*

Business ecosystems have gained an increasing interest over the last decade. This article focuses on its operational benefits by investigating how embeddedness in business ecosystems influences supply chain competence. Specifically, it considers the mediating effect of external knowledge capacities: absorptive, desorptive and connective capacity. Primary data from 271 European firms participating in business ecosystems were collected to test three hypotheses using regression analysis with bootstrapping. Results indicate that business ecosystems embeddedness does not in itself improve supply chain competence. Rather, the relationship is explained through (i) absorptive and desorptive capacity directly mediating the relationship; and (ii) connective capacity, which increases supply chain competence indirectly by enhancing absorptive and desorptive capacity. These findings suggest external knowledge capacities could be components of dynamic capabilities. To the best of our knowledge, this is the first paper to demonstrate benefits of being embedded in business ecosystems other than in terms of innovation. It is shown that connective capacity boosts absorptive and desorptive capacity by enhancing the linkages upon which they are built, leading to superior supply chain competence. Finally, the paper provides newly validated scales for business ecosystem embeddedness and connective capacity.

Paper is NOT Available. Please contact the author(s).

OSCM: Knowledge Sharing in Project-based Supply Networks: The Role of Incentives and Network Governance

Author: **Mehrnoush Sarafan**, *U. of Bath and Cambridge U.*
Author: **Benn Lawson**, *U. of Cambridge*
Author: **Jens Roehrich**, *U. of Bath*
Author: **Brian Squire**, *U. of Bath*

Project-based supply networks are an emerging form of organising used to meet a buyer firm's operational and innovation goals. Knowledge sharing among suppliers in the network plays a key role in successful project delivery but is challenging to achieve in practice. Our study draws on self-determination theory to examine how buyers can leverage incentive provisions (penalties and bonuses) to motivate discretionary knowledge sharing within project-based supply networks. In addition, we investigate the contingent effect of network governance (lead and shared). We use a scenario-based behavioural experiment of 217 professionals within the UK using the online platform, Prolific. Our findings highlight how the effectiveness of incentive provisions is dependent on network governance. Where suppliers have shared responsibility for management of the network (shared governance), bonuses are significantly more effective than penalties in motivating knowledge sharing through support of key boundary-spanners' autonomy needs. However, where a network is managed by an external lead organization (lead governance), there is no significant difference between the effectiveness of penalty and bonus provisions in knowledge sharing motivation.

Paper is Available to Meeting Registrants Only.

OSCM: Knowledge Asset Outsourcing Decision

Author: **Piyush Shah**, *Florida Gulf Coast U.*
Author: **Thomas Kull**, *Arizona State U.*
Author: **Craig R. Carter**, *W. P. Carey School of Business, Arizona State U.*
Author: **Bhavin Shah**, *IIM Indore*

When making decisions on whether to outsource managers are expected to consider theoretical variables like asset specificity from transaction cost economics (TCE) and core-competence from resource based theory (RBT). While these expectation have been found consistently valid for physical assets, they have been inconsistent for knowledge assets. We use a vignette based experiment to test if the lack of consistency is due to the limitation in the theoretical prescriptions or a result of peculiarities of knowledge assets. We use rigorous implementation of weighted least square estimator with mean and variance (WLSMV) based structural equation modeling to arrive at the results. We show that, for knowledge assets, while the TCE and RBT are valid, the operationalization of the idea of asset specificity and core-competence is heterogeneous. For RBT, the heterogeneity is caused by the involvement of decision maker with the knowledge asset. We resolve the lack of clarity of TCE and RBT in knowledge asset outsourcing decisions by showing that, possibly because of intangibility and peculiarities of knowledge assets, the operationalization of theoretical variables is systematically biased. Additionally, we show that decision makers can intentionally subvert knowledge asset outsourcing decisions towards self-interest. This finding questions the implicit assumption of TCE and RBT that decision makers are altruistic stewards and not self-interested agents. Our findings suggest a detailed analysis of individual decision making for knowledge asset outsourcing and more interestingly create an intrigue about how the biased and self-interested decision makers would interact to arrive at a firm level knowledge outsourcing decision.

Paper is Available to Meeting Registrants Only.

OSCM: Globalization and Focus in Pinnacle OSCM Journals: 1952-2018

Author: **Jaydeep Balakrishnan**, *California State U. Sacramento*
Author: **Thomas P. Kenworthy**, *U. of Windsor*
Author: **Chun Hung Cheng**, *Logistics and Supply Chain Multitech R&D Centre*
Author: **Janice Eliasson**, *U. of Calgary*

The objective of this research is to enhance our understanding of the nature of Operations and Supply Chain Management (OSCM) scholarship. We focus on five pinnacle journals as sources of leading-edge research and trend setters in terms of globalization and relevance. The analysis enhances our understanding of the nature of OSCM authorship; scholarship globalization; international collaboration activity; research topics and trends; and research funding. We chose to focus our reporting predominantly on non-US-based research activity to showcase growing international publication successes. The findings indicate that multinational collaboration and research funding are trending upwards, providing important insights for various OSCM stakeholders.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **484** | Submission: **17190** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:30AMET (UTC-4)**

Discourse and CSR Issues

Digital Session Chair: **Heidi Weigand**, *Dalhousie U.*

SIM: Does kindness matter? Intergenerational discourses on kindness and motivation in COVID-19

Author: **Heidi Weigand**, *Dalhousie U.*
Author: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Author: **Sophia Okoroafor**, *Saint Mary's U., Canada*
Author: **Giuseppe Liuzzo**, *Munich Business School*
Author: **Erica Weigand**, *Marbella International U. Centre*

This study examines the intergenerational perceptions of kindness and the relationship between kindness and motivation as ethical and moral behaviour in the context of the COVID-19 global pandemic. The relationship between kindness and motivation is not well understood in management and organizational studies. Adopting a combination of methods with both theoretical and investigative benefits (intersectionality and critical discourse analysis), authors conducted 66 qualitative interviews with generation Z (born between 1997-2012/5) and generation Y (also referred to as Millennials, born between 1981 to 1994/6) across North American, Europe and Africa in the summer and fall of 2020. The two-part question guiding this study is: Does kindness matter and what can generational entrants and emerging leaders in the workplace tell us about the relationships between kindness and motivation in the context of COVID-19? The study sets out to make four contributions: (1) expand our understanding of the phenomenon of kindness, (2) explore the relationship between kindness and motivation, (3) examine intergenerational perceptions of kindness in the context of COVID, and (4) investigate how kindness might be leveraged as a model of moral and ethical behaviour valued by generational entrants and emerging leaders in organizations.

Paper is Available to Meeting Registrants Only.

SIM: Rhetorical field settlement of the issue of modern slavery: Framing in the UK construction sector

Author: **Gabriela Gutierrez Huerter O**, *Assistant Professor, King's Business School*
Author: **Stefan Gold**, *U. of Kassel*
Author: **Alexander Trautrim**, *U. of Nottingham*

Despite increasing interest in modern slavery, the absence of frameworks of action to deal with this issue has received little scholarly attention. To address this gap, we draw insights from framing theory, adopt an issue-based approach to institutional fields, and trace longitudinally the framing work performed by actors in the UK construction sector. We reveal that field actors clustered their views on modern slavery around five constellations of frames that evolved over time: human rights crime, moral decision, economic issue, power imbalance, and holistic problem. We document three frame shifts—belief amplification, frame extension, and frame break—that enable us to reconstruct the processes through which a rhetorical field settlement emerged, thus contributing to literature on the dynamics of framing contentious issues.

Paper is Available to Meeting Registrants Only.

SIM: Shareholder Activism and CEOs' Use of Language

Author: **Maria Cristina Zaccone**, *U. Cattolica del Sacro Cuore*
Author: **Taekjin Shin**, *San Diego State U.*
Author: **Lori Versteegen Ryan**, *San Diego State U.*

Drawing on signaling theory and the symbolic management perspective, we argue that a CEO's use of language that is congruent with the prevailing governance model of shareholder value maximization leads shareholders to evaluate the CEO more favorably and to reduce their activism toward the firm. We test this argument by examining CEOs' expression of the shareholder-value principle or a stakeholder orientation in the letters to shareholders from CEOs of 213 publicly traded U.S. firms. Our analysis shows that the use of shareholder-value language is favorably perceived by shareholders, thereby reducing the probability of the firm being targeted by activists. We find the opposite for the stakeholder orientation: stakeholder-orientation language is negatively perceived by shareholders, increasing the probability of being targeted by activists. We also test whether CEO celebrity moderates the strength of the relationship between CEOs' use of language and shareholder activism. Our analysis shows that CEO celebrity weakens the strength of the relationship between shareholder value language and the probability of attracting shareholder activists.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **485** | Submission: **16601** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM - 10:00AMET (UTC-4)**

SIM Executive/Governance Meeting
SIM Executive Governance Meeting

Program Chair: **Colin Patrick Higgins**, *Deakin U.*
Program Chair: **Cristina Neesham**, *Newcastle U.*
Division Chair: **Andrew C Wicks**, *U. of Virginia Darden School of Business*
Division Chair-Elect: **Katherina Pattit**, *U. of St. Thomas*

This is an invitation-only Governance Meeting for SIM Executive Committee Members

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **486** | Submission: **12046** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:30AMET (UTC-4)**

STR Junior Faculty Paper Development Workshop

STR Junior Faculty Paper Development Workshop



Organizer: **Aharon Cohen Mohliver**, *London Business School*
Organizer: **Srividya Jandhyala**, *ESSEC Business School*
Organizer: **Bruno Cirillo**, *SKEMA Business School*
Organizer: **Nilanjana Dutt**, *Bocconi U.*
Panelist: **Thorbjørn Knudsen**, *U. of Southern Denmark*
Panelist: **Elisa Operti**, *ESSEC Business School*
Panelist: **Tomi MM Laamanen**, *U. of St. Gallen*
Panelist: **Sinziana Dorobantu**, *New York U.*
Participant: **Luis Diestre**, *IE Business School*
Panelist: **Gurneeta Vasudeva**, *U. of Minnesota*
Panelist: **Tobias Kretschmer**, *LMU Munich*
Panelist: **Christopher B. Yenkey**, *Darla Moore School of Business, U. of South Carolina*
Panelist: **Paola Criscuolo**, *Imperial College London*
Panelist: **Olivier Bertrand**, *Fundação Getúlio Vargas/EBAPE*
Panelist: **Guoli Chen**, *INSEAD*
Panelist: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*
Panelist: **Filippo Carlo Wezel**, *USI Lugano*
Panelist: **Donal Crilly**, *London Business School*
Panelist: **Heli Wang**, *Singapore Management U.*
Panelist: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Panelist: **Anthea (Yan) Zhang**, *Rice U.*
Panelist: **Anupama Phene**, *George Washington U.*
Panelist: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*

Now in its tenth year, the Junior Faculty Paper Development Workshop aims to provide junior scholars with the opportunity to receive developmental feedback on their current research projects. The workshop features a panel of distinguished scholars with expertise in a diverse range of topics and methods. It targets junior faculty who are struggling with one of their papers, as for instance the paper has been rejected or has received contradictory reviews. Each junior scholar will sit down with senior panellists to discuss his/her paper and get advice on how, and whether, to advance it. The workshop closes with a general Q&A on topics that are of interest to the participants, with a special emphasis on the common challenges faced by junior researchers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **487** | Submission: **11839** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 9:15AMET (UTC-4)**

STR 2020 Irwin Outstanding Educator Award in Honor of Jan Rivkin
2020 STR Irwin Outstanding Educator Award

Facilitator: **Timothy B. Folta**, *U. of Connecticut*
Presenter: **Jan W. Rivkin**, *Harvard U.*
Presenter: **J. Myles Shaver**, *U. of Minnesota*
Presenter: **Anita McGahan**, *U. of Toronto*
Presenter: **Gautam Ahuja**, *Cornell U.*
Panelist: **Nicolaj Siggelkow**, *U. of Pennsylvania*

2020 STR Irwin Outstanding Educator Award for MBA and Executive Education - Jan W Rivkin; and Reflections on What COVID has Taught Us About Being Strategic Management Educators This session has two dimensions. First, it will honor Professor Jan W Rivkin as the recipient of the 2020 STR Irwin Outstanding Educator Award for MBA and Executive education in strategic management. Second, Jan and past Irwin winners (Myles Shaver, Anita McGahan, and Guatam Ahuja) will reflect on what COVID has taught us about being strategy educators. Given that the world has endured such turmoil, panelists will consider what we have learned about the substance of what we teach about strategy. Also, having been forced to teach in new formats with new technology, they will reflect on what have we learned about education.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **488** | Submission: **13350** | Sponsor(s): **(STR, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00AM- 10:00AMET (UTC-4)**

**Possibly the Best Survey Methods PDW: Designing Surveys to
Collect Individual and Firm Level Data**
Possibly the Best Survey Methods PDW



Organizer: **Benjamin King**, *U. of Maryland*
Participant: **Alfonso Gambardella**, *Bocconi U.*
Participant: **Kristina Steffenson McElheran**, *U. of Toronto*
Participant: **Michael Roach**, *Duke U.*
Participant: **Daniela Scur**, *Massachusetts Institute of Technology*
Participant: **Evan Penniman Starr**, *U. of Maryland, College Park*

The purpose of this PDW is to enhance participant's understanding of how and when to use survey methods to answer important questions in the field of Strategic Management, or the related fields of entrepreneurship and technology management. The session aims to instill within participants the tools to know when survey methods should be used, and how to gather firm and individual level data in a manner that allows for statistical inference and hypothesis testing. The PDW advances the argument that survey methods can provide unique, primary datasets that offer several advantages over secondary datasets (i.e., government surveys, data scraped from the web). These include establishing novel facts and elucidating new mechanisms. Moreover, in-so-far-as these new facts and mechanisms are not explained by existing theories, survey methods also provide an important avenue for theory development and testing. Developing a careful and reliable survey is not easy, however, and so this PDW also highlights several of the potential pitfalls in survey work and how to avoid them. Finally, the PDW provides interactive elements to assist participants in uncovering the extent to which survey methods can be used to further their research stream, and provide answers to specific methodological questions

The first portion of this PDW (90 minutes) is open to all who would like to attend. For those that are interested in attending the last portion, a breakout session (30 minutes), you must pre-register. In this last portion the preregistered participants will be assigned to a small group of 4-5 other attendees and to one of the main presenters. They will be able to ask specific questions to the presenter about potential or current research that will involve survey methods. To be considered for this portion of the PDW, please submit a 2 paragraph statement or email to Ben King (bck8@umd.edu) that (1) Tells who you are, where you are at (PhD Student, Assistant Professor, etc.) and (2) summarizes the survey idea; and/or poses 1 or 2 specific questions you would like the presenter to answer. Space is limited to 25 participants.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **489** | Submission: **16652** | Sponsor(s): **(GOV)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:30AM- 9:30AMET (UTC-4)**

Forum for Leaders of the Academy's Affiliated & Associated Societies
Affiliate & Associate Forum

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Kelly N. Mitchell**, *Academy of Management*

By Invitation Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Jolts: Positive and Negative Effects of COVID-19
Jolts: Effects of COVID-19



Digital Session Chair: **A. Wren Montgomery**, *Ivey Business School*

OMT: From Shutdown to Shutdown: Mobilizing to Demarketize Water in the Face of Intersecting Crises

Author: **A. Wren Montgomery**, *Ivey Business School*
Author: **Jocelyn M. Leitzinger**, *U. of Illinois at Chicago*

As the COVID-19 pandemic spread around the world, it laid bare the long-standing intersecting and overlapping injustices of race and socioeconomic status. Our longitudinal qualitative study of the Detroit, Michigan, water shutoffs allows us to trace the changing perceptions of the role of the market in essential public services from prior to the humanitarian crisis of 2014 through the ravages of COVID-19 in 2020. This in-depth study reveals how vulnerable and marginalized communities were able to mobilize around these multiple crises and challenge the growing marketization of goods and services. We find that vulnerable populations, often excluded from research on movements and markets, face structural and social barriers to mobilizing tied to the marketized systems that repress them. Overcoming these barriers through community mobilization is a key component in building demarketization social movements. We theorize a novel multi-step process of demarketization that shifts commodified goods and services from market dominance, to adjustment and reforms and, ultimately, to outright challenge. Our insights provide a timely theoretical foundation that encompasses a variety of emerging movements and organizations challenging market ideologies and their impacts on healthcare, education, the climate crisis, the food system, and policing, among others.

Paper is NOT Available. Please contact the author(s).

OMT: Why Social Solidarity at Work Increased Following COVID Stay-at-Home*

Author: **Matt Cummins**, *Stanford Graduate School of Business*
Author: **William P. Barnett**, *Stanford U.*

Sociological theories argue that social solidarity can be based on complementary differences that lead to bonds through exchange, and on shared similarities that engender bonds from commonality. Studies of social solidarity in modern life, especially within formal organizations, typically emphasize the importance of the first of these: exchange-based solidarity. While solidarity from shared similarities is often discussed, it is less often identified empirically - especially within formal organizations. This study investigates commonality-based social solidarity at work, taking advantage of an exogenous shock: the 2020 Covid-19 Coronavirus outbreak and resulting stay-at-home order in California, which occurred unexpectedly during a study we were conducting on social solidarity at work. The data reveal increases in social solidarity at work following the stay-at-home order - especially among those with lower social solidarity at work to begin with. Diff-in-diff models show that nonwhites, those without families, and higher-ranking employees each saw larger increases in social solidarity at work in the wake of the shared experience. By contrast, those with more work-related ties enjoyed higher social solidarity at work prior to the shock, evidence of the importance of exchange-based solidarity among these workers. But after the stay-at-home order, churn in these ties decreased social solidarity at work for these workers. Our results imply a levelling effect when social solidarity is based on commonality, and that for this form of solidarity individuals need not actually be at work to enjoy social solidarity at work.

Paper is Available to Meeting Registrants Only.

OMT: Lessons From A Pandemic: The Emergence of Community Organizing

Author: **Andreas Georgiou**, *U. Ramon Llull, ESADE Business School*
Author: **David Murillo**, *ESADE*

The COVID-19 pandemic temporarily exposed the inadequacy of established institutions and markets to handle a multidimensional crisis. What it also revealed is the spontaneous organizing capacity of local communities to mitigate some of the consequences of the pandemic. Building upon more than six hundred responses from an open-ended survey and follow-up qualitative interviews, we seek to understand the emergence of community organizing during the initial global lockdown to show how, contrary to previous interpretations, it does not require pre-existing shared values, goals and beliefs. Applying the sensemaking lens, we theorize the process that enabled community organizing to prevent the collapse of sensemaking, motivated neighbors to comply with the restrictions and inspired the sharing of resources, experiences, and a feeling of belonging. The implications of the proposed model for organization studies, community psychology, resilience, and sensemaking are discussed.

Paper is Available to Meeting Registrants Only.

OMT: Temporary and Permanent Organizing in Systemic Crises: A Study of Professional Responses to Covid-19

Author: **Amelia Compagni**, *Bocconi U.*
Author: **Giulia Cappellaro**, *Bocconi U.*

The Covid-19 pandemic is a systemic crisis able to dramatically affect, for a protracted period of time, numerous aspects of our individual, social and organizational lives. We study the case of C-Hospital in the city of Milan, Italy that, in response to the crisis, embraced temporary organizing by creating temporary Covid-19 units. Based on 73 semi-structured interviews and archival data, we elicit from medical doctors working in these units the perceptions of the crisis and their responses at an individual, information-processing and relational levels. We uncover how after its dismantling, temporary organizing left a legacy in terms of analytical clarity, individual empowerment and strong group bonding, and new expectations on how permanent organizing should be shaped and changed. With the study, we advance understanding of the internal dynamics of temporary organizing during crises and of the relationship between temporary and permanent organizing.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **491** | Submission: **16780** | Sponsor(s): (SAP)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:30AM - 10:00AMET (UTC-4)**

Strategizing as a Discursive Practice

Strategizing as a Discursive Practice

Digital Session Chair: **A. Paul Spee**, *U. of Queensland*

SAP: Standardizing Safety Practices on Oil Platforms: the Interplay of Sensemaking, Discourse and Action

Author: **Gabriela Maia**, *FDC - Fundação Dom Cabral*
Author: **Samir Lofti Vaz**, *FDC - Fundacao Dom Cabral*
Author: **Reed Nelson**, *U. of Louisiana Lafayette*

This research uses an in-depth case study to shed light on the interplay between sensemaking, discourse and action, as enacted by managers and employees in the course of standardizing safety practices on offshore oil platforms. We collected and analyzed data from multiple sources: PowerPoint presentations, interviews, participant observation, and informal conversations. Our findings suggest that managers and employees constantly (re) create different meanings about safety, both as “management” and as “value”. These meanings, in turn, interconnect with “instrumental” and “relational” managerial discourses, as well as with employees’ actions of “adapting to” and “resisting” change. We use our results to develop an empirical model that suggests the presence of vicious and virtuous cycles of enactment during the standardization of safety practices on high reliability organizations, which operate in extreme contexts and thus face risky activities in fragile environments on a daily basis.

Paper is Available to Meeting Registrants Only.

SAP: How Employees’ Perceptions of CSR Attenuates Workplace Gossip: A Mediated- Moderation Approach

Author: **Khalid Mehmood**, *School of Economics & Management, Tongji U.*
Author: **Fauzia Jabeen**, *Abu Dhabi U.*
Author: **Yaser Iftikhar**, *Armed Forces Post Graduate Medical Institute, National U. of Medical Sciences*
Author: **Ángel Acevedo-Duque**, *U. Autónoma de Chile*

This study explores the relationship between employees’ perceptions of corporate social responsibility and workplace gossip by focusing on the mediating role of pride and the moderating role of traditionality. Drawing from appraisal theory of emotions, we hypothesized that employees’ perceptions of corporate social responsibility positively relate to pride, which in turn, negatively relates to workplace gossip. In addition, traditionality weakens the relationship between pride and workplace gossip and the indirect effect of corporate social responsibility on workplace gossip via pride. The time-lagged design was employed to collect data. Based on the field survey results from 342 frontline employees from the hotel industry in China, we provided evidence that the greater corporate social responsibility, as perceived by employees is associated with a lower likelihood of workplace gossip through the mediating effect of pride. Also, traditionality moderates the relationship between pride and workplace gossip, such that the relationship is stronger among high traditionalists than among low traditionalists.

Paper is Available to Meeting Registrants Only.

SAP: Formulating Strategy for Digital Transformation

Author: **Frederik Schroder Jeppesen**, *Aarhus BSS, Aarhus U.*

SAP Best Student Paper Award
William H. Newman Award Nominee

This paper aspires to contribute new insights to how strategists, assigned with writing strategy formulations in text, engage practices for concretizing abstract strategy discourse into fixated strategy formulations. In doing so, it reports the findings of an involved ethnography, following a project striving to formulate a grand strategy for digital transformation as they organize around the production of a strategy document. The paper thus explores how the strategizing process is influenced by an iterating artifact, as it becomes the locus of practitioners’ strategizing activity through steering committee meetings and subsequent writing team meetings. In total, this paper builds on the strategy work leading to the production of 14 iterations of a strategy formulation document. The paper finally theorizes six practices of accepting, ignoring/avoiding, rephrasing/adjusting, illustrating, condensing and hijacking, that the writers engage as they discuss how to write the forthcoming iteration. Additionally, it elucidates that these practices are also consequential for how the writers challenge strategy discourse already as it is conceived on steering committee meetings.

Paper is Available to Meeting Registrants Only.

SAP: Inanimate Agency in Strategizing Discourse

Author: **Jenni Myllykoski**, *U. of Oulu Business School*
Author: **Anniina Rantakari**, *U. of Oulu*

The purpose of this article is to illuminate how inanimate becomes agentic in strategizing talk. Based on a longitudinal real-time study of a software company, our study conceptualizes two ways in which the company’s software product becomes agentic: indwelling agency and outdwelling agency. These findings extend discourse oriented strategy research by enriching current understanding of how inanimate agency manifests in the talk of the key strategists’ both in abstract and operational levels. Showing how strategizing can be discursively “locked” in the operational logic of the product can increase our understanding of the barriers for strategic renewal.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Product Development

Digital Session Chair: **Ireen Kulish**, *RWTH Aachen U.*

TIM: Untangling the analytics-innovation paradox in the context of new product development

Author: **Ireen Kulish**, *RWTH Aachen U.*
Author: **Andrea Greven**, *RWTH Aachen U.*

Why do companies fail to realize advantage from data? Our research gets to the bottom of it, investigating the value-add of data analytics competencies (DAC) in new product development (NPD). We surveyed NPD department heads in 209 German firms. Our empirical analysis suggests that DAC's positive impact on NPD performance is tunneled through innovative capabilities (IC) and depends on the degree of department centralization. Drawing from dynamic capabilities, organizational learning theories and complementary perspective, this study contributes to the digital innovation realm. First, it demonstrates a positive link of DAC on IC. Second, it reveals a mechanism of DAC on NPD performance through IC. Depending on the nature of IC (exploitative vs. explorative), some mechanisms add value in terms of NPD performance, while others destroy it. Third, department centralization favors building of IC. These findings add to the vivid scholarly debate concerning types of innovation fostered by DAC, their mechanisms to draw advantage from data and required organizational conditions. We do not only underline the importance of DAC in NPD but highlight the significance of process focus in light of strategic goals. We support managers allocating their budget towards right competencies and infrastructures to achieve repeatable NPD performance through data.

Paper is Available to Meeting Registrants Only.

TIM: Design as a Dynamic Capability : A Capability Building Framework

Author: **Sihem Ben Mahmoud-Jouini**, *HEC Paris*
Author: **Julie SAHAKIAN**, *Ecole Polytechnique*

This communication addresses the lack of empirical research on how firms build a new dynamic capability. Based on a longitudinal case study of Design integration as an innovation capability within an insurance company, we suggest a capability-building framework: a capability is built by acquiring resources, deploying them in activities such as projects, capitalizing on the learning from one project to another, and thus building progressively knowledge that is then shared and diffused among the resources resulting in the renewal of their competences. This framework highlights a reinforcement dimension and distinguishes operations (Designing, spreading Design and managing Design) from building on these operations (building the Design expertise and transforming the organization through Design) in order to contribute to the firm's resources renewal.

Paper is NOT Available. Please contact the author(s).

TIM: Fake it until you make it? Understanding “innovation theater” in organizations.

Author: **Cristian Granados**, *Tecnológico de Monterrey*
Author: **Yarid Ayala**, *EGADE Business School, Tecnológico de Monterrey*
Author: **Mónica Rámos-Mejía**, *Pontificia U. Javeriana Bogotá*

Research suggests that despite increased support from the top management, organizations are not becoming more innovative as a result of their investment in innovation activities (e.g. accelerators, hackathons, intrapreneurship programs). Existing literature points out that this is caused by the fact that sometimes these efforts are only symbolic actions rather than substantial ones. This is known as “innovation theater”. This phenomenon has been poorly understood in academic research, although previous studies have analyzed similar phenomena such as “symbolic actions” or “corporate hypocrisy”. It is not clear how this phenomenon emerges in organizations, what are its roots or what consequences it has for organizations. We conduct a deep qualitative study to analyze “how” and “why” this phenomenon occurs. We found different ways in how innovation theater is manifested (e.g. spaces to simulate, external alliances, internal structures) and we suggest this occur because of individual, unit, organizational and environmental drivers. We also identified negative and positive consequences of innovation theater at individual and organizational levels. Taking together these results and building on previous research, we propose a theoretical model which explains how and why innovation theater emerges in organizations through stages of maturity. This paper contributes in different ways to corporate innovation, innovation theater and symbolic actions literature. Mainly for being the first academic research that analyzes the phenomenon.

Paper is Available to Meeting Registrants Only.

TIM: Use Your Broken Part into My Art? Industry Peers' Failures and Firm Innovation

Author: **Yiyang Zhu**, *Rice U.*
Author: **Alessandro Piazza**, *Rice U.*
Author: **Haiyang Li**, *Rice U.*

In competitive settings, the ability to attend to failures in the environment can help firms identify market opportunities or threats without the drawbacks of in-house experimentation, particularly under conditions of uncertainty. In this paper, we build theory about how firms make inferences based on their industry peers' failures and how such inferences may affect firms' innovative output. While existing studies primarily focus on failures as a foundation for experiential learning, especially as it pertains to strategic behavior such as mergers and acquisitions or R&D, how managers interpret failures happening outside the firm has received comparatively less attention. We contribute to this area of research by examining the effect on a firm's innovative output not only of failures by other firms, but also of their geographical location and underlying cause. In particular, we hypothesize that firms are more likely to pursue product innovations when others' failures are more geographically dispersed, yet refrain from doing so when they are causally complex. Firms' own production experience may also strengthen firms' perceived risk in innovation when failures in the environment are causally complex. Building on firm-level data on product recalls and new product introductions in the medical device industry from 2003 through 2017, we find support for our arguments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Recruitment and Job Search

Digital Session Chair: **Serge P. Da Motta Veiga**, *EDHEC Business School*

HR: Social and Personal Resources During Job Search: How Can They Help?  

Author: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Author: **Annika Wilhelmy**, *U. of Zurich*
Author: **Katrin Hasler**, *SkillsGarden AG*
Author: **Mirjam Ambuehl**, *SkillsGarden AG*
Author: **Martin Kleinmann**, *U. of Zurich*

Job seekers need to manage their efforts as they navigate the ebbs and flows of the job search process. While they engage in behaviors to find a job, they are likely to rely on resources that are available to them. In this paper, we build on conservation of resources theory (Hobfoll, 1989) to examine the role of such resources throughout the job search process. Specifically, we investigate whether and how both social and personal resources influence the job search process over time. In a multi-level study following 89 unemployed job seekers for 6 months, resulting in a total of 311 observations, we find that both social (i.e., social support and networking behaviors) and personal (i.e., job search self-efficacy) resources are positively related to job search intensity. In turn, we find that networking behaviors and job search self-efficacy are positively related to the number of job interviews obtained, albeit indirectly for networking behaviors. Finally, we find that networking behaviors and job search self-efficacy interact with each other, such that positive relationship of either resource with job search intensity and the number of job interviews becomes negative when unemployed job seekers are high in both resources.

Paper is NOT Available. Please contact the author(s).

HR: The Generative Mechanism of Boomerang Intention: From the Perspective of Legacy Identification

Author: **Tian Zehui**, *Business School of Nankai U.*
Author: **Qinghong Yuan**, *Business School at Nankai U.*
Author: **Shan Shan Qian**, *Business School at Nankai U.*
Author: **Yanyan Liu**, *Business School, Nankai U.*

In addition to internal and external hiring, re-hiring as a third way to obtain employees, has become increasingly important in the case of volatile career and fierce competition in the talent market. Current studies on boomerang employment are scarce and mainly focus on boomerang performance, with little emphasis on the generation of boomerang employment. Based on social identity theory, this paper explores the generation of boomerang employment from the perspective of legacy identification, holds that legacy identification affects boomerang intention, and that both corporate prestige and psychological contract violation affect legacy identification through legacy identification. The cooperative possibility between the current and former organization will moderate the positive effect of both corporate prestige and psychological contract violation and boomerang intentions through legacy identification, such that the mediated effect is stronger when the cooperative possibility is higher. We find support for our hypotheses in a sample of 393 ex-employees in the industries of internet communications, financial, and the professional services. Hopefully, this study can provide the basis for the continuous attention and management of former employees, thus enrich turnover research and expand the connotation and boundary of human resource management.

Paper is Available to Meeting Registrants Only.

HR: Inclusion in Digital Recruitment: Building both Internal and External Human Capital Resources  

Author: **Neil Lowndes**, *Trinity College Dublin*
Author: **Na Fu**, *Trinity Business School, Trinity College Dublin*

Drawing on strategic human capital theory, this study focused on the digital recruitment of human capital. It explored external human capital i.e., job applicant, experiences with digital recruitment tools and their perceived inclusion. Two studies were conducted. Study 1 adopted a qualitative method, interviewing 25 active job seekers. Findings highlighted the importance of digital recruitment tool ease-of-use and personalisation to suit job applicant needs. Study 2 adopted a quantitative method, surveying graduates in a top Irish business school. Using path analysis, a mediation model was tested for the ease-of-use and personalisation linked to job applicant satisfaction and positive experience with the employer via perceived inclusion. These results bolstered support for the importance of job applicants' perceived inclusion and the drivers enabling inclusion during digital recruitment. This study extends strategic human capital and human resource management research by adding digital and inclusive management elements. Implications for research and practice are discussed.

Paper is Available to Meeting Registrants Only.

HR: Investigating Electronic Word-of-Mouth on Social Media: An Eye Tracking Approach  

Author: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Author: **Shota Kawasaki**, *Nanyang Business School*
Author: **Kim Huat Goh**, *Nanyang Technological U.*

We investigate how individuals process electronic word-of-mouth (eWOM) about jobs and employers on social media. Employing eye-tracking methodology, we examined 1) how positive and negative eWOM is processed differently, 2) what factors influence job seekers' cognitive processing of eWOM, and 3) factors that influence overall perceptions of credibility of eWOM as a source of employer information. Our results suggest the following: 1) job seekers devote more attention to negative compared to positive eWOM; 2) employer familiarity promotes effortful processing of eWOM; 3) employer reputation hinders processing of negative eWOM for active job seekers; and 4) employer reputation and job search efforts enhance one's perceptions of credibility of eWOM. Overall, this research provides valuable insight to the cognitive processing of online employer information and its implications for job search, recruitment, and employer branding.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **494** | Submission: **11059** | Sponsor(s): **(AFAM, IM, MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 11:00AMET (UTC-4)**

**The Light from the Hut: Africa's Contribution to Management
and Organization Science**
Africa's Contribution to MO Science



Organizer: **David B. Zoogah**, *Xavier U.*
Presenter: **David B. Zoogah**, *Xavier U.*
Presenter: **Paul Omari**, *U. of Professional Studies, Accra*
Participant: **Richard Bawulengbeug Zoogah**, *U. of Ghana, Accra*
Participant: **Grace Abban-Ampiah**, *Ghana Institute of Management and Public Administration (GIMPA)*

In this PDW, we discuss the contribution of Africa to Management and Organization Science by exploring seminal or classical articles in Management and Organization that originate from Africa.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **495** | Submission: **11601** | Sponsor(s): **(CM, MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 9:00AM - 10:30AMET (UTC-4)**

New Perspectives on Hierarchical Roles in Groups and Organizations: Beyond High Rank vs Low Rank *New Perspectives on Hierarchical Roles*

Presenter: **Elizabeth Trinh**, *U. of Michigan, Ross School of Business*
Participant: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Moderator: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Presenter: **Jieying Xu**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*
Participant: **Xu Huang**, *Hong Kong Baptist U.*
Participant: **Erica Xu**, *Hong Kong Baptist U.*
Participant: **Gerben S. Van Der Vegt**, *U. of Groningen*
Participant: **Stuart Bunderson**, *Wash U.*
Participant: **Edward McClain Wellman**, *Arizona State U.*
Presenter: **Min Yu**, *Arizona State U.*
Participant: **Luke Hedden**, *Boston College*
Participant: **Beth Schinoff**, *Boston College*
Presenter: **Melissa Valentine**, *Stanford U.*
Participant: **Michael Bernstein**, *Stanford U.*
Participant: **Eric Anicich**, *U. of Southern California*
Presenter: **Merrick Osborne**, *USC Marshall School of Business*
Participant: **Andrea Villafuerte**, *USC Marshall School of Business*

Research on hierarchy has exploded in recent years. In this work, management scholars have largely focused on high- and low-rank roles within a hierarchy and how high and low rank can drive individual, group, and organizational processes and outcomes. However, recent work has begun to move beyond the study of traditional high- versus low-rank roles in hierarchies to instead consider other consequential hierarchical roles in groups and organizations. In this symposium we highlight this emerging area of research on alternative perspectives on hierarchical roles, bringing together a set of five cutting-edge papers. These papers all offer new perspectives on the roles of different hierarchical ranks, including developing theory on the role of various high-ranking members in alliances (first paper), unpacking the consequences of a common yet overlooked rank: the second-in-command rank (second paper), identifying how middle and low-ranking group members can emerge as informal leaders (third paper), challenging whether high ranks matter at all considering high rank does not automatically confer authority (fourth paper), and understanding the experience of rank 'losers' (fifth paper). The five papers across this symposium move beyond traditional studies of high-versus-low ranked roles in hierarchies and demonstrate that these other perspectives on hierarchical roles can also have profound influences on individual, group, and organizational processes and outcomes. Following the presentations, Dr. Drew Carton will facilitate a group discussion about these papers and future research on alternative views on hierarchical roles.

Team Leadership Through an Inner Circle: How a Dominant Alliance Can Encourage Coordination and..

Author: **Jieying Xu**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*
Author: **Xu Huang**, *Hong Kong Baptist U.*
Author: **Erica Xu**, *Hong Kong Baptist U.*
Author: **Gerben S. Van Der Vegt**, *U. of Groningen*
Author: **Stuart Bunderson**, *Wash U.*

Do Teams Need a Second Fiddle? The Opportunities (and Perils) of the Second-in-Command Rank in a...

Author: **Elizabeth Trinh**, *U. of Michigan, Ross School of Business*
Author: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*

Second in Command or Second Opinion? Testing a Dual-path Model of Informal Leader Emergence

Author: **Edward McClain Wellman**, *Arizona State U.*
Author: **Min Yu**, *Arizona State U.*
Author: **Luke Hedden**, *Boston College*
Author: **Beth Schinoff**, *Boston College*

How Managers Produce Authority During Backstage Repair: Evidence From Flash Teams

Author: **Melissa Valentine**, *Stanford U.*
Author: **Michael Bernstein**, *Stanford U.*

"I'm Kind of (Disappointed I Did Not Become) a Big Deal": Status Disappointment, Future Work...

Author: **Eric Anicich**, *U. of Southern California*
Author: **Merrick Osborne**, *USC Marshall School of Business*
Author: **Andrea Villafuerte**, *USC Marshall School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



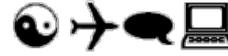
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **496** | Submission: **10320** | Sponsor(s): **(ENT, ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 12:00PMET (UTC-4)**

**Change from the Inside Out: Enabling Collaborative
Research in Social Intrapreneurship**
Change from the Inside Out



Organizer: **Elisa Alt**, *King's College London*
Organizer: **Thijs Geradts**, *Erasmus U. Rotterdam*
Organizer: **Ante Glavas**, *U. of Vermont*
Host: **Eli Malinsky**, *Aspen Institute Business & Society Program*
Host: **Nancy McGaw**, *Aspen Institute Business & Society Program*
Moderator: **Michael L. Barnett**, *Rutgers U.*
Distinguished Speaker: **Donald F. Kuratko**, *Indiana U.*
Distinguished Speaker: **Maureen A. Scully**, *U. of Massachusetts, Boston*
Facilitator: **Anne-Cathrin Ninette Darcis**, *Heinrich-Heine U. of Dusseldorf*

The idea that entrepreneurship has a strong role to play in tackling social problems has long attracted interest both within the ENT Division and many others across the Academy (e.g., ONE, SIM), but thus far little attention has been devoted to this idea in the context of established organizations, i.e. social intrapreneurship. In the spirit of the AOM 2021 theme, in this PDW we aim to unpack the challenges and opportunities that the context of established organizations poses for researchers and managers interested in pursuing social change from within, and to carve a future path for inquiry that addresses the issues confronting the managers supporting or practicing social intrapreneurship. With COVID-19 and climate change testing our economic systems and organizations, social intrapreneurs will be of paramount importance to rethinking the future of the corporation and 'building back better'. With the Aspen Institute as the convening partner, the session is structured into two parts. The first part includes networking opportunities among participants, followed by an overview of the extant literature by scholars in the field, and a 'fireside' chat with leading practitioners and academics. The second part of the session will use an interactive format based on the World Café (<http://www.theworldcafe.com>) that will then result in (a) putting forward key topics for future research and practice, and (b) individuals partnering around research projects (both practitioners and academics). In closing, the conveners will share their thoughts for future follow-up after the PDW.

Pre-registration is recommended but not required for the second part of the workshop. We will share recommended readings with pre-registered participants ahead of the meeting. Please note no preliminary preparation is required to attend the workshop. To pre-register, please email elisa.alt@kcl.ac.uk by July 25.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **497** | Submission: **15315** | Sponsor(s): **(ENT, STR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 11:30AMET (UTC-4)**

Fifty Shades of Entrepreneurial Action: Contextual, Processual, Non-deliberative and Conceptual
Fifty Shades of Entrepreneurial Action



Organizer: **Jinyu (Anna) Long**, *California State U. San Bernardino*
Organizer: **Ketan Madan Goswami**, *Ivey Business School*
Organizer: **Trey Lewis**, *Virginia Tech*
Panelist: **Rene Bakker**, *Erasmus U. Rotterdam*
Panelist: **Gabriella Cacciotti**, *Warwick Business School*
Panelist: **Per Davidsson**, *Queensland U. of Technology*
Panelist: **Isabella Hatak**, *U. of St. Gallen*
Panelist: **Richard Hunt**, *Virginia Tech*
Panelist: **Peter G. Klein**, *Baylor U.*
Panelist: **Daniel Lerner**, *IE Business School*
Panelist: **Maija Renko**, *DePaul U.*
Panelist: **Ute Stephan**, *King's College London*
Panelist: **David Matthew Townsend**, *Virginia Tech*
Panelist: **Friederike Welter**, *IfM Bonn / U. of Siegen*
Panelist: **Matthew Steven Wood**, *Baylor U.*

Entrepreneurial action (EA) is a central construct in understanding entrepreneurship. As a result, scholars have conducted extensive research and shed important insight into the underlying factors contributing to entrepreneurial action (McMullen & Shepherd, 2006; Cardon & Kirk, 2015; Wiklund, Yu & Patzelt, 2018). Yet, our understanding of EA remains fragmented, and advancing research on context, process, and non-deliberative dynamics that shape these actions has never been more important, particularly in the event of COVID 19. In response to increasing interest, we build on a successful EA focused AOM 2020 PDW and identify challenges from four aspects: contextual, processual, non-deliberative, and conceptual dynamics facing EA research going forward. With this hybrid 2.5-hour PDW, part asynchronous and part synchronous, we endeavor to bring together a myriad of expert perspectives to highlight and integrate the diversity of contextual, processual, non-deliberative, and conceptual facets shaping entrepreneurial action (and inaction!) (EA/I).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **498** | Submission: **16832** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 10:00AMET (UTC-4)**

International HR Issues

Digital Session Chair: **Helene Tenzer**, *U. of Tuebingen*

This session examines international HR issues. The papers in the session address the role of host country support and gratitude in individual thriving during the pandemic, the relationship between EMNE internationalization and innovation performance and the impact of two types of board-level diversity on this relationship, the impact of international new venture's internationalization approaches on potential jobseekers' perceived organizational attractiveness, and a review of research on repatriates' microsystems, or interpersonal networks.

IM: Home Is Wherever I'm With You – A Review of The Repatriate's Microsystem and Directions for Research

Author: **Sarah E. Henry**, *U. of Oklahoma*
Author: **Margaret A. Shaffer**, *U. of Oklahoma*

In recent years, the repatriation of employees on international assignments has captured the attention of researchers and practitioners alike. Although organizations invest considerable time, money, and attention towards sending these employees on international assignments, research indicates that employees experience difficulties during the repatriation stage, often resulting in turnover. In this paper, we review existing repatriation research with a specific focus on the individual's microsystem, or interpersonal network, in order to determine how the repatriate's relationships in the home and host countries influence key outcomes such as readjustment, knowledge transfer, and retention. These relationships are evaluated through the lenses of two different domains: personal and professional. We identify key relationships within each domain, review prior research, and offer suggestions for future research.

Paper is Available to Meeting Registrants Only.

IM: Beyond Mere Coping: The Role of Host Country Support and Gratitude in Thriving During the Pandemic

Author: **Jing Hua**, *Troy U.*
Author: **Lu Zheng**, *Huazhong U. of Science and Technology*
Author: **Alan G. Walker**, *Auburn U.*
Author: **Ian Stuart Mercer**, *Auburn U.*
Author: **Jiayi Liu**, *Auburn U.*
Author: **Jinyan Fan**, *Auburn U.*

While the ensuing COVID-19 pandemic has significantly altered individuals' lives worldwide, it has been perhaps especially disruptive to the lives of sojourners as many have been unable to return home and are absent from their families, a familiar culture, and normal social support systems. While it is important to ask how such individuals can successfully cope in such a crisis, we were interested in extending our knowledge and understanding by asking "how can such individuals move beyond mere coping to a state of thriving?" In answering this question, we utilized a positive psychology framework to develop a theoretical model wherein we expected higher/lower levels of perceived host country support to result in higher/lower levels of perceived gratitude, which would then result in higher/lower levels of thriving, and ethnocentrism moderated this indirect effect. To test our model, we utilized a sample of sojourners who responded to a pre-COVID-19 survey (February 2020) measuring ethnocentrism. We then administered daily surveys measuring perceived host country support, gratitude, and thriving over a nine-day period during the COVID-19 crisis (March 26–April 3, 2020). Results supported the indirect effect of host country support on thriving via gratitude. Further, we found that sojourners with lower levels of ethnocentrism exhibited stronger host country support-gratitude link, hence stronger indirect effect of host country support on thriving via gratitude. We close by offering implications for the existing literature, future research, and organizational practices.

Paper is Available to Meeting Registrants Only.

IM: Do international new ventures have attraction advantages?

Author: **Philipp Volkmer**, *U. of Bayreuth*
Author: **Matthias Baum**, *U. of Bayreuth*
Author: **Nicole Coviello**, *Wilfrid Laurier U.*

Attracting qualified employees stays one of the most critical challenges for new ventures – exceptionally for those who enter foreign markets close after inception: international new ventures (INVs). Based on signaling theory and person-environment (PE) fit-theory, this paper examines the impact of INVs approach of internationalization on potential jobseekers' perceived organizational attractiveness. We conducted two studies to elaborate our research questions - a qualitative pre-study where we interviewed c-level-staff (n=23) from 22 different new ventures and a subsequent metric conjoint experiment with jobseekers (n=222) to test our theoretically derived hypotheses. Results from a multilevel regression analyses show that INVs have attraction advantages based on their proactive internationalization approach and that particularly jobseekers with previous international experience feel attracted by INVs – providing ground for human-resource based competitive advantages when it comes to proactive internationalization. We derive implications for new venture recruitment theory and offer practical implications for startup staffing. Keywords: International new ventures (INVs); International Entrepreneurship; Recruitment; Metric conjoint experiment; Organizational attractiveness

Paper is Available to Meeting Registrants Only.

IM: The effect of EMNE internationalization on innovation: the role of board diversity

Author: **Saneesh Edacherian**, *Indian Institute of Management, Ahmedabad*
Author: **Nikolaus T. Uhlenbruck**, *U. of Montana*
Author: **Sunil Sharma**, *Indian Institute of Management, Ahmedabad*

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

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **499** | Submission: **13867** | Sponsor(s): **(IM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 10:30AMET (UTC-4)**

**Global Mobility of People: Challenges and Opportunities for
International Business**
Global Mobility of People



Chair: **Alain C. Verbeke**, *U. of Calgary*
Panelist: **Dana B. Minbaeva**, *Copenhagen Business School*
Panelist: **Anupama Phene**, *George Washington U.*
Panelist: **Shea Xuejiao Fan**, *RMIT U.*

Despite the backlash over the last decade, the last 70 years have demonstrated a megatrend with a systematic rise in the cross-border mobility and migration of skilled and unskilled workers, both through the use of expatriation by multinational enterprises (MNEs), as well as through migration. The global mobility of people is fundamental to a variety of theoretical IB issues and particularly for the MNE's ability to efficiently organize human capital across its internal network conferring competitive advantage. Lately, the COVID pandemic not only reduced both the frequency and extent of global mobility, but fundamentally questioned its need. In this panel we consider the influence of the global mobility of people on the spread, activities and performance of the MNE. The panelists will explore and debate this influence from different disciplinary areas (general IB theory, global innovation, knowledge-based view, international human resource management, international and cross-cultural management) and different levels of analysis (micro, meso and macro). Further the panelists will examine how MNEs and other international organizations could retain the benefits of global mobility, either through its continued practice or by developing alternatives to address emerging restrictions in order to maintain advantage in the face of rising global competition.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **500** | Submission: **16016** | Sponsor(s): (INDAM, ODC, MSR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM - 4:00PMET (UTC-4)**

Art & Practice of Consciousness-based Transformation   
The Art of Consciousness-based Transformation

Presenter: **Param Srikantia**, *Baldwin Wallace U.*
Presenter: **Jessica Srikantia**, *George Mason U.*
Presenter: **Tojo Thatchenkery**, *George Mason U.*
Presenter: **Frederick Chavalit Tsao**, *Chairman IMC Pan Asia Alliance*
Presenter: **Ratanjit Sondhe**, *Discover Oneness Foundation*
Presenter: **Ellen Keithline Byrne**, *Her New Standard: The Playbook for Women Leaders*
Facilitator: **Ajay Narayanan**, -
Chair: **Param Srikantia**, *Baldwin Wallace U.*

The PDW explores almost a dozen tributaries of theory and practice that have culminated in what may be called the era of ‘consciousness based transformation’. It is based on the idea that raising people’s consciousness in organizations is among the most significant pathways of transformation and performance excellence. The workshop will feature five presenters who have spent decades exploring creative ways of translating “enlightened consciousness” into practical organizational systems, processes and interventions. With practical examples drawn from their careers and the use of interactive exercises, the presenters will discuss stories and interventions that exemplify the manager’s possibility as an enlightened presence. When we examine the history of managerial and organizational change theory and practice, we can discern five distinct phases in the evolution of the field. We are now witnessing the unfolding of the fifth era in which people are viewed as embodiments of consciousness, with a growing appreciation of the many ways in which the invisible domain of our inner consciousness shapes individual and organizational processes. This shift represents a powerful opportunity particularly for practitioners from Eastern cultures to extend the application of techniques drawn from eastern traditions in shaping the future of managerial and organizational transformation and leadership development.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **501** | Submission: **14871** | Sponsor(s): **(MC, OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 11:00AMET (UTC-4)**

Bringing Digital Transformation back in Management *Bringing Digital Transformation back in Management*



Organizer: **Mary Beth Watson-Mannheim**, *U. of Illinois at Chicago*
Organizer: **Emmanuel Monod**, *Shanghai SUIBE U.*
Chair: **Uzonna Olumba**, *U. of Michigan*
Chair: **Wai Fong Boh**, *Nanyang Technological U.*
Chair: **Carol Hsu**, -
Distinguished Speaker: **Andrew Burton-Jones**, *U. of Queensland*
Distinguished Speaker: **Brian S. Butler**, *U. of Maryland*
Distinguished Speaker: **Jui Ramaprasad**, *U. of Maryland*
Distinguished Speaker: **Michel Avital**, *Copenhagen Business School*
Distinguished Speaker: **Niki Panteli**, *Royal Holloway Uni of London & NTNU, Norway*
Discussant: **Jeffrey Parsons**, *U. of Newfoundland*
Discussant: **Hope Koch**, *Baylor U.*
Discussant: **Elisabeth Joyce**, *Edinboro U.*
Discussant: **Laura Schulze**, *U. of Goettingen*

This AAT PDW proposal is a response to the AOM 2021 CFP (theme: "Bringing the Manager back in Management"): "What makes for an effective manager in virtual/ hybrid workforces? How can organizations and managers deal simultaneously with increased global connectivity through social media? ... Will we need managers in the future or what views can help us redefine "management?" (Hillman 2020, p. 1). Whereas Artificial Intelligence (AI) has been identified as a way to create "an impact on a broader set of stakeholders than the research community" (Aguinis et al., 2019, p. 25), AMP is one of the only journals published by AOM where the "digital transformation" appear in an article title within the past three years. By contrast, most of the top ranked journals in the field of Information Systems (IS) issued calls-for-papers for special issues about AI, including MISQ, EJIS, ISR, and JAIS. MISQ executives just announced a special issue on digital transformation. Such concerns about this lack of research within management journals were echoed in an editorial in AMJ where the authors argued for the need for more research on the digital workforce and the workplace of the future and for greater understanding of societal grand challenges through management research. Digital transformation is now a practical problem, related both to job destruction and creation. During the COVID-19 crisis, digital transformation played a pivotal role in helping organizations to cope with the crisis and digital capabilities are becoming even more important to increase organizational resilience during the crisis. Therefore, this PDW aims to develop a greater understanding of digital transformation management value. In many divisions at AOM annual meetings, theories have been suggested for the evaluation of digital transformation management value such as the hidden work (Watson-Mannheim and Klein 2018) at OCIS division or the hidden cost (Savall Zardet Bonnet 2008) at MC division. This workshop will address these concerns with a further goal of promoting publishable research on them. Therefore, AI in management may be a way to respond to the all-academy theme question: "Bringing back the managers in management". The response to this question might be a "convergence across different domains to tackle common theoretical and practical problem" such as digital transformation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

A Focus on CEOs - How CEO Attributes Influence Firms

Digital Session Chair: **Elizabeth Lim**, *Georgia State U.*

MOC: Roles of CEO Pay Deviation and Firm Performance on the Expansion and Contraction of Firm Boundaries

Author: **Elizabeth Lim**, *Georgia State U.*

Building on theories of equity and social comparisons, we examine how CEOs paid below the going labor market rate influences new business entry and divestiture. Unlike prior studies which focused on boundary expansion strategies, we argue that underpaid CEOs seek to address pay equity concerns by engaging in both expansion and contraction of firm boundaries to increase shareholder value as a means to improve CEO total pay. Moreover, unlike prior research which focused on CEO relative total pay, we provide more nuances to our theoretical analysis by analyzing types of long-term incentive pay and short-term cash pay. We also predict firm performance negatively moderates the main relationships because stronger performance gives underpaid CEOs more legitimacy to influence the pay-setting process. Our hypotheses are largely supported.

Paper is NOT Available. Please contact the author(s).

MOC: CEO Self-Monitoring: An Old Construct in New Shoes

Author: **Cristina Oana Vlas**, *U. of Massachusetts, Amherst*

Author: **Mengjie Xu**, *U. of Massachusetts, Amherst*

Author: **Youstina Masoud**, *UMass Amherst*

Author: **Urmi Chaudhuri**, *U. of Massachusetts, Amherst*

This study proposes an unobtrusive measure of the self-monitoring of chief executive officers (CEOs). Using CEOs' appearance in the news, popularity, and compensation transparency, we examine the effect of CEO self-monitoring on firms' innovation strategy and innovation performance. A dataset of 105 CEOs in U.S.-based firms operating in an array of innovation-intensive industries between 1998 and 2018 inclusive show that self-monitoring in CEOs is positively related to innovation fluctuation as well as innovation mildness, and it stimulates efficacy and efficiency of innovation performance. The results suggest that high self-monitoring CEOs favor innovation decisions that drive social acceptance, resulting in high fluctuations in innovation strategies over time, but that overall tend to stay in line with other firms' innovation strategies. In these industries, their firms' innovation performance is generally better than that of firms with low self-monitoring CEOs.

Paper is Available to Meeting Registrants Only.

MOC: Differential Effects of CEO Hubris and Overconfidence on Firm Performance: A Meta-Analysis

Author: **Temitope Oladimeji**, *U. of Texas at Austin*

Author: **David A. Harrison**, *U. of Texas at Austin*

We conduct a quantitative summary of empirical research on the performance consequences of CEO hubris and overconfidence, which we collectively refer to as self-exaggeration. To resolve outstanding theoretical, empirical, and substantive debates, we test predictions using meta-analytic techniques on a sample of 112 primary studies and 267 effect sizes, conducted in 25 different countries. We find that these two forms of self-exaggeration have opposing relationships with firm performance, fitting a differential referents paradigm regarding these executive attributes. CEO hubris has detrimental outcomes for accounting and capital market dimensions of firm performance. CEO overconfidence has beneficial outcomes for those same performance dimensions. We also find that CEO hubris is sensitive to national contextual factors that expand or constrict top managers' discretion, but CEO overconfidence is not. We discuss several insights and implications for these cumulative results and offer suggestions for new theoretical and empirical directions.

Paper is NOT Available. Please contact the author(s).

MOC: A Glimpse into the Boardroom Black Box: Attentional Bias, Power Dynamics and CEO Interconnectedness

Author: **Juan Romero-McCarthy**, *IPADE Business School*

Author: **German Cespedes**, *IPADE Business School*

Environmental scanning is a complex human process, and CEOs are limited in their attentional capabilities, making it necessary for them to selectively interpret objects and events. Boards contribute to filtering and processing vast amounts of data from both inside and outside the firm, but this filtering is affected by their attentional limitations and the social and cognitive relationships they establish with their CEOs. Using content analysis, we measure the impact of the board's imported attention on the CEO's attentional focus resulting from the directors' roles and experiences as board members at other tied-to firms. We theorize and find that the CEO's attention emphasis is affected by the board's imported attention emphasis and that the power dynamics inside the boardroom moderates this process.

Paper is Available to Meeting Registrants Only.

MOC: The Role of CEOs' Cognitive Complexity and Cognitive Flexibility in Strategic Change

Author: **Philipp Benedikt Becker**, *WU Vienna U. of Economics and Business*

Author: **Patricia Klärner**, *WU Vienna U. of Economics and Business*

In this study, we examine the influence of two CEO cognitive map properties - CEO cognitive complexity and cognitive flexibility - on strategic change. Combining a topic model algorithm, trained on over 2 Million words, with network analysis, we measure the complexity of individual cognitive maps as well as their degree of adaption over time. Our panel data analysis of 156 firms in the S&P 500 between 2002-2019 shows that CEO cognitive complexity is negatively related to strategic change, while CEO cognitive flexibility is positively related to strategic change. However, the effect of cognitive complexity on strategic change is mediated through cognitive flexibility. Our study's findings contribute novel insights into the cognitive microfoundations of strategic change. We also provide empirical evidence of the detrimental effects of CEO cognitive complexity by revealing the mediating role of cognitive flexibility. Finally, we develop a new text-based approach to measure CEO cognitive map properties over time.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Modern Applications of Social Network Research

Digital Session Chair: **Karoline Strauss**, *ESSEC Business School*

MOC: **Synergy and Conflict in Visions of the Future: A Network-Based Approach to Future Work Selves**

Author: **Karoline Strauss**, *ESSEC Business School*
Author: **Julija Mell**, *Erasmus U. Rotterdam*
Author: **Frederik Anseel**, *UNSW Sydney Business School, Australia*
Author: **Annemijn Loermans**, *ESSEC Business School*

When thinking about their future career, not all individuals have a coherent vision of the desired future. Instead, some may imagine incompatible attributes for their future self and feel torn between them. We introduce the interconnectedness between future-oriented self-attributes as a previously overlooked quality of the way individuals think about their future by proposing a network-based approach to future work selves. We distinguish between future work self networks' positive density, the proportion of mutually facilitative ties between the attributes they contain, and their negative density, the proportion of ties that indicate conflict between attributes. We developed a methodology to capture future work self networks and across a series of studies showed that positive and negative density of future work self networks are distinct from related concepts such as career aspirations and vocational identity, as well as from the elaboration of future work self narratives. Positive density of future work self networks was related to career adaptability in a sample of 120 MBA students, and predicted career adaptability and proactive career behavior in a lagged study of 141 online panel respondents. In a lagged study of 517 employees from 11 companies, vitality mediated the relationship between positive density and proactive career behavior, suggesting that a more efficient use of resources may be one of the benefits of dense networks. An internal meta-analysis provided support for the positive relationship of positive density with career adaptability and proactive career behavior, and the negative relationship of negative density with proactive career behavior.

Paper is Available to Meeting Registrants Only.

MOC: **Embedding Roles & Social Identities during Socialization: An Intrapersonal Network Perspective**

Author: **Peter Anzollitto**, *U. of North Texas*
Author: **Virginie Lopez Kidwell**, *U. of North Texas*

We propose theory to explain how newcomers' new organizational roles and social identities become embedded. Identity embeddedness is indicated by: degree centrality in the intrapersonal identity harmony network, perceived harmony with the network itself, and the perceived cost of lacking harmony with a focal identity. Newcomers are likely to be more satisfied and engaged with identities with greater embeddedness as well as find such identities to be more salient. The process of embedding identities is influenced by how an individual's preexisting identities interact with new organizational identities during socialization. To explain these interactions, we clarify the construct of identity harmony from a network perspective. Organizations can work to embed their employees' new identities through initiating identity work directed towards increasing harmony perceptions among the newcomers' new organizational identities and preexisting identities. Through helping individuals create harmony relationships among identities, organizations can improve socialization outcomes while actively participating in newcomers' self-narratives.

Paper is Available to Meeting Registrants Only.

MOC: **With Age Comes Better Networks: How Age Shapes Networks That Foster Performance**

Author: **Jigyasu Shukla**, *U. of Central Florida*
Author: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*
Author: **Katie Badura**, *Georgia Institute of Technology*
Author: **Wonho Jeung**, *Korea National Defense U.*
Author: **Manish Singhal**, *XLRI-Xavier School of Management*
Author: **Peter Harms**, *U. of Alabama*
Author: **Sujitha Karnad**, *Xavier Labour Relations Institute*

Age has been linked to performance in multiple meta-analytical reviews. However, there is a lack of consensus in the extant literature about the exact nature of this relationship. Moreover, existing literature has not looked upon the above relationship through the process mechanism of workplace instrumental ties. We utilize social network analysis to investigate the instrumental network as a mechanism linking age and task performance plus age and interpersonal citizenship behaviors. More importantly, we study cognitive accuracy in social structure as the boundary condition influencing age-instrumental ties- performance relationships. In a rigorous methodology to investigate the above relationship, we collected multi-wave data from two organizational studies. In Study 1, we collected data from 179 employees at an Indian information technology services organization, and in Study 2, we collected data from 829 recruits in a South Korean army boot camp. Our moderated mediation model was supported by combining the two studies. Findings showed that instrumental network size mediated the relationship between age and job performance as well as between age and interpersonal citizenship behaviors. Cognitive accuracy of the social networks moderated the above relationships. Our research contributes to socioemotional selectivity theory and has important managerial implications.

Paper is NOT Available. Please contact the author(s).

MOC: **Occupying Brokerage Position that Endangers Performance? The Perspective of Interpretive Agency**

Author: **Qi Zhang**, *Erasmus U. Rotterdam*
Author: **Stefano Tasselli**, *Erasmus U. Rotterdam*

Organizational social network research in the past two decades is marked by an effort in integrating the psychological and network perspective. However, this trend over relies on a rational model of agency that sees people as purposive agents who actively seek for network-related advantage, restraining the conceptualization of "individuals" in network research. We theorize "interpretive agency" as the neglected side of agency and explore whether it addresses some long-standing puzzle in network literature: how people form brokerage that harms. Stressing that subjective experience and interpretation shape social action, interpretive agency can be captured in two information processing orientations that create stable and systematic variations in immediate intrapsychic experience and habitual interpretation of social relations: sensory processing sensitivity and relational schema. In two empirical studies, we first show that the supposedly advantageous brokerage can be experienced as detrimental to performance for highly sensitive individuals. Moreover, we demonstrate that the interpretation tuned by sensitivity and relational schema explains the formation of brokerage - regardless of the actual impact of brokerage. Not merely a means to structural advantage, brokerage can indeed be experienced and interpreted as an end that eventually generates undesirable or unintended outcome.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

New Perspectives on Workplace Identity

Digital Session Chair: **Karolina Wenefrieda Nieberle**, *Durham U. Business School*

MOC: Modeling Identities in Context: A Dynamical Systems Approach to Leader-Follower Identities 

Author: **Karolina Wenefrieda Nieberle**, *Durham U. Business School*
Author: **Bryan Acton**, *Durham U. Business School*
Author: **Susanne Helena Braun**, *Durham U.*
Author: **Robert G. Lord**, *Durham U.*

Although leadership and followership processes are flexible and fluid, our theoretical and empirical knowledge of the short-term dynamics in individuals' leadership and followership identities are limited. Building on a Dynamical Systems Perspective we argue that leadership and followership identities are complex systems, that are composed of multiple interacting elements that exhibit emergent and nonlinear intra-personal identity dynamics. With the goal to explore these patterns of leader-follower identity variability across different contexts we address two questions: (1) How are individuals' leadership and followership identity dynamics characterized in different contexts associated with uncertainty? (2) How are these leadership and followership identity dynamics interrelated within different contexts? We collected daily data from a total of 69 Undergraduate students (1,159 data points) in the United Kingdom across seven-day periods in three different contexts during the academic year. Findings from dynamical systems modeling reveal the entangled nature of leadership and followership identities, different attractor states as well as consequences of COVID-19 on leadership and followership identity dynamics.

Paper is NOT Available. Please contact the author(s).

MOC: "We are going digital": Leveraging organizational identity pluralism for proactive adaptation

Author: **Mohammad Taghi Ramezan Zadeh**, *Amsterdam Business School, U. of Amsterdam*
Author: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*

We investigate how incumbents adapt to a major technological change through an inductive study of three large and established firms. Our core contribution is a framework of how proactive incumbents turn their established identities into means of adapting to the technological change, here the digital revolution, through reflecting on and flexing, pluralizing, leveraging, and adapting organizational identity. We conceptualize meta-identity and sub-identity bricolage to explain organizational identity work while coping with the digital revolution proactively. We also distinguish between additive and transformative meta-identities, based on their effect on how adaptation projects are structured. Moreover, we find that managers across hierarchical levels complement each other's adaptation efforts; top managers promote meta-identity, and intrapreneurs construct sub-identity bricolage. Such identity works help managers avoid potential tensions between identity and innovation. We develop a multilevel identity-informed theoretical model of the firm's adaptation to major technological change. We discuss our findings and identify avenues for future research.

Paper is Available to Meeting Registrants Only.

MOC: Working for the Same Purpose and Yet Against Each Other: The Process of Identity Network Enactment 

Author: **Virgil Fenters**, *UNLV*

Scholars have suggested that intrapersonal identity networks – the combination of identities and the relationships between them – influence enactment. However, very little is known about the process by which components of one's identity network interact to result in a single stream of enactment. Taking a grounded theory approach, I examined a cancer care surgical system and developed a process model of intrapersonal identity network enactment. My findings challenge the extant literature by suggesting that a common, highly central identity is not enough to align behavior in organizations. Individuals may enact a common "higher-order" identity in combination with the rest of their identity network in ways that actually work against each other, even as they genuinely work toward the same purpose. I also show how one's intrapersonal identity network influences how one interprets the enacted behavior of others. In doing so, I extend the identity literature by explaining how the same event can be experienced as an identity threat by some individuals and an identity opportunity by others, even when they share a common higher-order identity.

Paper is NOT Available. Please contact the author(s).

MOC: Members or mavericks? Organizational Identification Dynamics during Secret Innovation Projects  

Author: **Anika Stephan**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*
Author: **Philipp Bubenzer**, *HES-SO / ETH Zurich*

Prior management research has provided extensive evidence that organizational members who identify with their organization tend to support its norms and objectives by displaying behaviors that are in-line with or beyond organizational expectations. We question whether this account of observable in-role or extra-role behaviors is complete and study organizational identification dynamics in a series of secret, unauthorized innovation projects (so-called "bootlegging" projects) within a technology-driven multinational firm. In contrast to prior research, our findings suggest that organizational identification may sometimes lead members to deliberately violate organizational norms in a struggle to support their organization. More specifically, we find that organizational identification turns out to simultaneously motivate both overt in-role and secret counter-role behaviors which, at first sight, appear to be conflicting as they both draw on the member's scarce resources. However, our results reveal that both behaviors really complement each other and thus create an interesting, hitherto unexplored organizational paradox. We then move on to also study how a member's organizational identification may change when performing the secret innovation project and uncover the critical role of managerial responses for successfully sustaining and strengthening organizational identification of members who are both, loyal members and loose mavericks at the same time.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **505** | Submission: **11901** | Sponsor(s): **(MOC, OB, OMT, PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 10:30AMET (UTC-4)**

Calling, Passion, Idealism: Exploring Differences and Charting New Directions

Calling, Passion, Idealism



Organizer: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Organizer: **Winnie Jiang**, *INSEAD*
Organizer: **Audrey Holm**, *Boston U.*
Panelist: **Jon Michael Jachimowicz**, *Harvard Business School*
Panelist: **Sally Maitlis**, *U. of Oxford*
Panelist: **Shoshana Dobrow**, *London School of Economics*
Panelist: **Jeff Thompson**, *Brigham Young U.*
Panelist: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*
Panelist: **Amy Wrzesniewski**, *Yale U.*

Scholars of work have discovered that individuals can derive a strong sense of meaning from work. Existing research has examined individuals' sense of meaning from different perspectives. Research has investigated how individuals experience their work as a calling, what it means when people feel intense passion for their work, or what happens when employees hold idealized views about what their work should be. Studies focusing on callings, passion, and idealism, however, have largely been evolving separately, making it hard to systematically discern their similarities and differences. Further, as scholarly and practical interests in meaningful work continue to grow, it is time to take stock and consider new questions regarding implications of callings, passion, or idealism. Especially in light of the various changes occurring in the new world of work, we need to move beyond implications of callings, passion and idealism for individual behaviors and towards understanding implications for individuals' relationships with others, as well as for organizational and professional outcomes. In this PDW, we bring together leading experts on callings, passion, idealism, and meaningful work in general. They will offer their unique perspectives to help interested researchers reflect on the similarities and distinctions between these constructs and envision new directions to deepen our understanding of individuals' experience of meaningful work beyond the individual level.

Thank you for your interest in our PDW! All are welcome to attend the main panel session without pre-registration within maximum capacity. Should you wish to participate in the PDW breakout rooms with our speakers, please fill out the following survey by June 20th, 2021: https://docs.google.com/forms/d/e/1FAIpQLSf1KeySFYruTXMfTylpS-J5L4E36E3MiLo1MixtH8HX65Z2Rw/viewform?usp=sf_link We will attribute breakout rooms on a first-come, first-served basis. Please contact Siyin Chen at siyin.chen@rotman.utoronto.ca for any additional questions. We look forward to seeing you at AOM.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **506** | Submission: **16552** | Sponsor(s): **(MSR, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 11:00AMET (UTC-4)**

Applications of Mindfulness in Post-pandemic Era

Mindfulness in the Post-pandemic Era

Presenter: **Frederick Chavalit Tsao**, *Chairman IMC Pan Asia Alliance*
Chair: **Tojo Thatchenkery**, *George Mason U.*
Presenter: **Jessica Srikantia**, *George Mason U.*
Chair: **Param Srikantia**, *Baldwin Wallace U.*
Facilitator: **Ajay Narayanan**, -
Presenter: **Ellen Keithline Byrne**, *Her New Standard: The Playbook for Women Leaders*
Presenter: **Ratanjit Sondhe**, *Discover Oneness Foundation*
Presenter: **Param Srikantia**, *Baldwin Wallace U.*
Presenter: **Tojo Thatchenkery**, *George Mason U.*

The PDW will explore creative applications of mindfulness practices in a variety of contexts in the amelioration of human alienation from the pandemic, in re-imagining management education post-COVID, in fostering creativity in a corporate context and as a tool of effective leadership in a global transnational organization. After discussing the application of mindfulness, the workshop will provide an experiential activity consisting of a series of ultra-brief interventions (UBIs) to experience simple techniques of mindfulness that can be easily applied in a variety of settings.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

LMX Perspectives on Leadership

Digital Session Chair: **Fan Yang**, *Guanghua School of Management, Peking U.*

OB: Standing out or Singing alone: Examining Outcomes of “Solo Perfectionist” in a team, the Role of LMX 

Author: **Fan Yang**, *Guanghua School of Management, Peking U.*
Author: **Hui Wang**, *Peking U.*

Solo perfectionist refers to employees with the remarkably highest level in perfectionism comparing to other team members—the more “solo” they are, the larger the difference between their perfectionism and others’ (Li & Liao, 2014; Seo, Nahrgang, Carter, & Hom, 2018). Therefore, a high level of perfectionism “solo-ness” could be associated with both prominence and isolation. Drawing upon expectation status theory (EST) and leader-member exchange (LMX) theory, the current research examines the effects of perfectionism “solo-ness” on their status attainment, loneliness and distal workplace outcomes under different LMX quality. Results from a pilot study using scenario experiment show that the third party would attribute highest status, leader emergence and promotability to the highest perfectionist when both their “solo-ness” and LMX are high. Furthermore, results from main study using a time-lagged multi-source field survey show that when LMX is high, perfectionism “solo-ness” is positively related to status and further results in leader emergence and promotability. When LMX is low, such effects become weaker. In contrast, when LMX is low versus high, perfectionism “solo-ness” is positively related to loneliness and further results in burnout. Implications and future directions are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Evolution of LMX Relationships and the Effect of Asymmetric Exchange: A 7-wave Study

Author: **Roeliene Van Es**, *Ghent U.*
Author: **Katia Levecque**, *Ghent U.*
Author: **Frederik Anseel**, *UNSW Sydney Business School, Australia*

This study provides new insights into the long-term dynamics of LMX relationships. In line with the core tenets of LMX theory, we posit that the evolution of LMX relationships follows a pattern characterized by an increase from its start and a decrease towards its end. However, we suggest that at any time this pattern may be disrupted and changed by asymmetric exchange, e.g. a one-sided investment in the relationship that is abruptly higher or lower than usual, and thus diverges from the previous exchange pattern. On the basis of a longitudinal sample of 789 members, covering seven datapoints over one year, and using discontinuous growth curve modeling, we found that LMX evolution during development was bell-shaped and decreased towards dissolution. Positive asymmetric exchange led to an instant rise of LMX quality and was followed by gradual improvement of LMX quality. Negative exchange had a detrimental effect on the relationship, without subsequent restoration to previous quality levels. Our findings stress the need for further longitudinal research on LMX and how and why it may change.

Paper is Available to Meeting Registrants Only.

OB: LMX, RLMX and Job Involvement: Effects of Leader’s Power Distance Orientation and Promotion Criteria

Author: **Xiaoqing Pan**, *School of Management, Huazhong U. of Science and Technology*

A multi-level model based on social information processing theory is used to explain how and when the leader-employee social exchange relationship relates to employee’s job involvement simultaneously at the vertical dyad level (leader-member exchange; LMX) and through the horizontal group context (relative leader-member exchange; RLMX). Based on the data collected from 113 team leaders and their 452 corresponding employees, the results showed that both the LMX and RLMX positively related to employees’ job involvement via their perceived informal status. Moreover, moderated path analysis revealed the indirect relationship between LMX and job involvement was stronger when the leader had lower power distance orientation and absolute promotion criteria were used in the team. The indirect relationship between RLMX and job involvement was stronger when the leader had higher power distance orientation and adopted absolute promotion criteria.

Paper is NOT Available. Please contact the author(s).

OB: Replacing Leadership by Vision with the Leadership of Vision: the As-Yet-Impossible Prototype

Author: **Kris Mikel Hong**, *School of Economics and Management Tsinghua U.*

While much of the leadership literature describes how leaders use vision as a tool to influence people, what if it is actually the leaders who should be used to facilitate the leadership of vision? Paralleling the distinction between “rule by law” and “the rule of law,” I develop a theory of identity-based leadership that emphasizes how visions are superordinate to leaders and organizations. This paper discusses these processes by examining self-categorization theory in the context of the distant future. By being grounded in the distant future, a vision provides a discontinuity and contrast with current realities. This redefinition of vision allows for conceptual consistency of the envisioned group’s as-yet-impossible prototype despite changes in contexts, leaders and collectives. As members identify with the envisioned group, their actions reconfigure current reality to enable the vision’s alternative reality. This paper discusses how the reframing of vision addresses organizational phenomena at multiple levels of analysis and in contexts including vision communication, leader-follower relationships, leader succession, and organizational change. In concluding I also briefly explore how the leadership of vision highlights the imminent dangers of divisive yet inextinguishable visions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Predicting Employee Perceptions and Judgments

Digital Session Chair: **Bret Sanner**, *Iona College - LaPenta School of Business*

ODC: **Desperate Times Call for Desperate Measures: The Effect of the COVID-19 Pandemic on Evaluations**

Author: **Bret Sanner**, *Iona College - LaPenta School of Business*

Author: **Karoline Evans**, *U. of Massachusetts, Lowell*

Author: **Delia Fernandez**, *Iona College - LaPenta School of Business*

The COVID-19 pandemic upended how people interact and work in ways that increased social isolation and, in turn, possibly changed how team members evaluate each other's contributions. We investigate this possibility by extending the reflective-impulsive model. More specifically, the reflective-impulsive model suggests that, because team members' resources have been depleted by the COVID-19 pandemic, individuals will use their reflective process less thereby creating less accurate impressions of their teammates' task abilities and reducing the weight they put on their perceptions of task abilities in evaluations. The reflective-impulsive model further suggests that, because restrictions related to the COVID-19 pandemic have made it difficult for many people to meet their need for relatedness, members will use their impulsive process to positively evaluate those who are higher on relatedness. Data from virtual and in-person teams from before and during the pandemic support our model. Supplemental analysis also suggests that, during the COVID-19 pandemic, members can increase their relatedness thereby improving their evaluations by being influential. Our findings provide insights into how individuals make evaluations during a crisis and suggest practical implications for how members can be more positively evaluated and more accurately evaluate others during the remainder of the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

ODC: **How and When Leaders' Perception of Organizational Change Influence Followers' Perception and Coping**

Author: **Xueqing Fan**, *Rutgers U.*

Author: **Xueling Fan**, *School of Business, Nanjing U.*

Author: **Wen Wu**, *Beijing Jiaotong U.*

Author: **Xiaoyun (Aarn) Cao**, *Lake Forest College*

Leaders take dual roles as both recipients and implementors during organizational change. Extant research, however, has primarily focused on only one of these dual roles with the other role ignored. Building on conservation of resource theory and attribution theory, this study integrates leaders' recipient and implementor roles in one model by examining how and when leaders' threat perception links to employees' threat perception and maladaptive coping behaviors. With three-wave data from 59 leaders and 436 employees, we found that leaders' threat perception was indirectly associated with employees' threat perception and maladaptive coping via change-related information hiding, and leader-member exchange mean strengthened the indirect effect that leaders have on employees. The implications of our findings for theory, practices, and future research are discussed.

Paper is Available to Meeting Registrants Only.

ODC: **Past, Present and No Future: Survivors' Perceptions of Organizational Decline**

Author: **Carl Richard Hossiep**, *U. of Muenster*

Author: **Ulrike Holder**, *WWU Münster*

Author: **Thomas Ehrmann**, *U. of Muenster*

Author: **Gerhard Schewe**, *U. of Muenster*

This article investigates the work attitudes of survivors during the ongoing decline of a firm with no prospect of recovery due to external causes. Data from a German firm is used as a case study. In particular, we explore whether transparency is a tool for keeping and regaining trust while decreasing stress and, hence, leads to high and stable employee satisfaction even during adverse times. Analyzing data from both an employee attitude survey and an executive attitude survey with over 25,000 and 1,700 initial responses, we run multiple mediation models and find that transparency is a tool for keeping and regaining trust while decreasing stress and, hence, is associated with increasing satisfaction during a decline. Thus, for both employees and their executives, high levels of transparency and trust seem to be effective in mitigating the negative effects of downsizing. We discuss the results with regard to potential declines in several key industries.

Paper is Available to Meeting Registrants Only.

ODC: **Influence of Communication Satisfaction and CSR Association on Job Satisfaction & Work Alienation**

Author: **Shiva Kakkar**, *Indian Institute of Management Nagpur*

Author: **Samvet Kuril**, *Ahmedabad U.*

Author: **Swati Singh**, *PhD. Scholar, U. of Hyderabad*

Author: **Surajit Saha**, *ICFAI Business School, Hyderabad*

Author: **Anurag Dugar**, *Goa Institute of Management*

The Covid-19 pandemic has restricted mobility and made remote working a norm. Many scholars and practitioners have raised concerns that remote working can lead to feelings of isolation and alienation among employees. The study explores this issue by examining the influence of remote communication satisfaction and the organization's CSR association on employee alienation and job satisfaction. Sensemaking theory serves as the basis for hypotheses formulation in this study. Primary data has been collected from 418 employees working in various Indian organizations and analyzed through AMOS and Hayes' PROCESS macro for SPSS. Results indicate that remote communication satisfaction negatively influences work alienation, thereby improves employee satisfaction. Also, organizations that are perceived to have higher CSR association experience lesser work alienation than those who have a lower CSR association. This study extends the sensemaking theory by introducing new work-related (internal communication) and non-work-related (CSR associations) cues and explains how employees use them to 'make sense' of the organization's philosophy and continuity. Secondly, this study is a pioneer in exploring the relationship between communication satisfaction and work alienation. The results of this study translate into two significant recommendations for organizations. One, organizations should adopt a proactive communication strategy and provide work-related information to employees expeditiously. Two, since the organization's CSR involvement and its regular communication to employees bolsters their job satisfaction and reduces the development of negative attitudes (like alienation), organizations must enunciate their position on CSR issues on a regular basis.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **509** | Submission: **17014** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 10:30AMET (UTC-4)**

Temporality and Materiality in Change Processes

Digital Session Chair: **Kaat De Pourcq**, *Ghent U.*

ODC: **Organizational Entrainment of Project Launch: Empirical Evidence from Chinese Real Estate Industry**

Author: **Shengqiang Cheng**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Runtian Jing**, *Shanghai Jiao Tong U.*

Author: **Xuan Sun**, *Shanghai Jiao Tong U.*

As entrainment theory often indicates, launching new projects at appropriate timing is critical for organizations to succeed in market competition. Despite this widely recognized concept by case studies in the organizational context, there lacks empirical evidence to support how this entrainment process is formulated by internal or external organizational activities. In the present study, we reveal the entrainment process that how organizational attributes and environmental favorableness influence projects' launch pace or timing decisions. We empirically examine such propositions through survival analysis with 90,755 observations of residential development projects of 149 real estate firms in China. Specifically, we find that organization inertia and resource munificence will decelerate and accelerate the timing of project launch, while external environmental favorableness can both directly accelerate the timing of project launch and strengthen the main effects of organization inertia and resource munificence on the timing of project launch.

Paper is NOT Available. Please contact the author(s).

ODC: **The Role of Written Texts in Collaborative Boundary Work: A Dynamic Sociomaterial Perspective**

Author: **Kaat De Pourcq**, *Ghent U.*

Author: **Katrien Verleye**, *Ghent U.*

Author: **Ann Langley**, *HEC Montreal*

Author: **Joris Voets**, *Ghent U.*

Taking a sociomaterial perspective, this article considers the dynamic role of written texts as boundary objects in practices of collaborative boundary work, in which boundary spanners mobilize these objects to assist in the achievement of collective goals. Using an autoethnographic approach, we ask two questions (1) How can boundary spanners leverage written texts throughout the process of collaborative boundary work? and (2) How do these written texts affect the trajectory of the collaboration? Data were gathered during a governmental reform which affected two inter-organizational collaborations in the mental healthcare sector. Our findings show how different types of "textual work" practices – relationship-based, evidence-based, power-based and content-based practices – have different substantive and relational implications for the trajectory of collaboration over time. By unraveling how these textual work practices are enacted sequentially over time, and generate their substantive and relational effects in two cases of collaboration, our study contributes to a sociomaterial perspective on the dynamics of collaborative boundary work.

Paper is Available to Meeting Registrants Only.

ODC: **Continuous Cyclic Organizations – Coordination across Time Cycles**

Author: **Henrike Konzag**, *Aarhus U., Department of Management*

Author: **Borge Obel**, *Aarhus U., Department of Management*

Much of ordinary social life is organized in cycles: those of the day, the week, and the year. More and more organizations adapt to these cycles. As a result, an organization might frequently change its mode of operation resulting in time cycle for then coming back to where it started to begin a new time cycle. These organizations we call continuous cyclic organizations. Continuous cyclic organizations feature a temporal separation of tasks. While this temporal separation amplifies the challenges of coordination, we know little about the challenges organizations face in temporal coordinating continuous cyclic organizations. To investigate how task coordination unfolds in a continuous cyclic organization, we investigated day, evening, and night shifts in an emergency department in a regional hospital in Denmark. We collected data by interviewing and observing employees in their everyday work. Results show interesting differences in how coordination unfolds when an organization transitions from one stage to another in a cycle. We contribute with empirical insights into the concept of continuous cyclic organizations and extend the literature on coordination to understand the temporal dimension of coordination in continuous cyclic organizations.

Paper is NOT Available. Please contact the author(s).

ODC: **Considering the Corporeal to Facilitate Research to Practice Transitions**

Author: **Sonia M. Goltz**, *Michigan Technological U.*

Author: **Patty Sotirin**, *Michigan Technological U.*

The authors suggest that the research-to-practice gap, such as that found in evidence-based management, is due in part to a lack of attention to embodied knowledge. The recommendation is for change agents to bring attention to embodied knowing when implementing change based on research. Three approaches for introducing increased corporeal understanding are proposed. These include embracing the embodied body including attending to kinesthetic resistance, exploring what research means for intersectional bodies, and working with corporeal metaphors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **510** | Submission: **16630** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 10:30AMET (UTC-4)**

OMT Executive Meeting *OMT Executive Meeting*

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Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Laure Cabantous**, *Cass Business School, City U. London*
Participant: **Emilio J. Castilla**, *Massachusetts Institute of Technology*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *U. of Technology, Sydney*
Participant: **Srividya Jandhyala**, *ESSEC Business School*

This is an invitation-only meeting of the OMT Executive Committee.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **511** | Submission: **17220** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 10:30AMET (UTC-4)**

Strategic Uses of Temporality

Strategic Uses of Temporality

Digital Session Chair: **Blagoy Blagoev**, *Technische U. Dresden*

OMT: **From Temporal Myopia to Foresight: Bridging the Near and The Distant Future Through Temporal Work**

Author: **Blagoy Blagoev**, *Technische U. Dresden*
Author: **Lea Von Guttenberg**, *Leuphana U. Lüneburg*
Author: **Dennis Schoeneborn**, *Copenhagen Business School*

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

This paper examines how organizations can make long-term, distant future goals related to corporate sustainability actionable in the short-term, near future. Prior research suggests that this challenge is particularly pronounced in traditional organizations used to operate within a highly institutionalized temporal context dominated by economic short-termism. We add to this research by empirically investigating different forms of temporal work at a big German automotive firm that currently undergoes a major strategic reorientation toward sustainability. Drawing on interview, documentary, and press data, we discover and theorize the interplay of four intersecting forms of temporal work: explicit vs. implicit and aspirational vs. translational temporal work. Importantly, we find that explicit-translational temporal work—which focuses on breaking down sustainability goals into KPIs—in itself was not sufficient for deep-level strategic change. Only when it was coupled with more implicit and aspirational forms of temporal work, such change was made more likely. We deepen current research on organizational temporality by theorizing the interplay between the four modes of temporal work and their relation to changing highly institutionalized temporal structures. Our theorizing sheds new light on how actors and organizations can build new trajectories of change by engaging in temporal work and how such trajectories can support the transition toward sustainability.

Paper is Available to Meeting Registrants Only.

OMT: **Transcending Time Horizons: How Actors Project Innovative Solutions Toward Distant Climate Goals**

Author: **Miriam Feuls**, *Copenhagen Business School*
Author: **Tor Hernes**, *Copenhagen Business School*
Author: **Majken Schultz**, *Copenhagen Business School*

How actors address climate change through ongoing practices is not adequately addressed in organizational research. In this paper, we extend organizational research through a study of how actors simultaneously project near and distant future solutions through their ongoing practices to work toward distant climate goals. From real-time observations of discussions about sustainable packaging solutions in an international dairy corporation we inductively identified three interconnected practices that actors used to envisage future solutions: bracketing, calculating, and narrating. We develop a grounded model that shows how these three practices became differently interrelated as actors addressed increasingly more distant future solutions. Our paper adds to the literature by establishing a model whereby actors move beyond the near future toward the distant future. This enables explanations of how actors may bridge seemingly irresolvable intertemporal tensions between the short and long terms.

Paper is Available to Meeting Registrants Only.

OMT: **Maintenance of the Vulnerable Hybrid Identity: When Traditions and Modernity Meet in the Wilderness**

Author: **Soffiane Baba**, *U. of Sherbrooke*
Author: **Innan Sasaki**, *Warwick Business School*
Author: **Eero Vaara**, *U. of Oxford*

Finalist for the OMT Division Best International Paper Award

Our understanding of hybridity in organization theory stems mainly from observations of social enterprises. However, what is less studied is hybridity in community settings where it can be high-stake by putting community members' lives at stake, which is not necessarily the case in an organizational setting where the separation between professional and personal life is ordinary. Building on a rich qualitative study of a First Nation in Quebec, Canada, our analysis depicts the political dynamics of high-stake hybridity. We adopt an identity-as-narrative theoretical lens to explore how high-stake hybridity is dealt with through narratives at the community level, in a context where the weight of the controversial past is ubiquitous. In particular, our findings suggest that high-stake hybridity is strategically managed through three inter-related processes: historical isolation, historical combination, and enacting flexibility. Two main theoretical implications emerge from our study: not only is it essential to theorize hybridity as a political arena, but it is also more than ever relevant to bring history back in our understanding of identity-as-narrative.

Paper is Available to Meeting Registrants Only.

OMT: **How Actors Effect Shifts in Strategic Trajectories: The Role of Temporal Nexus Events**

Author: **Tor Hernes**, *Copenhagen Business School*
Author: **Kätlin Pulk**, *Estonian Business School*

Abstract. We apply a temporal view to an event at the intersection of two activity streams in a naval design and construction company. This view shows how, at this event, actors revived a solution that had been proposed several years before within one stream by using it to address an imminent problem in a second stream, which eventually produced a shift in the company's strategic trajectory. The temporal orientation of the event's activity contrasted with the temporal orientations of the two intersecting activity streams. The temporal orientations of the two intersecting streams proved nevertheless vital for the event's generation of the strategy shift. We suggest the label "temporal nexus events" for these intersectional events. We propose a process model for how actors reach back in time along activity streams while drawing upon those streams to implement novel solutions that harbor the potential for a strategic shift.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **512** | Submission: **10784** | Sponsor(s): **(OMT, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 12:00PMET (UTC-4)**

**Optimal Distinctiveness: A Critical Reflection on What We Have
Learned and Ways Forward**
Optimal Distinctiveness



Organizer: **Eric Y.-F. Zhao**, *Indiana U., Bloomington*
Organizer: **Joanna Mingxuan Li**, *Indiana U., Bloomington*
Panelist: **Matthew Barlow**, *U. of Nebraska, Lincoln*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **David Deephouse**, *U. of Alberta*
Panelist: **Rodolphe Durand**, *HEC Paris*
Panelist: **Peer Fiss**, *U. of Southern California*
Panelist: **Mary Ann Glynn**, *Independent Scholar / Researcher*
Panelist: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Panelist: **Jade Lo**, *Drexel U.*
Panelist: **Michael Lounsbury**, *U. of Alberta*
Panelist: **Majid Majzoubi**, *U. of Washington*
Panelist: **Nelson Phillips**, *UC Santa Barbara*
Panelist: **Eunice Yunjin Rhee**, *Seattle U.*
Panelist: **Cameron Verhaal**, *Tulane U.*
Panelist: **Shannon LT Younger**, *Texas Christian U.*

In the past few years, there has been a renewed and reenergized interest in studying optimal distinctiveness (OD) among various communities of scholars within the Academy of Management (e.g., strategy, organization theory, and entrepreneurship). Reflecting and bolstering this interest, three professional development workshops (PDWs) were organized at the AOM annual conferences between 2017 and 2019, each of which attracted a large number of participants. Distinguished panelists and participants joined the conversations, aiming to systematically flesh out the various theoretical perspectives on OD, unpack the underlying mechanisms driving OD, and evaluate each perspective's strengths, weaknesses and connections. These efforts helped build a growing community of scholars studying this topic, contributing to an increasing number of articles on OD published in leading management journals. In response to this recent research, time is ripe for another PDW where scholars gather to critically reflect on the progress we have collectively made in advancing our understanding of OD, delineate the boundaries of this theory, and point to directions for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **513** | Submission: **16727** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 10:00AMET (UTC-4)**

AMD Editorial Review Board and Awards *Editorial Review Board*

Organizer: **Kevin W. Rockmann**, *George Mason U.*

By Invitation Only: Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **514** | Submission: **10266** | Sponsor(s): **(RM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 10:00AMET (UTC-4)**

Research Methods Division Business Meeting
RMD Business Meeting

Participant: **Zhen Zhang**, *Southern Methodist U.*
Participant: **Kris Byron**, *Georgia State U.*

Please join us to learn about recent and future business of the Research Methods Division.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **515** | Submission: **13606** | Sponsor(s): **(TIM, STR, OMT, RM, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 11:30AMET (UTC-4)**

Advances in Patent Research: New Data, Measures, and Methods
Advances in Patent Research



Chair: **Elie J. Sung**, *HEC Paris*
Chair: **Fabian Gaessler**, *Max Planck Institute for Innovation and Competition*
Presenter: **Dietmar Harhoff**, *Max Planck Institute for Innovation and Competition*
Presenter: **Bhaven Sampat**, -
Presenter: **Matt Marx**, *Cornell U.*
Presenter: **Sara Moreira**, *Northwestern Kellogg School of Management*
Discussant: **Annamaria Conti**, *U. of Lausanne*

This workshop focuses on the empirical analysis of patent data, emphasizing the use of patents both as a measure of knowledge and innovation, and as an institutional phenomenon worthy of research in its own right. The goals of the PDW are twofold. First, it will provide an introduction to patent data for management scholars new to the field, including a discussion of data sources, data limitations, and methods for effectively analyzing patent data. Second, it will provide examples of in-depth analyses using patent research. The panelists will engage in discussions with the audience to address the current state of patent research and future directions for research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **516** | Submission: **11255** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 9:15AM- 10:30AMET (UTC-4)**

STR 2021 Irwin Outstanding Educator Award in Honor of Ed Zajac
STR Irwin Outstanding Educator Award

Participant: **Heather Berry**, *George Washington U.*

Please join us in honoring Edward J. Zajac as the recipient of the 2021 STR Irwin Outstanding Educator Award. The 2021 award recognizes Ed for his outstanding commitment to Ph.D. and doctoral education, and ongoing development of junior colleagues. We will hear from some of Ed's former students as we celebrate Ed's dedication to PhD student development and his mentorship of junior colleagues.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Employee Voice and Change

Digital Session Chair: **ChungJen Chien**, *College of Management, Yuan Ze U.*

OB: Why ethical leadership generate moral voice: A dual-route model

Author: **ChungJen Chien**, *College of Management, Yuan Ze U.*
Author: **Liew Yueah-Cin**, *College of Management, Yuan Ze U.*
Author: **Yu-Chi Lin**, *College of Management, Yuan Ze U.*

Ethical leadership has been recognized as a critical factor influencing employees' ethical behaviors. However, only a few research has empirically examined the effect of ethical leadership, not to mention its psychological process. To address this research gap, we adapt the cool/hot framework to explain the relationship between ethical leadership and moral voice. A total of 217 leader-follower dyad data were obtained from companies in Taiwan. The result reconfirmed the cognitive process (moral efficacy) and proposed another new affective process (affective attachment). Besides, it was also found that the effect of these two routes depends on the followers' moral identity. The moral efficacy route works only when the follower has a higher moral identity; however, the affective attachment route is more substantial when the follower has a lower moral identity. In conclusion, this research confirmed the dual paths of ethical leadership and elucidated its critical boundary condition. Through this dual-route model, we can integrate social learning theory and social exchange theory to depict a complete picture of ethical leadership. It is hope that the findings can inspire further studies to investigate the mechanisms and consequences of ethical leadership.

Paper is NOT Available. Please contact the author(s).

OB: Perceived Organizational History and its Influence on Employees' Daily Change Behaviors

Author: **Kai Christian Bormann**, *Bielefeld U.*
Author: **Fabian Bernhard**, *EDHEC Business School*

An increasing number of scholars have emphasized the implications of organizational history for understanding organizational behavior. Yet little is known how individuals' perceptions of the past can positively or negatively affect proactive change behaviors. In this study we first theoretically develop and empirically validate a measure for perceived organizational history. Three validation studies lend support for three distinctive constructs of perceived promotive, prohibitive and presence of history. We then use two diary studies to test the influence of perceived history on employees' daily change behaviors. Noting individuals' different time orientations, we also examine moderating effects of mindfulness and feelings of nostalgia. The findings add to current knowledge on how the appraisal of imprints of the past can make employees promote or decline change. Important implications for organizations are drawn.

Paper is Available to Meeting Registrants Only.

OB: Who steps up after a merger? The effects of boundary-spanning on post-merger taking charge behavior

Author: **Stefan Breet**, *Radboud U. Nijmegen*
Author: **Lotte Glaser**, *Erasmus U. Rotterdam*
Author: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*

Although prior research on mergers and acquisitions (M&As) has suggested that cross-legacy boundary-spanners serve as organizational change agents, an emerging line of research highlights the costs of developing and maintaining boundary-spanning ties. Building on the social networks and organizational identification literatures, we develop a social network model and explore the influence of boundary-spanning on post-merger taking charge behavior. More specifically, we argue that employees without boundary-spanning ties are more likely to engage in taking charge behavior when they are closely connected to the boundary-spanners of their legacy organizations. Our analysis of the social network of a post-merger organization shows that cross-legacy boundary-spanning has a negative effect on taking charge behavior, while proximity to boundary-spanners has a positive effect. Our study also reveals that the positive effect of proximity on taking charge behavior is strongest for employees who weakly identify with the new organization.

Paper is Available to Meeting Registrants Only.

OB: Why and How Manager Promotive and Preventive Psychological Ownership Influence Voice Endorsement

Author: **Jinyun Duan**, *East China Normal U.*
Author: **Wang Xiaotian**, *East China Normal U.*
Author: **Yue Xu**, *Xi'an Jiaotong-Liverpool U.*
Author: **Lixiaoyun Shi**, *East China Normal U.*

By considering the literature on psychological ownership and regulatory focus theory, this study explored why and how two distinct forms of managers' psychological ownership (i.e., promotive and preventive) influenced voice endorsement. Results from a time-lagged field study and an experimental scenario study revealed that managers' promotive psychological ownership was positively correlated, while preventive psychological ownership was negatively correlated with voice endorsement through openness to change. Moreover, the group promotive voice strengthened the positive indirect effect of managers' promotive psychological ownership on voice endorsement via openness to change, whereas its prohibitive voice strengthened the negative indirect effect of preventive psychological ownership on voice endorsement via openness to change. Finally, implications for manager-centered and team-level studies for voice endorsement, as well as practice, are discussed in the paper.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **518** | Submission: **15436** | Sponsor(s): **(OMT, SAP, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:30AM- 11:00AMET (UTC-4)**

**Responding to Competing Demands: Exploring Relations of Both/And
and Either/Or Responses to Paradox**
Responses to Competing Demands



Organizer: **Harald Tuckermann**, *U. of St. Gallen*
Organizer: **Marc Krautzberger**, *U. of St. Gallen*
Host: **Wendy K. Smith**, *U. of Delaware*
Panelist: **Ann Langley**, *HEC Montreal*
Panelist: **Medhanie Gaim**, *Umea U.*
Panelist: **Marya Besharov**, *Oxford U., Saïd Business School*

This panel symposium hosts leading and emerging scholars to elaborate on the relationship between either/or and both/and responses to competing demands. Our aim is to transcend a dichotomous understanding of both/and and either/or approaches and view their relation in terms of a duality. Such a view poses questions about how either/or responses can be part of a both/and response, and conversely how both/and responses may also involve either/or thinking. Elaborating on such questions promises to provide insights into the dynamic relationship between responses and paradox across different levels of analysis and between different paradoxes to inform the management of organizational tensions. For managerial practice, the aim is to broaden the scope of possible responses to competing demands that pervade organizations. This is timely in today's complex world with its challenges like climate change, the current COVID-19 pandemic, social inequality, or technological breakthroughs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **519** | Submission: **16872** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:30AM - 11:00AMET (UTC-4)**

Healthcare Management

Digital Session Chair: **Juri Matinheikki**, *Aalto U. School of Business*

OSCM: Value-based Procurement and Agency Problems in Triadic Healthcare Relationships

Author: **Juri Matinheikki**, *Aalto U. School of Business*
Author: **Katri Kauppi**, *Aalto U. School of Business*
Author: **Erik M. Van Raaij**, *Erasmus U. Rotterdam*
Author: **Alistair Brandon-Jones**, *School of Management, U. of Bath*

This paper adopts an agency theory perspective to analyze a medical devices procurement triad consisting of a centralized purchasing unit, a medical unit of a hospital and an external medical device supplier. Through an in-depth case study of this triad, we examine agency issues and how they hinder the governance of triad-level outcomes i.e., value-based procurement. Our findings contribute to agency theory by positing that each triad member may pursue individual goals creating goal incongruence not as a result of opportunism but rather caused by role-based norms and incentive structures. Furthermore, information asymmetry in triads should be approached as a multilateral phenomenon when all triad members are boundedly rational actors possessing limited information processing capacity and thus suffering from specialized information and hidden (bilateral) actions of the other triad members. Finally, we find social factors such as power asymmetry and institutionalized mindset of unit price myopia to moderate the effects of information asymmetry and goal incongruence on triad-level governance. These factors together appear to curtail moves towards more outcome-based contracts and hence value-based procurement.

Paper is Available to Meeting Registrants Only.

OSCM: The Impact of Place on Health: Built Environment and Healthcare Process Outcomes

Author: **Eric Li Xu**, *U. of Minnesota*
Author: **Kevin Linderman**, *U. of Minnesota*

In recent years, healthcare reform has emphasized conformance quality improvements, notably in programs such as the Hospital Readmissions Reduction Program; however, programs meant to emphasize these improvements in health outcomes often disadvantage hospitals serving lower income communities. Contextual factors such as the neighborhoods that patients are drawn from can positively or adversely impact the outcome of treatment. This study seeks to understand the contextual factors surrounding patients to understand how the built environment factors surrounding patients impacts outcomes. We use the setting of the Hospital Readmissions Reduction Program to understand how built environment impacts conformance quality for relevant treatments. The findings indicate that built environment factors may impact a patient's likelihood of being readmitted. This provides a possible context to explain the discrepancy between process improvement and current health outcomes.

Paper is Available to Meeting Registrants Only.

OSCM: Improving Hospital Efficiency While Angering Patients?

Author: **Subhajit Chakraborty**, *Coastal Carolina U.*
Author: **Earnie M. Church**, *Coastal Carolina U.*

Many U.S. hospitals are struggling to improve their margins and some are forced to merge with bigger hospitals. To thrive in such a volatile environment, hospital leaders need to identify what is going wrong with their patients' experiences during medical treatments so that the service can be improved and the hospital can offer patient-centric care. In this study, we use mixed-methods at the patient-level to empirically demonstrate the dual but opposing role of mergers on hospital efficiency and patient satisfaction. Based on our findings, we emphasize that by periodically analyzing the sentiments associated with patient social media comments, hospital quality leaders in healthcare teams can quickly identify the gaps and plug them thereby achieving twin objectives of: (1) offering patient-centric care; and (2) developing a thriving online community for the hospital. Both of these should ultimately give hospitals a competitive advantage as they crowdsource these online communities to obtain current patient care quality defects and suggestions for improvement in the future. Implications of the study are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**

Program Session: **520** | Submission: **10250** | Sponsor(s): (STR, IM, ENT)

Virtual session type: **Synchronous Live Open**

Scheduled: **Sunday, Aug 1 2021 9:30AM - 11:00AMET (UTC-4)**

Immigration and Strategy

Immigration and Strategy



Participant: **Prithwiraj Choudhury**, *Harvard U.*

Participant: **Exequiel Hernandez**, *U. of Pennsylvania*

Participant: **Yujin Jeong**, *American U., Kogod School of Business*

Participant: **William R. Kerr**, *Harvard Business School*

Participant: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*

Participant: **Jordan Siegel**, *U. of Michigan, Ross School of Business*

One of the principal ways in which companies can seek competitive advantage is through their access to the global labor market. Rising nationalism over the past years together with the current global pandemic, however, has deterred foreign talent from crossing the national borders. As management scholars and practitioners, it is important to understand the impact of immigration, immigration policy, and immigration integration on firm-level strategy because they can directly and indirectly affect firm capabilities and performance, influence culture, and reshape the competitive landscape in the local and global markets. This panel symposium intends to contribute to enhancing our understanding of the impact of immigration on firm-level strategy by discussing how local and global mobility (or immobility) of foreign talent creates (or destroys) value for companies and thereby the economy, exploring theoretically new and empirically innovative ways to study immigration and strategy in the national and global contexts, and the managerial and policy implications of the findings from cutting-edge studies of immigration and strategy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **521** | Submission: **10019** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:45AM - 11:15AMET (UTC-4)**

**Building a Global Community of Management and Organization
Teaching Academics**
Building a Global Community of Teaching Academics



Organizer: **Janis Wardrop**, *UNSW Business School, Australia*
Organizer: **Leanne Piggott**, *UNSW Business School, Australia*

This caucus is a step in building a global Community of Practice (CoP) for management and organization teaching academics. This CoP will build a global network of teaching academics working towards legitimating the important contribution they make and identify opportunities to collaborate across institutions around the globe.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **522** | Submission: **16593** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 12:00PMET (UTC-4)**

CMS Business Meeting *CMS Business Meeting*

Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*
Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Ajнеш Prasad**, *CMS*
Organizer: **Stephen Cummings**, *Victoria U. of Wellington*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Marie Hasbi**, *Vrije U. Amsterdam*
Organizer: **Alexandra Bristow**, *The Open U. Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **523** | Submission: **16747** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:00AMET (UTC-4)**

IM Division Best Paper in OB / HRM / OT Award  

Digital Session Chair: **Davina E. Vora**, *State U. of New York at New Paltz*

This session features the finalist papers for the IM Division Best Paper in OB / HR / OT Award, which is presented to the best scholarly paper of the IM Division focusing on Organizational Behavior / Human Resource Management / Organization Theory at the Academy of Management annual meeting. All papers with a research focus on Organizational Behavior / Human Resource Management / Organization Theory accepted by the IM Division for presentation at the Academy of Management annual meeting are eligible for the award.

IM: How Language Barriers Impede the Formation of Mental Models in Multinational Teams   

Author: **Helene Tenzer**, *U. of Tuebingen*
Author: **Markus Pudelko**, *U. of Tuebingen*
Author: **Mary E Zellmer-Bruhn**, *U. of Minnesota*

Based on semi-structured interviews in 15 multinational teams (MNTs) from the automotive industry, this exploratory study investigates the relationship between language barriers and mental model formation in MNTs. Our examination reveals that in MNTs language barriers impede personal more than task-related communication and emotional more than neutral communication. We further demonstrate how these impediments in MNT communication hamper the formation of task-focused and team cohesion-focused mental models in MNTs. By highlighting linguistic hurdles in previously neglected areas, we expand international business researchers' understanding of the communicative bases of MNT functioning. Additionally, by elucidating the complex ways language barriers influence mental model formation, we contribute to a better understanding of the micro-foundations of team mental models in multilingual settings. Our findings carry important managerial implications for MNT leaders as emotion managers and communication facilitators.

Paper is NOT Available. Please contact the author(s).

IM: How and when do preparation and reintegration facilitate repatriate knowledge transfer  

Author: **Vesa Peltokorpi**, *Hiroshima U.*
Author: **Fabian Jintae Froese**, *U. of Goettingen*
Author: **Sebastian Reiche**, *IIESE Business School*

Carolyn Dexter Award Nominee

This study uses social exchange theory to examine how and when reintegration in headquarters (HQ) enhances repatriate knowledge transfer. Specifically, we theorize how the preparatory stage for repatriation—when expatriates are still abroad—facilitates reintegration in HQ upon repatriation and, subsequently, repatriate knowledge transfer via both interpersonal and career-related pathways. For the former, we hypothesize that frequency of communication with HQ before re-entry facilitates repatriate knowledge transfer via reintegration. We also hypothesize that frequency of communication with HQ before re-entry improves trust in HQ colleagues, which in turn strengthens the positive effect of reintegration on repatriate knowledge transfer. For the second pathway, we hypothesize that career and repatriate support before re-entry increases repatriate knowledge transfer via reintegration. We also predict that career and repatriate support before re-entry improves career satisfaction upon return, which in turn strengthens the positive effect of reintegration on repatriate knowledge transfer. Time-lagged data from 129 assignees and their HQ supervisors support most of our hypotheses.

Paper is NOT Available. Please contact the author(s).

IM: Many Places to Call Home: Embedding Types and Relationships with Personal Initiative, Stay Intention 

Author: **Anh Ngoc Nguyen**, *U. of Bamberg*
Author: **Maike Andresen**, *U. of Bamberg*

Job embeddedness (JE) shows to significantly predict migrant employees' intent to stay. However, extant literature generally scrutinizes the role of JE level on migrants' intent to stay while overlooking the patterns of JE and the active role of migrant workers in constructing JE abroad. Based on a sample of 707 first-generation migrants, we employed Latent Class Analysis and a contextualized JE framework to reveal the 'hidden' JE patterns among the migrant worker population that form four embedding types: transnational embedders, going native by private life, going native by work life, and heart at home. The four embedding types were associated with employed migrants' intent to stay in the host country and host organization and varied in accordance with their personal initiative. We derive theoretical and practical implications and provide directions for future research. Keywords: Job embeddedness, intent to stay, personal initiative, latent class analysis

Paper is NOT Available. Please contact the author(s).

IM: General manager successors in local-market-seeking subsidiaries of MNEs: A multiple-case analysis   

Author: **Liang Li**, *Ivey Business School*
Author: **Paul Beamish**, *U. of Western Ontario*
Author: **Andreas P.J. Schotter**, *Ivey Business School*

How do decision makers of multinational enterprises (MNEs) appoint general manager (GM) successors in their local-market-seeking foreign subsidiaries? Extant literature suggests that to better address host country business practices and cultures that may contrast markedly with those of the home country, it is sensible to deploy a host-country national (HCN) subsidiary GM. Our field data, however, suggest that using HCN GM successors is not always the best strategy. For HCN GM successors promoted from within the subsidiary, expost opportunism is likely to arise, resulting in unsatisfactory subsidiary performance. Appointing HCN GMs from outside the subsidiary may limit expost opportunism, but it may entail divided engagement. Appointing parent-country national (PCN) subsidiary GMs, on the other hand, may beget over-reliance on existing practices. This qualitative inquiry corroborates the value of bounded reliability as a standard micro-foundation in international management research and reveals several managerial safeguards that can economize on bounded reliability.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **524** | Submission: **16828** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:00AMET (UTC-4)**

Cultural Issues in International Management

Digital Session Chair: **Chandrashekhar Lakshman**, *Florida Atlantic U.*

This session examines cultural issues in international management. It includes papers examining national culture and leisure across the workweek, national tribalism in the context of venture capital funding in China and whether such tribalism can be diminished through conciliatory collaborative first moves, perceptions of religious accommodation in offshore service centers, and linguistic structures and cultural values.

IM: National Culture and Leisure Across the Workweek: A Mean Level and Trajectory Approach

Author: **Siwei Liu**, *School of Business, Sun Yat-sen U.*
Author: **Haiyang Liu**, *London School of Economics and Political Science*
Author: **Yueting Ji**, *Central U. of Finance and Economics*
Author: **Qian Yao Huang**, *Guanghua School of Management, Peking U.*
Author: **Shengming Liu**, *Fudan U.*

Based on a variety of literature from organizational studies, anthropology, and sociology, our research challenges the previous research assumption of entrainment trajectory as linear. The reason for such an assumption may be because previous research only conducted the convenient sampling method and collected data from one or several companies, which limits the power to detect real entrainment patterns. Utilizing Google Trends data on daily leisure engagement for twenty countries that cover over a half of world population, we unveil, at the population level, a nonlinear temporal trajectory of leisure over the workweek that first decreases from Monday to midweek, then stabilizes during the midweek, and later increases from midweek to Friday. Moreover, our findings also indicate that Hofstede's cultural work values exert significant influences on the entrainment trajectory of leisure across the workweek, such that population level of engagement in leisure across the workweek is lower for societies of higher power distance, higher individualism, higher masculinity, lower uncertainty avoidance, higher long-term orientation, or lower indulgence cultural work values. Finally, our findings also suggest that the societies that are culturally higher in power distance, higher in individualism, lower in masculinity, higher in uncertainty avoidance, higher in long-term orientation, or higher in indulgence follow a much more clear workweek rhythm of leisure and display a trajectory with sharper changes from Monday to Friday. Implications for entrainment research and cross-culture studies were further discussed.

Paper is Available to Meeting Registrants Only.

IM: Reducing National Tribalism Through Conciliatory Collaborative First Moves

Author: **Wei Xia**, *U. of Washington*
Author: **H Kevin Steensma**, *U. of Washington*
Author: **Xiaoou Bai**, *U. of Texas at Dallas*

Despite opportunities to choose among prospective collaborators from across the globe, firms may remain partial to those who share their nationality. We explore the notion of national tribalism in the context of venture capital funding in China and whether such tribalism can be diminished through conciliatory collaborative first moves. Based on the composition of the investment syndicates that they assembled between 1998 and 2017, both Chinese and US venture capital firms favored partnering with fellow compatriot firms over comparable non-compatriots. We find, however, such tribalism to be particularly strong among Chinese firms. More critically, we find that, when a Chinese firm makes a conciliatory first move by initially including a US firm in an investment syndicate, not only is the focal US firm inclined to reciprocate the focal Chinese firm when it subsequently assembles investment syndicates, but also the US firm is no longer partial to partnering with comparably familiar US firms over the focal Chinese firm. In effect, conciliatory first moves made by Chinese firms reduced US tribalism. We fail to find, however, similar dynamics among Chinese venture capital firms. Chinese national tribalism was resilient to conciliatory collaborative first moves made by US firms.

Paper is Available to Meeting Registrants Only.

IM: Configuring the Third Space: Perceptions of Religious Accommodation in Offshore Service Centers

Author: **Sara Nyobe**, *La Rochelle Business School - Excelia Group*
Author: **Eliada Griffin-EI**, *Robert Morris U.*
Author: **John Lawson**, *Robert Morris U.*

Every religion requires its participants to engage in certain patterns of behavior, and managers have to deal with religious employees' demands to accommodate these behaviors. This study focuses on the sensitive nexus where religion and demands of the global market intersect—and potentially challenge cross-national business practices—by examining strategies for accommodating religious requests in four Tunisian call centers that provide services to European clients. Our data and analysis, based on semi-structured interviews and non-participatory observation, focus on employees' perceptions of management policies and practices related to religion, policies that are often designed to mask employees' actual identities as non-European Muslims. Our analysis draws on Identity Regulation Theory (IRT), inasmuch as our data reveal that religious expression is a key element of many employees' indigenous identities, and on the postcolonial theory of the "third space" to capture the power dynamics at play in the interactions between employees embedded in a former colony and European clients embedded in societies that colonized Tunisia and much of Africa. Using a qualitative, comparative case-study approach, we describe and compare a variety of religion-related strategies used by managements of the four call centers and the kinds of resistance to those strategies that employees deploy in order to assert their religious identities.

Paper is Available to Meeting Registrants Only.

IM: **Speaking of cultures: Linguistic structures and cultural values** ✈️ 🙌

Author: **Karoline Summerville**, *U. of North Carolina, Charlotte*

Author: **Victor Zitian Chen**, *U. of North Carolina, Charlotte*

Author: **Amir Shoham**, *Fox School of Business, Temple U.*

Languages require speakers to arrange words and symbolic sounds according to grammar structures that govern how speakers perceive the world around them. We use data collected from a large sample (N = 18,098) of students who formed global virtual teams across 159 countries to put forth an empirical relationship between language grammar structures and cultural value dimensions. A total of 79 languages were represented in our sample. We integrate linguistic and cultural transmission theories and research in the realms of psychology, economics, and management to test whether language grammar structures (e.g. gendered grammar structures pronoun drop, politeness distinctions and future time reference) are related to individual-level cultural values dimensions including masculinity, collectivism, power distance, and long-term orientations. Our results show that gendered grammar structures in languages are related to traditional masculine values. We also show that higher levels of collectivism are likely to be found among speakers of languages that permit personal pronouns to be dropped from sentences. Our results provide further support for linguistic relativity and cultural transmission. Keywords: Linguistic structures, Culture, Survey-based cultural dimensions, Values

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **525** | Submission: **16886** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:30AMET (UTC-4)**

Global Issues in Graduate Management Education

Digital Session Chair: **Amanda Shantz**, *Trinity College Dublin*

MED: In the eye of the storm: Turbulent times and the MBA

Author: **Amanda Shantz**, *Trinity College Dublin*
Author: **Melissa Jane Sayer**, -
Author: **Janice Byrne**, *Ivey Business School*
Author: **Kiera Dempsey-Brench**, *Trinity Business School, Trinity College Dublin - U. of Dublin*
Author: **Shirley Kavanagh**, *Trinity Business School, Trinity College Dublin - U. of Dublin*

MED Best Paper in Management Education Award sponsored by MOBTS and the Journal of Management Education for the paper that offers the most significant contribution to management education.

We investigate the extent to which MBA programs provide content, develop skills, and nurture mindsets to prepare students to tackle today's global challenges. In this paper, we describe the findings of two complementary studies. Study 1 reports a survey completed by 124 MBA program leaders in April 2020. Study 2 draws on a web-based search of curricula across the Financial Times's top 100 MBA programs. A core finding across both studies is that very little attention is paid to preparing students to lead through crises and address global challenges. However, there are important features of MBA programs that could be further mobilized to meet this end. Specifically, programs embed opportunities for interdisciplinary learning, yet they are siloed in stand-alone modules that emphasize financial gains where the firm is the epicentre in a network of stakeholders; students are encouraged to increase their self-awareness, yet the focus sits primarily within an organization's walls; some modules look to the future, yet they assume it can be predicted and controlled, particularly in business analytics, a new guise for rationality. These discoveries open a new theoretical space in the management education literature by addressing whether MBA programs adequately prepare students to lead in turbulent times.

Paper is Available to Meeting Registrants Only.

MED: Once more on the rollercoaster: Loses and gains from the rapid shift to online delivery during Covid

Author: **Eimear Nolan**, *Trinity Business School, Trinity College Dublin - U. of Dublin*
Author: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Author: **Bart Rienties**, *The Open U., United Kingdom*
Author: **YingFei Héliot**, *U. of Surrey*

A global rapid shift to online delivery in higher education due to the Covid19 pandemic resulted in students and teachers pivoting into a new learning environment, in many cases overnight. Our research nested within an Irish university explores how such a rapid educational delivery shift affected both students and teachers, offering a unique dual perspective and input into the changing roles of students and teachers due to Covid19. Our research design focused on open-ended surveys of 83 M.Sc. postgraduate students and their five teachers in five modules, followed by qualitative data collected through 34 in-depth interviews. The findings illustrate a complex narrative of self-regulation and challenge for both students and teachers both needing to adjust to a new educational experience. The main findings are that there is a core challenge in the repositioning of the student and teacher roles in a new educational ecosystem which needs to be both understood and managed to gain maximum benefit from this rapid and unprecedented change.

Paper is Available to Meeting Registrants Only.

MED: Short Term and Virtual International Immersions for Graduate Business Leadership Students

Author: **Jennie L. Walker**, *U. of Arizona Global Campus*
Author: **Yulia Tolstikov-Mast**, *Global Leadership Researcher and Practitioner*

The need to understand global contexts in business studies is driving more flexibility and creativity with international immersion curriculum. Traditional study abroad programs or international internships require commitments of several months or more and have conventional structure. They are also mostly designed for undergraduate or full time master's level students who can be abroad for entire terms. This is not possible for most working professional students, especially in graduate or doctoral distance education programs. The rise in flexible graduate degree programs has expanded opportunities for working professionals to pursue degrees concurrently with their careers. Those programs have students whose daily activities are connected to knowledge application and who require practice-driven education and experiences. This means that faculty must find creative solutions to effectively deliver global experience to students with limited discretionary time. This chapter discusses globalization in the business leadership curriculum, the need for shorter-term and virtual international immersions in graduate education, current approaches in the field, and challenges and potential solutions to improve the effectiveness of these experiences.

Paper is Available to Meeting Registrants Only.

MED: Design Thinking in Executive Education: When the Parts are Greater than the Whole

Author: **Stefan Meisiek**, *U. of Sydney Business School*
Author: **Angèle Beausoleil**, *U. of Toronto, Rotman School of Management*
Author: **Daved Barry**, *Clarkson U.*
Author: **Anjana Dattani**, *U. of Toronto*

Research on design thinking education at business schools has mostly been concerned with practical issues of implementation, the efficacy of teaching design processes, and participant cognition. Rarely have studies looked at how design thinking techniques and skills gained might translate from the business classroom into the workplace. To close this gap, we turned to situated learning theory and studied how senior managers experience design thinking education and attempt to relate it to their communities of practice at work. We compared custom and open-enrollment executive education courses and found that any uptake depended more on the idiosyncratic workplace situation than on the willingness of senior managers to employ design thinking. As a consequence, few managers were able to employ the whole process, and most managers rather transferred parts and perspectives of what they had learned. Our research has relevance for the larger debate of the efficacy of design thinking for management and offers an explanation for the discrepancy between how design thinking is taught and how it is practiced.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **526** | Submission: **12648** | Sponsor(s): **(MED, HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM- 11:00AMET (UTC-4)**

**Shaping New Business People - A Role for Sustainability
Education & Mental Health in the Classroom**
Shaping New Business People:



Chair: **Andrea Honal**, *Duale Hochschule Baden-Württemberg, Mannheim*
Presenter: **Timothy Coville**, *St. John's U., New York*

Raising great business people who are mentally and technically fit is a core task of universities in this decade. Educators face big challenges in creating holistic curriculum concepts that also focus on CSR-related topics and health-related issues being essential for students in today's dynamic and complex business world. Many leaders like Elon Musk (Tesla, SpaceX) or Richard Brandson (Virgin Group) guide their firms towards long-term, sustainable, social and environmental success by redefining their business missions. Moreover, investors have increased how much they direct their capital towards firms that excel at environmental, social, and governance (ESG) dimensions of performance, like Tesla or SAP. Thus, professors should educate their students in another way – not only prepare them for the changing business landscape, but also for managing enterprises to succeed across ESG dimensions and regarding social or health issues. In 2020, COVID-19 has changed the whole education system. Due to closed universities during the lockdowns, new formats or tools are required and online-teaching is the only way to keep higher education alive. All universities are now online active in teaching, but only a few care about the psychological impact of the COVID-19-crisis on students and faculty staff. These few universities put mental health on their priority list by providing quick online support for their stakeholders. Thus, the purpose of this online workshop is to focus on two main topics: 1) CSR-related curriculum-design and 2) Dealing with mental health issues for students. Both aspects are essential to shaping students into great business people. The workshop will showcase practical-driven and interesting approaches / methods how to deal with these special two topics.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **527** | Submission: **17389** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:00AM- 11:30AMET (UTC-4)**

Job Crafting and Artificial Intelligence



Digital Session Chair: **Hao-Yun Zou**, *School of Management, Huazhong U. of Science and Technology*

OB: How do Proactive Leaders Facilitate Followers' Job Crafting? Testing a Dual-process Model

Author: **Hao-Yun Zou**, *School of Management, Huazhong U. of Science and Technology*
Author: **Yujie Che**, *Zhongnan U. of Economics and Law*
Author: **Haijiang Wang**, *School of Management, Huazhong U. of Science and Technology*

Despite substantial progress made in the job crafting literature, there is still limited knowledge about how leader personality traits influence employees' job crafting. In this study, we examined a dual-process model of leader proactive personality and follower job crafting. Specifically, we proposed that leader proactive personality is associated with follower job crafting via leader job crafting (a modeling process) and leader empowering behaviors (an empowering process). Moreover, drawing upon the similarity-attraction perspective, we further proposed that proactive leaders use more empowerment when followers are also proactive. To test the hypotheses, we collected daily diary data from 96 dyads of leaders and followers for 10 consecutive working days. Our findings suggest that proactive leaders engage in job crafting themselves and display empowering behaviors towards proactive followers; in turn, leader job crafting and empowering behaviors are both positively related to follower job crafting. Theoretical and practical implications of our findings are discussed.

Paper is Available to Meeting Registrants Only.

OB: Employee Strengths Use and Turnover Intention: The Roles of Job Crafting and Self-Efficacy

Author: **Xixi Chu**, *Renmin U. of China*
Author: **Mengyi Li**, *Renmin U. of China*
Author: **Lihua Zhang**, *Renmin U. of China*

Based on the Theory of Planned Behavior, we explored the relationship of employee strengths use on turnover intention by proposing a moderated mediation model. Data were collected at two time points, spaced by a 2-week interval. 234 medical staff in Beijing volunteered to take part in survey. Results showed that strengths use had a significant negative effect on turnover intention, and job crafting completely mediated the relationship between strengths use and turnover intention. Furthermore, this study also found that self-efficacy positively moderated the direct relationship between strengths use and job crafting and the indirect relationship between strengths use and turnover intention via job crafting.

Paper is NOT Available. Please contact the author(s).

OB: How and When Does Job Crafting Enhance Job Performance?

Author: **Xue Zheng**, *China Europe International Business School (CEIBS)*
Author: **Tae-Yeol Kim**, *China Europe International Business School*
Author: **Yi Xiang**, *China Europe International Business School (CEIBS)*

Drawing on the ability–motivation–opportunity (AMO) model, we theorized and tested a moderated mediation model in which job crafting enhances role breadth self-efficacy (ability), intrinsic motivation (motivation), and experienced delegation (opportunity), all of which in turn affect work engagement and subsequent job performance. We also proposed that leader–member exchange (LMX) quality, as a social context, enhances the effects of job crafting on the AMO of employees. Results obtained using 759 employee–supervisor pairs from 79 sales groups indicated that job crafting leads to work engagement and job performance via role breadth self-efficacy and intrinsic motivation. In addition, LMX quality enhances the relationships between job crafting and role breadth self-efficacy, intrinsic motivation, and experienced delegation as well as the indirect effects that job crafting has on job performance via role breadth self-efficacy, intrinsic motivation, experienced delegation, and work engagement.

Paper is NOT Available. Please contact the author(s).

OB: The Implications of Diverse Human Moral Foundations for the Ethicality of Artificial Intelligence

Author: **Jake Telkamp**, *Iowa State U.*
Author: **Marc H. Anderson**, *Iowa State U.*

Organizations are making massive investments in artificial intelligence (AI), and recent demonstrations and achievements highlight the immense potential for AI to improve organizational and human welfare. But realizing the potential of AI necessitates a better understanding of the various ethical issues involved with deciding to use AI, developing and maintaining it, and allowing it to make decisions that have moral consequences. People want organizations using AI and the AI systems themselves to behave “ethically”. But “behaving ethically” means different things to different people. How should organizations using AI—and the AI itself—handle ethical dilemmas where humans cannot agree on the right course of action? Though a variety of ethical frameworks have been suggested, these approaches do not adequately answer how people make ethical evaluations of AI systems or how to incorporate the fundamental disagreements that people have regarding what is and is not ethical behavior. Drawing on moral foundations theory, we theorize that a person will perceive an organization's use of AI and AI decisions as ethical to the extent that those decisions resonate with the person's moral foundations. Since people hold diverse moral foundations, this highlights the crucial need to address individual moral differences in the development, application, and evaluation of AI systems. Our approach addresses several unresolved issues existing in the current state of the ethical AI literature. It suggests potential solutions to handling conflict in moral judgment and highlights future directions to augment ethical AI frameworks by incorporating individual differences in moral judgment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Information and Knowledge Sharing in Organizations and Society



Digital Session Chair: **Benjamin T. Mitchell**, *Texas Tech U.*

OCIS: **Big Data, Little Theory: Exploring The Structure Of Digital Content Use**

Author: **Benjamin T. Mitchell**, *Texas Tech U.*
Author: **Ronald K. Mitchell**, *Texas Tech U.*
Author: **Wei Hua**, *Texas Tech U.*

In response to the exponential growth in stored digital content, in this paper we present a theoretical framework to better explain possibilities for digital content use. This framework—set within the context of dynamic digital content and variability in user needs—is based upon better understanding three attributes that define the nature of digital content: symbols, meaning, and application, to identify: (1) eight basic “states” of digital content, and (2) eight “classes” of digital content use. We suggest how the theoretical framework we present accounts for current anomalies in IS research, and provides theory that is theoretically and operationally useful.

Paper is Available to Meeting Registrants Only.

OCIS: **Together telling: reconciling information equivocality in crisis response**

Author: **Fahd Jamil**, *Warwick Business School*

Information is essential during crises. In a crisis response operation, information is usually shared among autonomous relief agencies to facilitate collective understanding and action. However, this may evoke the problem of equivocality, the presence of multiple competing or contradicting interpretations of the same information. The aim of this study is to offer pragmatic means of managing equivocality so collective understanding within and among groups can ensue in order to improve crisis response efforts. The primary theoretical constructs underlying this study are sensemaking, sensegiving, and storytelling. Sensemaking activities seek, process, create and use the information to come up with plausible understandings by assigning one meaning out of many plausible meanings in a situation, which is then communicated to others through the sensegiving efforts. Storytelling, as a communication tool, helps with the building of narratives in which open and negotiated conversations can lead to share understandings and coordinated actions. Built on the case of a garment factory fire incident in Pakistan that led to the death of 289 workers, the study adopted a Design Science Research approach by combining both existing theoretical understandings and relevant empirical data collected in two related settings. The data collection phase in Pakistan included analysis of investigation reports that examined the contributing factors and challenges faced by the first responders in handling the fire incident at the factory. Interviews with different actors of the factory fire incident, including survivors, victims’ family members, and emergency responders, were conducted. The second data source came from fieldwork conducted at Illinois Fire Service Institute (IFSI) in the United States. This was reinforced with reports retrieved from the National Institute for Occupational Safety and Health (NIOSH) database investigating the common causes of firefighter fatalities. The data were analyzed using content analysis and validated through the member-checking process. Based on the theoretical and empirical data, this study developed and introduced the concept of Together Telling (TT). By using storytelling exercises adopted from the theatre ensemble, TT addresses the information-sharing issue of equivocality by enhancing the dialogic competencies of the crisis handlers so they can collectively understand the situation and move towards action. This study has important theoretical and practical implications. Theoretically, it facilitates episodes of collective sensemaking by improving sharing of information among team members and the application of storytelling techniques in the context of crisis response as this has been largely used in pre-crisis and post-crisis settings. TT provides practical incremental steps towards achieving common understandings while managing misunderstandings and confusions among the crisis response teams which is crucial in moving forward jointly. It also allows new form of leadership to emerge where everyone contributes to developing the larger narrative of the ongoing situation.

Paper is Available to Meeting Registrants Only.

OCIS: **Custodians of Rationality: Data Scientists’ Informing Practices and Organizational Decision-Making**

Author: **Mayur Prataprai Joshi**, *Alliance Manchester Business School, U. of Manchester*
Author: **Ning Su**, *Ivey Business School*

Over the last decade, data science has emerged as a new profession that has a promising proposition for the organizational decision-making. Building on existing research that has explored the impact of the use of data science in organizations, this study focuses on further unpacking the practices and implications of data scientists in organizational decision-making. Based on a qualitative field study utilizing on-site observations, interviews, and archival records from data science units in three large Indian banks, we identify inscribing expertise and prescribing insights as two dominant “informing practices” through which data science professionals shape rationality in organizations. As paradoxes emerge among these practices, in response, data scientists adopt a set of tactics to circumvent selected paradoxical forces. The study contributes to the emerging literature on the profession of data science and decision-making in organizations.

Paper is NOT Available. Please contact the author(s).

OCIS: **Do I know you? The effects of social capital on self-assembled groups**

Author: **Diego Gomez-Zara**, *Northwestern U.*
Author: **Leslie A. DeChurch**, *Northwestern U.*
Author: **Noshir Contractor**, *Northwestern U.*

This study investigates how individuals’ social capital affects group formation processes in online systems. I conducted a study with 854 participants who assembled groups using an online platform developed for this study and examined how they sent invitations to assemble groups with others, as well as their responses to others’ invitations. Through a family of statistical models for analyzing social network data, ERGMs, the result suggests that participants’ prior relationships have strong effects on the likelihood of being invited and accepted in a group. I found that individuals’ strength of relationships, their number of weak and strong ties, and their leadership experience influence their likelihood to be invited and accepted in a group assembled online. This study provides empirical support for social capital theories that explain how groups emerge online.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **529** | Submission: **16118** | Sponsor(s): **(ODC, SIM, ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM- 11:30AMET (UTC-4)**

**Collaborating across Organizational Boundaries: Co-Creating a more
Just and Thriving Society**
Inter-Organizational Collaboration



Chair: **Ann E. Feyerherm**, *Pepperdine Graziadio Business School*
Discussant: **Ignacio Pavez**, *U. del Desarrollo*
Panelist: **Francisco Valenzuela**, *U. of Chile School of Business and Economics*
Moderator: **Danielle Zandee**, *Nyenrode Business U.*
Panelist: **Chris Worley**, *Pepperdine Graziadio Business School*
Panelist: **Barbara Gray**, *Pennsylvania State U.*
Panelist: **Ronald Fry**, *Case Western Reserve U.*
Panelist: **Matt Mayer**, *U. of Calgary*
Discussant: **Alison Stowell**, *Lancaster U.*

The aim of this panel symposium is to explore how organizations, collaborating across organizational boundaries, can create a more just, resilient, and thriving society. We believe that there are examples that have come from the responses to the COVID-19 pandemic and that management sciences can inform what role inter-organizational collaboration can play to help bring forth a more sustainable future. Five panelists consisting of Barbara Gray, Chris Worley, Ron Fry, Matt Mayer, and Francisco Valenzuela will address historical theories of collaboration, challenge organizational scholars to go beyond corporation-centric models to models of collaboration that join multiple corporations with other diverse societal actors to tackle complex problems, and provide a current example of social innovation labs that cross sectors to provide for “energy futures” in a Canadian province. We will also explore the concept of resilience in collaborating in a crisis. The COVID-19 pandemic has given us a unique opportunity to experience what Emery & Trist (1965) labeled a “turbulent field” and learn more about inter-organizational collaboration and how it can reshape organizing—as well as organizations themselves—to create a new and better normal. Where the “new normal” is in itself an empty concept, it can be filled by higher aspirations when socially constructed as an opportunity to create a more flourishing world (Cooperrider & Fry, 2020). How to do so collaboratively, is an important question that will be explored during the symposium. There will be time for participation and discussion from attendees

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **530** | Submission: **15636** | Sponsor(s): (OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:30AMET (UTC-4)**

Re-imagining Institutions in Times of Crisis: The Role of Place, Space, and Community *Place, Space, Community*



Organizer: **Gloria Kutscher**, *Aalto U., Department of Management Studies*
Organizer: **Ines Peixoto**, *Aalto U.*
Organizer: **Silviya Svejenova**, *Copenhagen Business School*
Discussant: **Trish Reay**, *U. of Alberta*
Discussant: **Tina Dacin**, *Queen's U.*
Presenter: **Ewald Kibler**, *Aalto U.*
Presenter: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Presenter: **Silviya Svejenova**, *Copenhagen Business School*
Presenter: **Miriam Feuls**, *Copenhagen Business School*
Presenter: **Iben Sandal Stjerne**, *Copenhagen Business School*
Presenter: **Ines Peixoto**, *Aalto U.*
Presenter: **Gloria Kutscher**, *Aalto U., Department of Management Studies*
Presenter: **Amna Chaudhry**, *U. of Edinburgh business school*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Brett Crawford**, *Grand Valley State U.*
Participant: **Tina Dacin**, *Queen's U.*
Participant: **Ewald Kibler**, *Aalto U.*
Participant: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Participant: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Participant: **Silviya Svejenova**, *Copenhagen Business School*
Participant: **Miriam Feuls**, *Copenhagen Business School*
Participant: **Iben Sandal Stjerne**, *Copenhagen Business School*
Participant: **Ines Peixoto**, *Aalto U.*
Participant: **Gloria Kutscher**, *Aalto U., Department of Management Studies*
Participant: **Amna Chaudhry**, *U. of Edinburgh business school*
Participant: **John Matthew Amis**, *U. of Edinburgh*
Participant: **Trish Reay**, *U. of Alberta*

Places, as constitutive of institutional life, are important loci in the unfolding of institutional processes. This Symposium builds on the recent interest on the role of places and spaces and their interplay in institutional processes of maintenance and change. Adding to prior advances, it introduces and discusses the linkages between places, spaces, and communities and their role in reimagining institutions in crisis, disruption, and change. By bringing together conceptual and empirical research that usefully interlinks place, space, communities and institutional dynamics, this Symposium aims at discerning how their role and interplay can be theorized to understand institutional repair, renewal, and creation.

Re-Thinking Place and Institutions in Times of Crisis

Author: **Melodie Cartel**, *UNSW Business School, Australia*
Author: **Brett Crawford**, *Grand Valley State U.*
Author: **Tina Dacin**, *Queen's U.*
Author: **Ewald Kibler**, *Aalto U.*
Author: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*

Institutional Work in a Disrupted Place

Author: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*

A Plate of Hope: Temporal Work in Creating a New Place of Social Inclusion

Author: **Silviya Svejenova**, *Copenhagen Business School*
Author: **Miriam Feuls**, *Copenhagen Business School*
Author: **Iben Sandal Stjerne**, *Copenhagen Business School*

Roles of Places and Spaces in Building Communities' Inclusion Values

Author: **Ines Peixoto**, *Aalto U.*
Author: **Gloria Kutscher**, *Aalto U., Department of Management Studies*

Place, Community and the Crafting of Authenticity in the Scottish Gin Industry

Author: **Amna Chaudhry**, *U. of Edinburgh business school*
Author: **John Matthew Amis**, *U. of Edinburgh*
Author: **Tina Dacin**, *Queen's U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **531** | Submission: **16712** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:30AMET (UTC-4)**

ONE Business Meeting
ONE Business Meeting

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reputation and Rankings in Sustainability

Digital Session Chair: **Nareuporn Piyasinchai**, *Cambridge Judge Business School*

ONE: How the Pursuit of Sustainability Poses Tradeoffs Between Legitimacy and Reputational Spillovers

Author: **Nareuporn Piyasinchai**, *Cambridge Judge Business School*

Author: **Matthew Grimes**, *Cambridge Judge Business School*

Author: **Christoph Loch**, *Cambridge Judge Business School*

Carolyn Dexter Award Nominee

Due to persistent dynamism regarding societal standards and expectations of sustainability, firms are increasingly expected to pursue sustainability by way of increased commitments to environmental, social, and governance (ESG) practices. Likewise, amidst such uncertainty and dynamism investors are likely to reward industry-specific conformity of ESG practices as a means of reducing risk. We argue, however, that such conformity regarding ESG practices increases the unanticipated risk of negative reputational spillovers in the event that the firms' peers and their ESG practices are publicly criticized. We test our hypotheses using a balanced panel dataset of 2,313 companies across 62 industries and 70 countries from 2013 to 2018. Our results suggest that although conformity indeed benefits a firm's financial performance on average, it also accentuates negative spillover effects—effects, which in the event that industry peers are highly criticized, can outweigh any legitimacy-related gains associated with conformity. Firms in industries with highly diverse sustainability practices alternatively benefit from positive spillovers when their industries' peers are severely criticized. Our findings contribute to longstanding research on categorization and optimal distinctiveness, while advancing the growing and important literature on spillover effects in the context of sustainability.

Paper is NOT Available. Please contact the author(s).

ONE: Reputational Imprints: How Public Criticism During Crises Affects Sustainability-Driven Innovation

Author: **Nareuporn Piyasinchai**, *Cambridge Judge Business School*

Author: **Matthew Grimes**, *Cambridge Judge Business School*

Public criticism of firms' environmental, social, and governance (ESG) practices offers an important source of environmental feedback that can prompt innovation. However, such criticism can also affect organizations' reputations in ways that constrain innovation, limiting both access to necessary resources for and the potential payoff from such innovation. In this study we examine this tension between public criticism as a source of organizational learning and reputational constraint in the context of global crises. Building on the organizational imprinting literature, we argue that global crises represent pronounced periods of upheaval for firms, during which firms are imprinted by public criticism in ways that over time channel firms' sustainability-related strategies. We test our hypotheses using a panel data set of 4,738 companies across a 12-year period beginning during the 2007–2009 global financial crisis. Our findings suggest that although the firms initially engaged in similar levels of sustainable practices, firms differed over time in their embrace of innovation in response to ESG incidents depending on how extensively they were criticized during the crisis. Moreover, competition is shown to amplify the resulting virtuous and vicious spirals. Our findings contribute to scholarship on imprinting, corporate reputation, and organizational sustainability.

Paper is NOT Available. Please contact the author(s).

ONE: Ratings and Reactivity: How Competing Logics Shape Organizational Responses to Being Rated

Author: **Ben William Lewis**, *Brigham Young U.*

Author: **W Chad Carlos**, *Brigham Young U.*

We examine why organizations may at times decrease their performance after receiving a positive rating. Incorporating insights from the literature on institutional complexity and competing institutional logics, we argue and demonstrate how the perceived incompatibility between a positive rating and a dominant logic may cause organizations to view the rating as unfavorable and thus strategically reduce their performance on the rated dimension. Utilizing a difference-in-differences design, we examine how companies responded to being rated and recognized as a charitable organization, an evaluation that we maintain was generally perceived as incompatible with the dominant institutional logic of shareholder maximization during the early 1990s. Our results suggest that companies were more likely to decrease philanthropic contributions after being rated as a generous firm. We also found this effect to be amplified and attenuated by factors that increased or decreased the saliency of the perceived incompatibility between the philanthropy rating and the dominant shareholder logic. These findings provide insights for scholarship on how organizations react to external evaluations and raise important questions for scholars and practitioners interested in the effectiveness of evaluation metrics in shaping organizational performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **533** | Submission: **16588** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:00AMET (UTC-4)**

OSCM Division New Member Cafe
OSCM Division New Member Cafe

Host: **Desiree Van Dun**, *U. of Twente*

Host: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

Host: **Sajad Fayezi**, *Memorial U. of Newfoundland*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **534** | Submission: **16733** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:00AMET (UTC-4)**

AMP Incoming Editorial Review Board
AMP Incoming Editorial Review Board

Organizer: **Gideon D. Markman**, *Colorado State U.*
Organizer: **Geoffrey T. Wood**, *U. of Western Ontario*

By Invitation Only: Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **535** | Submission: **10265** | Sponsor(s): **(RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM- 11:00AMET (UTC-4)**

Research Methods Division/CARMA Social Hour
RMD/CARMA Social Hour

Organizer: **Kris Byron**, *Georgia State U.*

Join us for a virtual scavenger hunt of Philadelphia -- where the conference would have otherwise occurred. In teams, you'll answer unusual trivia questions that lead you to discover great websites of landmarks and museums and answer tricky questions about what you discover. You'll see quirky art, find surprising objects, peer inside majestic rooms, and virtually wander through sites that reveal Philadelphia's many treasures. You will visit Independence Hall and the Liberty Bell, the Philadelphia Museum of Art, Al Capone's cell at the Eastern State Penitentiary, and more. Participation in the social hour requires pre-registration by July 6, 2021. Pre-registrants will receive information by email about how to participate prior to the event. Please send questions to mdkbyron@gmail.com.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategizing in the Digital Age: From Big Data Analytics to Transforming Business Models

Strategizing in the Digital Age



Digital Session Chair: **Georg Reischauer**, *WU Vienna & JKU Linz*

SAP: **From Omnichannel to “Only” Channel: Mapping Users’ Dependency Path with Digital and Physical Service**  

Author: **Su Hua Ou**, *Soochow U.*

This research examined how user dependency enables channel integration, which creates value for enterprises. In a case study was conducted, we recorded observations, conducted interviews, and held internal meetings with key stakeholders of the famous chain retail store PX Mart in Taiwan. We analyzed how the managers fostered user dependency by investigating their customers’ pain points, connecting and locking them in with a set of strategic actions. We also analyzed how resources were recombined with particular organizing mechanisms, including bundling, packaging, and hybridizing, to create values for users and the enterprise. By building user dependency, the relationships between users and producers are also transformed from member keepers to bookkeepers, in-house servants, and financial managers. This paper contributes to the literature on omnichannel strategies and digital transformation by analytically linking the concepts of user dependency, resource recombination, and value creation in the context of a chain retail store. The paper also discusses its theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

SAP: **A Deconstructive Re-Reading of the “Big Data Analytics/Strategizing” Relationship**  

Author: **Yassine Talaoui**, *U. of Vaasa*

Author: **Marko Kohtamäki**, *U. of Vaasa*

Author: **Mikko Ranta**, *U. of Vaasa*

Author: **Sotirios Paroutis**, *Warwick Business School*

Author: **A. Paul Spee**, *U. of Queensland*

Big data analytics as a central concept in strategizing is gaining unequivocal consensus. However, the research interest in its mediative role and usage has overshadowed its ontology and its relationship with the social practice of strategizing. In this paper, we attempt a critical study of this relationship -drawing on Latent Dirichlet Allocation (LDA) and Derrida’s deconstruction- and seek to unveil that the taken-for-granted assumptions and the inherent contradictions of this binary relationship rooted in the ‘material/social’ distinction. We argue here that the ‘big data analytics-strategizing’ couplet is foregrounded in two facts accomplishing ‘instrumentality’ and ‘compliance’ that juggle the flow of causality and agency between the two sides of the dualistic liaison. The ‘big data analytics-strategizing’ relationship is not so much about ‘mediative resources’ or ‘artifacts-in-use’ as much as it is about the ‘ordering’ of social condition into shape or its ‘free will’ to resist big data analytics. When viewed thus, this relationship takes on a very different turn, which brings forth the relentless contestations between instrumentality and resistance, finality and enactment, change and inertia, linearity and emergence. Such ontological opposites are what nurtures and uphold our alternative re-reading of the premise of the ‘big data analytics-strategizing’ relationship.

Paper is NOT Available. Please contact the author(s).

SAP: **Business Model Innovators and the Formation of Reputation over Time**

Author: **Andrea Kim**, *John Molson School of Business, Concordia U.*

Author: **Michael Carney**, *Concordia U., Montreal*

Author: **Gwyneth Edwards**, *HEC Montreal*

Business model innovators (BMIs) combine existing technologies and organizational practices to provide new sources of value. While we expect innovative firms to conduct their business with integrity to compensate for the adverse effects of their cognitively unfamiliar business models, we argue that there is growing ambiguity about the expected conduct of BMIs. In our longitudinal case study, we demonstrate how a BMI (Uber) consistently breaches normative standards of business conduct without incurring the expected reputational penalties. We conclude that BMIs’ reputations are formed in an ideational grey zone that allows for greater latitude in standards of business conduct.

Paper is Available to Meeting Registrants Only.

SAP: **Building Organizational Resilience: How Digital Transformation Creates Value in a Crisis**  

Author: **Sean Maddison Dwyer**, *Baylor U.*

Author: **Yasamin Hadavi**, *Baylor U.*

Author: **Hope Koch**, *Baylor U.*

Author: **Russell E. Browder**, *U. of Oklahoma Price College of Business*

How does digital transformation enable leaders’ resilience strategies in a crisis? To answer this question, we examine two organizations embedded in the grocery and foodservice distribution industries during the COVID-19 crisis. We study a grocery chain that faced customer demand that exceeded its logistical capacity and a grocery and foodservice distribution organization that experienced severe reductions in customer activity primarily related to government shut-downs of the restaurants it serviced. Our in-depth qualitative study highlights that when facing unexpected events and uncertain conditions, resilient organizations can create value for stakeholders that leads to improved outcomes for their organization, customers, and employees, shareholders, and the broader community. Organizational leaders can do so by enacting three types of resilience strategies: replication, repurposing, and reconfiguration. We find that the extent to which organizational leaders effectively integrate existing and new digital technologies with these mechanisms impacts the stakeholder value organizations create. This study offers implications to research at the intersection of organizational resilience and digital transformation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

International Insights

Digital Session Chair: **Ekaterina A. Ivanova**, *HSE U.*

SIM: The Role of Heterogeneous Contexts Shaping CSR Practices in Russia

Author: **Ekaterina A. Ivanova**, *HSE U.*
Author: **Liudmila Cheglakova**, *National Research U. Higher School of Economics*
Author: **Veronika Kabalina**, *National Research U. Higher School of Economics*

This paper investigates the diversity of Corporate Social Responsibility (CSR) practices in the Russian context. Our key aim in this paper is to study how a heterogeneous context, commonly found in developing countries, shapes the emerging CSR practices of Russian business organizations. An institutional perspective that draws on the contextual multilevel approach guides our study. In our theoretical framing we assume that organizational fields play a key role in shaping CSR practices. This is applied to empirical investigation of organizational CSR practices. To inform our analysis we used desk research and an empirical dataset that consists of 87 interviews with local business owners and managers representing a wide range of business organizations operating in Russia. Based on an exploratory qualitative inquiry, we distinguish between four types of organizational CSR practices co-existing in Russia: global, crossvergent, authentic and irresponsible. Our findings demonstrate that business organizations populating one organizational field share homogeneous characteristics of CSR practices. The distinctions among CSR practices of business organizations belonging to different organizational fields are explained by the markets where they operate, core stakeholders, response mechanisms to prevailing institutional pressures and the dominant legacy of CSR.

Paper is Available to Meeting Registrants Only.

SIM: Different Strokes - Ownership Structures and the Choice of CSR Responses in Mandatory CSR Context

Author: **Syed Eraj Hassan**, *U. of Victoria (PhD Student)*

India became one of the first countries to implement the mandatory CSR law under the Companies Act of 2013 which stipulates that a broad category of firms make compulsory minimum CSR spends and share granular activity-level information publicly. Further, under the guidelines of the law, CSR is expected to be mere philanthropy than CSR that is construed as being of strategic importance to firms. With the board of directors responsible for enforcement of the law, I argue that this is a "soft hard law" that allows firms and their managers to exhibit systematic differences in their CSR approaches. Based on two categorizations of CSR levels from literature, I examine the propensity of firms in responding to their CSR obligations. At the first level, I classify and define CSR activities into four categories – philanthropic, strategic, political and process. Later, I categorize philanthropic CSR activities into symbolic and substantive giving. I look at the implication of firm-level differences on manager choices based on ownership structures and use extant literature to make predictions about their CSR implementation. These predictions can be tested by publicly available data in future research.

Paper is Available to Meeting Registrants Only.

SIM: Network Analysis of CSR Spending Practices of Indian Extractive Sector

Author: **Ajay K. Singal**, *Institute of Management Technology, Dubai*
Author: **Faisal Mohammad Ahsan**, *Indian Institute of Management, Ranchi*

We examine Corporate Social Responsibility (CSR) discourse to compare the change in themes across two time periods separated by policy intervention. The paper further explores internal governance and external implementation mechanism of affirmative CSR policy. We use Text Network Analysis of CSR related expenditure to evaluate the CSR discourse of a sample of metal and mining companies from Indian extractive sector. Results are presented in the form of network graphs. We conclude that CSR initiatives in the extractive sector are primarily devoted to local social development, with little emphasis on environmental sustainability. Further, companies have adopted two-tier governance structures for managing CSR. The top tier comprises board members who formulate CSR programs, and the second tier has executives responsible for the implementation. Another tier of governance involving local domain experts is emerging. The three-tier implementation mechanisms will give firms a tighter control on spending and enhance the effectiveness of initiatives.

Paper is NOT Available. Please contact the author(s).

SIM: The Impact of Absorbed Slack on Corporate Social Responsibility: Evidence from China

Author: **Lu Shang**, *Renmin U. of China*
Author: **XINYU HU**, *Renmin U. of China*

This study focuses on how and why absorbed slack resources influence corporate social responsibility. We use the data of 435 publicly listed Chinese firms between 2012 to 2016 as the research object, and relies on empirical analysis of corporate behavior theory to test the impact of absorbed slack on corporate social responsibility, as well as the moderating effect of political connection and ownership concentration. The empirical result shows that the impact of absorbed slack on corporate social responsibility is an inverted "U" shape, and a moderate level of absorbed slack helps maximize the level of corporate social responsibility. In addition, compared with companies with low political connection, the inverted "U" shape between the absorbed slack and corporate social responsibility in high political connected companies is more outstanding. Compared with companies with low equity concentration, the inverted "U" shape between absorbed slack and corporate social responsibility in high ownership concentration enterprises is more outstanding.

Paper is Available to Meeting Registrants Only.

Author: **Andreas Hoepner**, *U. College Dublin, Smurfit*

Author: **Qian Li**, *Cardiff Business School, Cardiff U.*

Author: **Penelope Muzanhenamo**, *U. College Dublin, Smurfit*

Within the context of Africa, the prevalence of poor institutional environments and its prioritisation of economic responsibilities create simultaneously the need for more socially responsible business practices, and the risk of more socially irresponsible episodes to be discovered. Despite there have been documentations of corporate social irresponsibility (CSI) (e.g. tax evasion, human rights abuse and bribery), there appears to be a lack of research quantitatively assessing the impact of CSI on shareholder value across the African continent. From the lens of stakeholder theory, expectancy violations and institutional voids, we argue that the interrelationship between stakeholder expectations, power and interests is of primacy to the firm and can exert influence on firms' economic role in creating shareholder value in the macro environment. Using a large sample of 865 African companies across the only emerging markets in Africa (Egypt and South Africa) and representative frontier markets (Kenya and Nigeria) during 2009-2016, we find that firms avoiding CSI earn higher returns and the penalty for CSI is higher in countries with stronger institutional environments. The findings imply for investors and managers that even in the context of weak institutions, adherence to basic moral principles (i.e. avoiding bad) appear to be good business practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **538** | Submission: **11640** | Sponsor(s): **(STR, ONE, SIM, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 12:00PMET (UTC-4)**

When Win-Win Fails: Facing Grand Challenges with Inevitable Tradeoffs

Facing Grand Challenges with Inevitable Tradeoffs



Organizer: **Angie Otteson Fairchild**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Organizer: **Olga Hawn**, *U. of North Carolina, Chapel Hill*

Panelist: **Andrew King**, *Boston U. Questrom School of Business*

Panelist: **Anita McGahan**, *U. of Toronto*

Panelist: **Sarah Kaplan**, *U. of Toronto*

Panelist: **Thomas Peyton Lyon**, *U. of Michigan*

Panelist: **Witold Jerzy Henisz**, *U. of Pennsylvania*

Moderator: **Ioannis Ioannou**, *London Business School*

In recent years, the literature and public discourse surrounding corporate sustainability and responsibility has emphasized the power of 'win-win' business strategies to motivate businesses to tackle societal challenges and thereby increase their financial profit. Recent discussions in online forums, triggered by an insightful article by King and Pucker (2020), have centered on the dark side of the widespread focus on win-win strategy. Specifically, because research has not established that win-win strategies are sufficient to actually solve enormous social challenges such as climate change or inequality, our collective attention to these strategies dilutes and discourages research, teaching, regulation, and corporate action focused on more effective (though less superficially attractive) approaches. The purpose of the proposed PDW is to engage the scholarly community in a critical analysis of the boundaries of the 'win-win strategy' as a tool to solve global challenges. In this session, we extend the ongoing conversation into a live forum. The PDW will begin with a debate between expert panelists as they react to a set of provocative statements drawn from the literature and from past online discussions. Following the debate, participants will split into themed "round table" style breakout rooms, where they will engage with one another to find ways to address the issues raised in the debates as they relate to specific topics of interest. Panelists will serve as moderators to guide the conversation towards specific actionable results. Each group will then present their findings to the group at large.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **539** | Submission: **16645** | Sponsor(s): (AAA)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:30AM- 11:30AMET (UTC-4)**

**Academy of Management Career Achievement Award Presentation:
Distinguished Educator**
All-Academy Career Award: Distinguished Educator

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*
Chair: **Corinne A. Post**, *Villanova U.*

AOM Career Achievement Award Committee Chair, Corrine Post, will present the 2021 honoree of the Distinguished Educator Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **540** | Submission: **13913** | Sponsor(s): **(CAR, OB, STR, MOC, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

English Writing for German Native Speakers
English Writing for German Native Speakers



Organizer: **Markus Vodosek**, *Indiana U. - Kelley School of Business*
Presenter: **Mary Craig**, *English for Impact*

German is the second most widely spoken non-English native language of participants at the AOM Meeting. At the 2019 meeting, 806 or 8.1% of the 9,910 participants came from German-speaking countries. Many of the Academy's native German speakers write in English to submit manuscripts to international conferences and English language journals. Inevitably, non-native speakers of English face additional challenges in the writing and review process compared with native speakers of English. Such challenges include difficulties in adhering to the organizational, grammatical, semantic, and punctuation conventions of the English language and not being able to communicate complex thoughts clearly to reviewers and editors. In particular, German native speakers who write in English may mistakenly follow conventions of German writing that can adversely affect grammatical, semantic, stylistic, and punctuation aspects. This workshop is designed for German native speakers who want to improve their English writing skills through techniques they can later apply independently. In interactive exercises that take advantage of the chat, polling and breakout room functions of the online meeting platform Zoom and the collaboration capabilities of Google docs, participants will practice revision techniques that target German language patterns transferred into English. At the end of this workshop, participants will not only be able to preempt typical mistakes but also to write effective English sentences and, by extension, purposeful paragraphs and convincing manuscripts that meet the standards of AOM publications.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **541** | Submission: **14705** | Sponsor(s): **(HCM, GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

**Organizational Determinants of Health: Conceptualizing
Diversity & Inclusion in Healthcare Mgmt**
Org Determinants of Health: D&I in HCM



Coordinator: **Nicholas Edwards on**, *U. of New Mexico*
Panelist: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Facilitator: **J' Aime Jennings**, *U. of Louisville*
Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Panelist: **Anthony C. Hood**, *U. of Alabama, Birmingham*
Panelist: **Kristine Ria Heard**, *U. of Alabama, Birmingham*

In response to the social justice uprising of 2020, organizations across industries have sought to initiate or improve their efforts towards diversity and inclusion (D&I). However, with regards to D&I, most firms' ability to address societal disparities and inequities is indirect and longer term—through equitable hiring practices, fairness in compensation and promotion, and public support of social justice and progress. Healthcare organizations, though, are uniquely positioned to directly and immediately impact existing disparities by improving the health of their communities. That is, healthcare organizations' product (i.e., patient care and outcomes) and the means by which the product is produced (i.e., culture, processes, staffing, governance, physical plant, etc.) are both channels for addressing current societal inequities and disparities. However, the mechanisms by which a healthcare organization's internal D&I decisions affect its immediate, patient-level outcomes and longer-term population-level outcomes are not well understood. Multilevel theories on diversity are relatively nascent compared to other fields of management theory. The academy has yet to settle on the very ontology of diversity within the firm, nor how a firm's diversity may impact its equally diverse products and customers (i.e., patients). At this historical juncture, the need for multilevel theorizing is critical for both the healthcare industry and the ascending fields of HCM and D&I theory. In this PDW, scholars from GDO and HCM will foster a collaborative conversation on what we term the organizational determinants of health—the multilevel context of healthcare organizations and patient care delivery that may reduce or promote health disparities.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Selection and Assessment

Digital Session Chair: **Joseph John McManus**, *Monmouth U.*

HR: Hiring Too Close to the Sun: Hubris & Managerial Hiring Decisions 

Author: **Joseph John McManus**, *Monmouth U.*

Talent acquisition is a critical source of competitive advantage for organizations. Even with substantial resources devoted to this process, hiring managers still make poor hiring decisions. The instant research proposes that hubris on the part of hiring managers is one factor that causes these individuals to make poor hiring choices. This theory is tested in an empirical study that draws on data from the NFL entry draft to see if observable factors that are expected to build hubris among managers are related to poor talent acquisition strategies among NFL talent evaluators. The findings are consistent with the model proposed and support a hubristic interpretation of the NFL personnel managers' behavior over the 2018-2019 period.

Paper is Available to Meeting Registrants Only.

HR: Exploring the use of gamification in assessment: A signaling mechanism

Author: **Konstantina Georgiou**, *Athens U. of Economics and Business*

To expand our knowledge on gamification and the signals sent on the part of the organization when gamified assessments are used, the present study examines the mechanisms through which the use of gamification into an assessment method may increase the attractiveness of an organization as a prospective employer. Specifically, building on signaling theory, our study examines, following a longitudinal design, the signals that an organization sends to applicants about its symbolic traits (e.g., innovativeness), through the characteristics of a gamified assessment, in terms of enjoyment and flow, and their impact on organizational attractiveness. We believe that our findings contribute to gamification and signaling theory and have practical implications for organizations because they gain insights into the signals sent to applicants when different assessment formats are used.

Paper is Available to Meeting Registrants Only.

HR: Post-Traumatic Stress Disorder and Hiring: Am I Traumatized and Stigmatized?

Author: **Wenxi Pu**, *U. of Manitoba*

Author: **Philip L. Roth**, *Clemson U.*

Author: **Jason Thatcher**, *Fox School of Business, Temple U.*

Author: **Christine Nittrouer**, *Texas Tech U.*

Author: **Michelle Hebl**, *Rice U.*

An increasing number of veterans in the United States and worldwide suffer from Post-Traumatic Stress Disorder (PTSD). Unfortunately, there is comparatively little research about how this disability influences hiring processes. We suggest that veterans with PTSD (compared to those who don't have PTSD) might be stigmatized during the hiring process such that their hiring ratings might suffer. At the same time, social media platforms have been increasingly used as popular sources of data collection among recruiters when making hiring decisions (i.e., social media [SM] assessment). Unfortunately, SM assessment may make PTSD more discoverable by making possible the introduction of extraneous information into the hiring process. We conducted a study of working professionals in which we manipulated the PTSD status of a veteran job applicant on two social media platforms (Facebook or LinkedIn). Results suggest that there is significant stigmatization of veterans with PTSD versus those without PTSD. Stigmatization was positively related to suspicion, which was negatively related to both expected task performance and expected organizational citizenship behavior (OCB) and positively related to expected counterproductive work behaviors. Thus, we document the negative effects of PTSD on veterans in the hiring process. Our results shed light on how SM posts can lead to stigmatization, suspicion, and lower hiring evaluations of veteran applicants suffering from PTSD. The manuscript also imports the construct of suspicion into the selection/staffing literature and shows how it affects veterans in the hiring process.

Paper is Available to Meeting Registrants Only.

HR: Occupational Characteristics Moderate Personality-Performance Relations in Major Occupational Groups 

Author: **Michael P. Wilmot**, *U. of Arkansas Sam M. Walton College of Business*

Author: **Deniz S Ones**, *U. of Minnesota*

Personality predicts occupational performance. However, previous cross-sectional meta-analyses overlook effects of occupational characteristics. Accordingly, we conduct second-order meta-analyses of the Big Five traits and performance in nine major occupational groups: Clerical, customer service, healthcare, law enforcement, management, military, professional, sales, and skilled/semiskilled ($k = 539$ studies, $N = 89,639$). For each occupational group, we integrate data from the Occupational Information Network (O*NET): Expert ratings of 1) traits' relevance to its occupational requirements and 2) its occupational complexity level. We report three major findings. First, trait relations differ considerably across major occupational groups. Second, expert ratings of traits' relevance largely converge with empirical relations; the top-two most highly rated traits mostly match the top-two most highly predictive traits. Third, complexity moderates performance relations. When occupational groups are ranked by complexity, multiple correlations generally follow an inverse-U shaped pattern, which suggests moderate complexity levels may be the "goldilocks range" for personality prediction.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **543** | Submission: **15302** | Sponsor(s): **(IM, OB, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

GLOBE 2020: A Study of National Cultural Practices and Leadership Ideals in Over 100 Countries
GLOBE 2020: Cultural Practices and Leadership



Chair: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*
Panelist: **Peter W. Dorfman**, *New Mexico State U.*
Panelist: **Richard Cotton**, *U. of Victoria*
Panelist: **Carolyn Egri**, *Simon Fraser U.*
Panelist: **Amanda Bullough**, *U. of Delaware*
Panelist: **Anirban Kar**, *Beedie School of Business Simon Fraser U.*

The proposed panel will provide a review of GLOBE 2020 study. We will explain our theoretical framework, our instrument design, and our sampling procedure. We will also share the first round of findings regarding cultural practices, as well as new culture dimensions and leadership ideals as we also share data depicting countries having a wide range of scores on these different dimensions. The following are the topics that will be covered: 1. Identifying and then solving critical methodological research challenges prior to conducting a large-scale cross-cultural survey (e.g., sampling issues). For GLOBE 2020, a focal point early on was to assess the construct validity of past cultural practice scales and modify the scales that merited further development. Several scales have been extensively revised (e.g., gender egalitarianism) and new scales proposed. 2. Presenting preliminary findings of cultural practices in GLOBE 2020 countries. Data will be presented regarding the range of country scores for each cultural dimension. 3. Discussing the process and results of re-conceptualizing the original GLOBE implicit leadership ideals. This involved examining contemporary implicit leadership theory and analysis of the cross-cultural data set to identify the best structure for the leadership ideals across cultures. We designed more parsimonious instruments to measure ideal leadership dimensions, added two new leadership dimensions, and expect to offer new configurations of ideal leadership profiles for different countries.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **544** | Submission: **12903** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 11:30AMET (UTC-4)**

**The MED Division Ambassadors Program: Broadening our
International Sight on Management Education**
MED Division Ambassadors Program



Chair: **Anne Berthinier-Poncet**, *CNAM U. Paris*
Chair: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Coordinator: **Madina Rival**, *LIRSA-Cnam Paris*
Participant: **Daria Podmetina**, *Lappeenranta U. of Technology*
Participant: **Monika Petraite**, *Kaunas U. of Technology, School of Economics and Business*
Participant: **Eduardo Armando**, *Tecnologico de Monterrey ITESM Mexico*
Participant: **Nicole M. Coomber**, *U. of Maryland*
Participant: **Vance Johnson Lewis**, *U. of Central Arkansas*
Participant: **Miguel R. Olivas-Lujan**, *Clarion U. of Pennsylvania*
Participant: **Federico Trigos**, *EGADE Business School*
Participant: **Preeti Wadhwa**, *Cal Poly Pomona*
Participant: **Anderson De Souza Sant'Anna**, *FGV-EAESP*
Participant: **Brett Paul Matherne**, *Georgia State U.*
Participant: **Milton Ismael Paredes Aguirre**, *ESPOL - ESPAE Graduate School of Management*
Participant: **Sergio Madero**, *Tecnologico de Monterrey*

How to broaden our international sight on Management education at AOM? How to find original answers to the important challenges our universities and education institutions are currently facing? The main objective of this PDW is to share the way the Ambassadors Program at the MED Division has developed and collectively learn from other similar initiatives about best practices to adopt or even collectively develop innovative models for teaching and learning. The questions raised in this PDW include: What are the expected impacts of the MED Ambassadors on the MED Division? What are some of the outcomes the MED Ambassadors have managed to achieve already, and are planning to achieve? Several MED Ambassadors will introduce their projects (expectations of effectiveness) and key challenges they (may) face (difficulties encountered during project development and execution). Thus, interested divisions and interest groups (DIGs) will be able to think of new ways to increase inclusiveness, involvement and commitment of international members by means of the Ambassadors network.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Firm Strategy - Logics, Decision-making, Capabilities, & Adaptation

Digital Session Chair: **Maria Carmela Annosi**, *Wageningen U.*

MOC: Integrating intuition and rationality in the strategic decision-making process: Evidence from MNCs 

Author: **Maria Carmela Annosi**, *Wageningen U.*

Author: **Francesco Paolo Appio**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

Author: **Federica Brunetta**, *Department of Business and Management, LUISS Guido Carli U.*

The increasing complexity of business contexts, alongside the need for organizations to improve their capabilities and remain competitive on the market, make understanding strategic decision-making processes cornerstone for contemporary organizations. By gaining insights from top- and middle-level managers working in MNCs' subsidiaries operating in the food industry in the Netherlands, we frame an integrative view on intuition and rationality in the strategic decision-making process and disentangle its antecedents and consequences. The antecedents mainly pertain to those influencing conditions causing tensions when intuition and rationality need to be integrated, namely managers' personality characteristics, cognitive styles, experience, as well as the environmental forces, insufficient organizational resources, and the relevance of the strategic decision. The consequences assess the perceived effectiveness of the intuition-rationality integration and focus on time efficiency, creativity, and power of persuasion. Such results shed light on what is the role of intuition in the strategic decision-making process, suggesting that integrating it with rationality is in fact not straightforward and can only happen in a bi-directional sequential fashion through a certain degree of managerial decisional elasticity.

Paper is Available to Meeting Registrants Only.

MOC: Two Sides of the Sensing Capability  

Author: **Herbert Endres**, *U. of Regensburg*

Author: **Gerrit H. Van Bruggen**, *Erasmus U. Rotterdam*

Many firms still fail to adapt to market changes because they are not very capable in sensing market opportunities and threats. Reasons for this include managers' limited understanding of the role of specific market knowledge sources in sensing threats compared to sensing opportunities. This article addresses how different types of market knowledge sourcings affect sensing of threats in comparison to the sensing of opportunities. We overcome limitations of prior research which gave only limited attention to these differences. Furthermore, we link these relationships with revenue growth. We use survey data from top managers at 483 industrial firms to test hypotheses and complement it with objective revenue growth data. We reveal that the type of knowledge sourcing influences the strategic interpretation of information about market changes. Further, our findings suggest that a growth strategy needs to pay particular attention to sensing threats and not only to sensing opportunities.

Paper is NOT Available. Please contact the author(s).

MOC: From Emotions to Actions: Chain Reactions in Strategic Adaptation  

Author: **Suvi-Tuuli Helin**, *Aalto U.*

We gather and analyze three years of ethnographic data from a management consultant organization to understand the emotional dynamics involved in continuous strategic adaptation to evolving client needs. We find that organizational practices that generate "chain reactions" of emotions and actions enable successful adaptation. In particular, practices that focus on information reinforcing optimistic perceptions about current capabilities generate confidence, which enables senior members of the organization to persuade clients to purchase services, leading to ambitious commitments and high expectations. In response, both senior and junior members of the organization are motivated to avoid shame that will occur if they fail to meet expectations. Thus they will strive to develop the needed capabilities rapidly. Our research contributes to strategic adaptation theory by integrating and elaborating previously disconnected insights regarding practices, emotions, and adaptation.

Paper is NOT Available. Please contact the author(s).

MOC: Beyond Local or Distant Search: Co-evolution of Cognition Representation and Behavioral Capabilities

Author: **Hui Sun**, *Northwestern Kellogg School of Management*

Author: **William Ocasio**, *U. of Illinois at Urbana-Champaign*

Organizational search is indispensable to organizational learning and adaptation. But organizations often search in the vicinity of their existing routines and capabilities due to bounded rationality. Hence, a plethora of prior studies has focused on how to facilitate distant search. However, a recent emphasis on cognition in strategy suggests that the dichotomy between local and distant search may be an oversimplification: search that is distant in capabilities may be local in cognition. Through an inductive, longitudinal study of the classical Chinese furniture industry, we traced the emergence, elaboration, entrenchment of cognitive representation, and associated strategic action. We found that elaborate cognitive representations are important for capability development, suggesting a beneficial coupling between cognitive local search and behavioral distant search. However, when cognitive representations are aligned with behavioral capabilities, cognitive entrenchment is likely to occur. Recontextualizing higher-level cognitive representations with different values may open up new opportunities for change.

Paper is Available to Meeting Registrants Only.

Author: **Jenny Gibb**, *U. of Waikato*

Author: **Daniel Newark**, *HEC Paris*

Author: **Stephan Billinger**, *U. of Southern Denmark*

The logic of consequences and the logic of appropriateness have long been fundamental to understanding how choices in organizations are made. However, interaction between these logics within the firm has received minimal attention. In this paper, we advance theoretical understanding of how these two decision logics coexist and coevolve in organizations by reporting findings from a three-decade study of a small firm. In particular, through our analyses we identified three logic balances: predominantly logic of appropriateness, predominantly logic of consequences, and parity—a so-far largely overlooked dynamic in which both logics operate more or less coequally. We also identified four mechanisms through which our target firm shifted from one of these logic balances to another, as well as two mechanisms through which it sustained its ultimate state of parity until the end of our period of observation. Concerning parity, we found that its maintenance depended substantially on specialization by decision logic within the firm. As we note in our discussion section, this suggests intriguing potential implications for research on organizational design, as well as research on job satisfaction and meaning at work. In our discussion section we also propose directions for future decision research on the interaction between these two principal decision logics.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workplace Deviance: Opportunism, Knowledge-Hiding, Hypocrisy, Pro-group Unethicality, Routinization

Digital Session Chair: **Roberta Fida**, *U. of East Anglia, Norwich Business School*

MOC: Opportunistic strategy under cooperation  

Author: **Chia Yi Liu**, *Tunghai U.*

Must a transaction be based on reciprocal commitments? Has opportunistic behavior inevitably caused the termination of a transaction? To elucidate the positive effect of opportunistic behavior on long-term transactions, this study regards opportunistic behavior as a strategy used to respond to the perception of partners' opportunistic behavior. Based on 113 transactions for contract farming in Taiwan's organic agriculture, this study employed the Heckman model to deal with the sample selection bias problem of opportunistic behavior under cooperation. This study found that in Chinese society, to maintain a transactional relationship, the opportunistic strategy is put to use based on the perception of partners' opportunistic behavior—our perception of the partners' obvious unethical behavior increases our hidden and obvious unethical behavior; the perception of partners' hidden unethical behaviors increases our hidden behavior, but does not affect our obvious unethical behavior.

Paper is Available to Meeting Registrants Only.

MOC: Withstanding Moral Disengagement: Ethical Self-Efficacy as Moderator in Misbehavior Routinization  

Author: **Roberta Fida**, *U. of East Anglia, Norwich Business School*

Author: **Marinella Paciello**, *International Telematic U. Uninettuno*

Author: **Irene Skovgaard-Smith**, *Norwich Business School, U. of East Anglia*

Author: **Claudio Barbaranelli**, *Sapienza U. of Rome*

Author: **Gian Vittorio Caprara**, *Sapienza U. Di Roma Rome, Italy*

Moral disengagement (MD) is a social-cognitive process that increases the likelihood of engaging in counterproductive work behavior (CWB). Previous studies have also suggested its role in the routinization of misconduct. What remains unclear are the processes that could attenuate the disinhibitory power of MD in routinization of CWB. This is what we investigate in this manuscript. We propose that self-reflective and behavioral ethical self-efficacy beliefs can buffer the CWB-MD-CWB mediational path over time. We present two empirical studies conducted in two different contexts (i.e., the United Kingdom and Italy). Preliminary examination of the psychometric properties of the newly developed constructs attested the validity and reliability of the ethical SE measures (Study 1, N=308). The posited model has been investigated in an independent longitudinal study conducted on a larger sample of employees (Study 2, N=1308). Results from a structural equation model of moderated mediation confirmed that more efficacious individuals were less likely to routinize CWB over time through the mediation of MD. Results showed that the effect of self-reflective and behavioral ethical self-efficacies on the routinization process occurs at different stages. While self-reflective ethical self-efficacy buffers the CWB-MD relationship over time, behavioral ethical self-efficacy buffers the MD-CWB relationship over time. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

MOC: The Role of Moral Disengagement in the Contagion of Pro-group Unethical Behavior 

Author: **Julie N.Y. Zhu**, *U. of Macau*

Author: **Long Wai Lam**, *U. of Macau*

Author: **Yolanda N. Li**, *Lingnan U.*

Author: **Qi Shao**, *U. of Macau*

Pro-group unethical behavior is a kind of behavior that violates moral standards while benefitting the actor's team. In this study, we enrich the understanding of its causes by investigating whether being exposed to coworkers' pro-group unethical behavior induces employees to engage in the same unethical behavior. We theorize that employees' moral disengagement explains the link between coworkers' pro-group unethical behavior and employees' pro-group unethical behavior, and that the effect is contingent on the employees' level of team identification. We conducted three field studies to examine our research model. In Study 1, we obtained evidence supporting the indirect effect of coworkers' pro-group unethical behavior on employees' pro-group unethical behavior via moral disengagement. In Study 2, our results also showed the direct effect of coworkers' pro-group unethical behavior on employees' pro-group unethical behavior in addition to the indirect effect. In Study 3, our analyses suggested that the proposed indirect effect is contingent on team identification. Employees were more likely to learn pro-group unethical behavior from their coworkers through moral disengagement under high team identification rather than low team identification. These results were consistent with our expectation.

Paper is Available to Meeting Registrants Only.

MOC: Do You Know What I Know: The Role of Context in Enabling, Reducing Knowledge Hiding in Workplace

Author: **Zeeshan Ali**, *national U. of computer & emerging sciences*

Author: **Richard J. Klimoski**, *George Mason U.*

This paper examines the circumstances under which an individual purposefully hides knowledge from his/her manager or supervisor. It goes on to explore the potential impact of context as this affects the probability and consequences of detection, factors thought to mitigate against its occurrence. Intentional withholding of relevant knowledge can be detrimental to any initiative in terms of such things as unintended costs, inferior quality of outputs or failing to meet deadlines. Accordingly, we review what we know about the concept of KH and briefly summarize what are thought to be its primary causes and some of its consequences. In doing so we emphasize the role of the anticipation of detection and its consequences as new and potentially important explanatory factors. We further propose that managing the expectations of detection and its consequences will contribute to the reduction of knowledge hiding and go on to recommend some tactics for doing so. We conclude by offering propositions that will allow researchers to evaluate the potential validity of our approach.

Paper is Available to Meeting Registrants Only.

MOC: When hypocrisy is rewarded: The costs of moral flexibility outweigh the costs of hypocrisy

Author: **Elizabeth Huppert**, *U. Of Chicago*

Author: **Nicholas Herzog**, *U. of Chicago Booth School of business*

Author: **Justin Landy**, *Nova Southeastern U.*

Author: **Emma Levine**, *U. Of Chicago*

Why is hypocrisy so pervasive in our political, professional, and personal lives? Existing research on hypocrisy suggests that word-deed misalignment is penalized. Yet, hypocrisy continues to permeate our everyday lives. Across five studies (N = 3080), we identify circumstances in which hypocrisy is preferred to consistency. When required to take positions on moral issues, actors are rewarded more (in character judgments, interpersonal trust, and political support) for taking absolute positions (“It is never okay to lie”) that they fail to uphold than for taking more flexible positions (“It is sometimes okay to lie”) that are consistent with their behavior. We study this phenomenon in the moral domain of honesty. Although few people endorse absolute honesty themselves, they still reward others who proclaim that lying is never okay, even when such absolutism involves hypocritical deception. This research helps to explain the persistence of unrealistic moral absolutism in our social world.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **547** | Submission: **15569** | Sponsor(s): **(MSR, OB, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

Religious Leaders and Entrepreneurs: Synthesizing Values-driven Leadership Approaches *Religious Leaders and Entrepreneurs*

Organizer: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Organizer: **Sheila Hanson**, *U. of North Dakota*
Presenter: **Tobias Brügger**, *U. of Zurich*
Participant: **Katja Rost**, *U. of Zurich*
Presenter: **Sarah Pieslinger**, *Johannes Kepler U. Linz*
Participant: **Caroline Preslmazer**, *Johannes Kepler U. Linz*
Participant: **Johannes Thaller**, *Johannes Kepler U. Linz*
Participant: **Tanja Wolf**, *Johannes Kepler U. Linz*
Participant: **Birgit Feldbauer-Durstmüller**, *Johannes Kepler U. Linz*
Presenter: **Guillaume Mercier**, *IESEG School of Management*
Participant: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Presenter: **Sheila Hanson**, *U. of North Dakota*

One of the concerns in modern organizations is ethics, where few institutions are unaffected by scandals or abuse of power. Thus, we look for inspiration in difficult times to offer leaders and managers strategies to mitigate or prevent ethical challenges. This symposium brings together various values-driven leadership approaches to managing organizations and offers both historical and modern leadership lessons. All of the papers stem from organizations rooted in religious values that perform entrepreneurial actions to survive, yet the organizations exist in diverse contexts. Two of the papers investigate leadership and power in Benedictine organizations that have a long-standing history in values-driven leadership and offer ideas how to implement the elements of authentic, ethical, and servant leadership over time. The other two papers study the influence of religious values on entrepreneurial actions in general and in the family business context in particular. We weave the four papers together to better understand how leaders and entrepreneurs incorporate their (religious) values into their leadership styles and adapt their management approaches to engage their stakeholders. Finally, we discuss practical implications of our findings in this symposium.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **548** | Submission: **17276** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

Context, Agency and Trust in Social Networks *Social Networks: Relations*

Digital Session Chair: **Katharina Scheidgen**, *Leuphana U. Lüneburg*

OMT: Lukewarm or Hot? Comparing Investor Tie Formation of Entrepreneurs in Silicon Valley and Berlin

Author: **Katharina Scheidgen**, *Leuphana U. Lüneburg*
Author: **Anna Brattstrom**, *Lund U.*

Winner of the OMT Division Best International Paper Award

Carolyn Dexter Award Nominee

This study contributes a contextual perspective on tie-formation practices that is relevant to both entrepreneurship- and network research. Existing research has highlighted that forming personal ties to investors requires skillful networking from entrepreneurs. We shift attention to how such activities are shaped by local values, norms, and taken-for-granted assumptions about what is considered socially legitimate networking behavior in different institutional contexts. We present results from an embedded, multiple case study, in which we compared two types of entrepreneurs (start-up entrepreneurs and academic spin-off entrepreneurs) across two different institutional contexts that both provide a dynamic environment for entrepreneurial activities (Silicon Valley and Berlin). Our study offers theoretical insights into how institutional contexts shape tie-formation practices through tie-formation scripts. We identify practices and scripts that are distinct to the two different contexts. Moreover, we offer novel insights into how tie-formation scripts shape the quality of entrepreneurs' networks over time, as well as how they constrain (or enable) their ability to move from one institutional context to another. In particular, we introduce the novel concept of tie warmth to explain why strategies of network broadening may be appropriate in some contexts, network deepening is appropriate in others, and in some contexts, forming personal ties to investors may not be useful at all.

Paper is Available to Meeting Registrants Only.

OMT: Accumulating Trust in Networks: The Interplay Between Social Structure and Networking Behavior

Author: **Giuseppe Soda**, *Bocconi U.*
Author: **Akbar Zaheer**, *U. of Minnesota*
Author: **Michael Park**, *U. of Minnesota*
Author: **Bill McEvily**, *U. of Toronto*
Author: **Mani R. Subramani**, *U. of Minnesota*

The predominant focus of the organizational literature on trust has been the direct interactions between ego and other actors, which has solidified our understanding of the dyadic foundations of trust. We have learned far less, however, about the formation of trust in the context of an extended network of actors whose interactions are more limited, diffuse, and distal. In this paper, we build on the emerging literature on network forms of trust to argue that actors accumulate trust by both leveraging their position in social structure and by engaging in networking behavior. We test our predictions using a sample of data from an online trading platform consisting of 28,000 traders across 48 weeks. Our data allows us to observe the accumulation of trust in the form of "copy trading" whereby traders risk their own financial capital by allocating a portion of their portfolio to be automatically based on the investments of other designated traders. We find that traders who occupy positions of higher status in the network and traders who signal positive sentiments in their communication behaviors accumulate higher levels of trust. Furthermore, the positive effect of networking behavior on accumulation of trust is amplified by network status. In sum, we contribute to the organizational literature on the formation of trust by demonstrating that network structure acts as a prism of social cues and as pipes of signaling behavior about trustworthiness that combine to explain the accumulation of trust.

Paper is Available to Meeting Registrants Only.

OMT: Digging the Structural Hole: Brokering's Impact on Network Structure

Author: **Doron Shiffer-Sebba**, *Doctoral Candidate at U. of Pennsylvania*

Whereas the traditional view of brokerage implies solidified social ties activated by brokers, an alternative view acknowledges the potential for brokers to alter network structure. However, even researchers who hold this view analyze the role of brokers' properties, whereas how their behavior shapes network structure remains largely unexamined. Using ethnographic observations at a family office that brokers between wealthy clients and professionals, this study develops a grounded theory of how brokering behavior alters network structure. It finds that faced with uncertain brokerage opportunities and contingent social ties, brokers can make strong claims about the quality of their network ties even before they are established. Motivated by potential rewards, they first actively test opportunities for brokerage using tactics like invoking external threats. Then, in addition to activating existing network ties, they also change network structure to pursue discrete brokerage opportunities. Taken together, these findings bolster our understanding of how broker agency and network structure are mutually constitutive in practice. They show that in addition to who brokers are, what brokers do can also shape network structure.

Paper is Available to Meeting Registrants Only.

OMT: Agency and the Micro-Foundation of Network Resilience: Insights From "Mafia Capitale" (2012-2015)

Author: **Francesca Capo**, *U. of Milano Bicocca*
Author: **Elisa Operti**, *ESSEC Business School*
Author: **Riccardo Maiolini**, *John Cabot U.*
Author: **Francesco Rullani**, *U. Ca' Foscari of Venice; Dept. of Management & Bliss - Digital Impact Lab*

The renewed interest in people as the actors of change within the network has sparked the emergence of a new "micro-foundations" movement in social network literature. Despite the increasing attention devoted to the role played by individuals in network change and transformation, we still lack an understanding of how individuals may be agentic in responding to network churn determined by external events. In this paper, we intend to address this challenge and shed light on the strategies implemented by key actors to make the network resilient in response to a sudden exogenous shock. We address this issue through a longitudinal case study of the evolution of a political, economic, and criminal network involved in a scandal known as "Mafia Capitale" and happened in Rome, Italy's capital, between 2012 and 2015. We identify four different strategies that actors can deploy to build network resilience in the face of shocks, thus contributing to research on network resilience and on the role of networks in institutional transitions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **549** | Submission: **17306** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

Navigating Temporal Multiplicity   
Navigating Temporalities

Digital Session Chair: **Nawon Oh**, *Penn State Smeal College of Business*

OMT: Near-Miss Disaster Violations and Investor Reactions 

Author: **Nawon Oh**, *Penn State Smeal College of Business*
Author: **Srikanth Paruchuri**, *Texas A&M U.*

Investors penalize firms for their misconduct because it violates expectations that firms adhere to generally agreed upon norms and standards. In this paper, we present a new class of misconduct events, labeled “near-miss” events, which may bring to investor attention the potential disaster that was averted because of this violation revelation. Examples of such events include safety inspection violation reports identifying violations that may lead to imminent disasters. We develop a theoretical framework theorizing how investor reactions are shaped by a different mechanism in these contexts. We hypothesize that investor reactions will be affected by the saliency of past disasters in the industry, and how this relationship is moderated by the extent of a firm’s vulnerability to disaster. Our empirical investigation in the context of mining industry provides broad support for this novel mechanism and has implications for research on organizational misconduct and strategic research on investor reactions.

Paper is NOT Available. Please contact the author(s).

OMT: Living in the Future or Living in the Now? How Institutional Change Actors Engage Ambi-Temporality 

Author: **Moritz Jan Kleinaltenkamp**, *Hertie School of Governance*

Finalist for the OMT Division Best Paper Award

Actors seeking to change institutions from the inside out confront the challenge of living in two times at once, also referred to as “ambi-temporality”. They have to engage in the institutionalized practices of the present that they seek to overturn, while also enacting practices that correspond to their envisioned alternative future. Extant research on institutional change and collective action suggests that actors will ultimately focus either on the present or the future, often with detrimental consequences for their institutional change project. The paper at hand seeks to develop a more nuanced understanding of how actors seeking to change institutions engage with ambi-temporality. Drawing on an abductive ethnography of a blockchain start-up seeking to disrupt institutions of centralized organizing and corporate data monopolism, I investigate how individuals organized around a shared vision for the future differently perceive ambi-temporal tensions. I develop a typology of three archetypical orientations towards ambi-temporality which individuals may adopt. One of these orientations – “processuality” – presents a workable middle-ground between a focus on the present and a focus on the future that allows actors to harmoniously live in both times at once, and hence enact institutional change from the inside out. I discuss the implications each orientation has for organizational practice.

Paper is Available to Meeting Registrants Only.

OMT: Granting Time: How Individuals Manage Temporal Multiplicity

Author: **Jane Bjørn Vedel**, *Copenhagen Business School*

While previous research has extensively examined the temporal structuring of organizations, little research has explored how individuals manage temporal multiplicity from operating through multiple temporal structures. Based on a study of college professors holding large, long-term grants, this paper suggests that professors manage their temporal multiplicity through the temporal strategies of transcending, reshaping, entraining, and bridging. Professors’ use of these strategies is conditioned on their positions in their organizations, grants, and careers. Changes in these positions, along with temporal reflexivity resulting from the insufficiency of using single strategies, trigger professors’ shifts among the strategies. Professors’ use of these strategies leads them to two overall patterns of managing temporal multiplicity: either developing asynchrony or synchrony with their organizations. The findings are theoretically important because they demonstrate the dynamics, conditions, and implications of individuals’ temporal strategies, which also explains why accepting the temporality that grants offer is complicated.

Paper is Available to Meeting Registrants Only.

OMT: Experiencing Time like Groundhog Day? Uncovering the Morality of Temporal Orders in End-of-Life Care 

Author: **Patricia Helena Hein**, *EBS U. für Wirtschaft und Recht*

Morality is key to the origin of peoples’ temporal orientations, as moral values can be traced back to the origins of process (kairos) and linear (chronos) time. Yet, despite the call to explore the causes of temporal conflict in organizations, existing literature mainly focuses on temporal explanations of such conflicts – clock vs. process time. We draw on a qualitative case study of economized palliative care, and show how temporalities are morally charged. We find that staff confronted a moral dilemma in balancing an individual care ethic that required catering to patients’ subjective experiences of time when facing death, and a utilitarian ethic that required attending to clock-based timelines to ensure the efficient treatment of a greater number of patients. Consequently, staff engaged in temporal work as a means to redefine the morality patients attached to time. We show that by alleviating the underlying moral dilemma, individuals with authority may resolve temporal conflicts. Second, we conceptualize process time as an existential subjective coping mechanism that is strongly linked to actors’ moral values. Third, we highlight the productive nature of temporal conflict to stir debates about social problems in mainstream society, instead of patching them up through alleviating the underlying moral conflicts.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **550** | Submission: **11251** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

STR Distinguished Scholarship Presentation in Honor of Jay Barney & Margaret Peteraf
STR Distinguished Scholar Presentation

Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Margaret A. Peteraf**, *Dartmouth College*
Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Marvin B Lieberman**, *UCLA Anderson School of Management*
Panelist: **Joseph Porac**, *New York U.*
Panelist: **Timothy B. Folta**, *U. of Connecticut*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **551** | Submission: **17609** | Sponsor(s): **(AFAM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

Africa Journal of Management Editorial Board Meeting
AJOM Editorial Board Meeting Business Meeting

Organizer: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

Organizer: **Hermann Ndofor**, *Indiana U., Indianapolis*

Organizer: **Moses N. Kiggundu**, *Carleton U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **552** | Submission: **16753** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

IM Division CEIBS Best Paper Award 

Digital Session Chair: **Katherine Xin**, *China Europe International Business School (CEIBS)*

This session features the finalists for the IM Division CEIBS Best Paper Award, which is presented to the best scholarly paper of the IM Division at the Academy of Management Annual Meeting. This award is sponsored by China European International Business School (CEIBS). All papers accepted by the IM Division for presentation at the Academy of Management annual meeting are eligible for the award. All papers that are finalists for other IM Division paper awards are also considered for the CEIBS Best Paper Award.

 **IM: A Temporal Agency Model of Investor Group Dynamics** 

Author: **Christina Maria Muehr**, *WU Vienna*
Author: **Igor Filatotchev**, *King's College London*
Author: **Thomas Lindner**, *U. of Innsbruck*
Author: **Jonas F. Puck**, *WU Vienna*

In this article, we contribute to, and extend, multiple agency theory through investigations beyond dichotomous agency relationships. As such, we examine temporal interests among principals, and propose faultlines as a novel approach to capture full agency dynamics, conflicts and costs. We test our model in the empirical setting of foreign and domestic firms undergoing an initial public offering (IPO) in the US, and explain incentives of public market investors to price investor faultlines in public equity markets. Within this framework, we distinguish dormant from active faultlines, and describe their activation course through the triggering event of IPO lockup expiration. We find evidence that faultlines negatively affect post-IPO stock market performance, with foreign firms driving this negative effect. We further investigate the contingency of firm foreignness, and uncover geographic dispersion among principals to heighten perceptions of faultlines. Moreover, we find firms operating in high technology markets to weaken, and increased ownership retention by directors and executives to strengthen, investor faultlines perceived by public market investors.

Paper is Available to Meeting Registrants Only.

 **IM: Social Exchange and Reciprocal Integration between Migrants and Locals at Work**   

Author: **Minna Marinova Paunova**, *Copenhagen Business School*
Author: **Maribel Blasco**, *Copenhagen Business School*

The negative discourse surrounding migration today often stems from a perception that migrants are a 'burden' to local communities, 'getting' more than they 'give'. We propose a novel approach to theorizing migrant integration by developing a social exchange framework on the relation between migrants and locals in the workplace. The workplace is a critical space, because successful and meaningful employment is the single most important determinant of migrants' overall contributions to society, and positive informal relations among colleagues support workplace performance. Reciprocal integration is defined as the process through which everyday voluntary exchange interactions between migrants and locals, which are returned in kind or paid forward, accumulate. Examples would be the continual exchange of favors, information, birthday wishes, and invitations to dinner among colleagues in acts that are not mere professional obligations, but are voluntary as well as mutually rewarding and corresponding over time. These small interpersonal episodes between migrants and locals enhance social cohesion at the workplace. Considering the role of power, status, and culture in exchange, we develop a set of propositions that detail how the process of reciprocal integration might unfold.

Paper is NOT Available. Please contact the author(s).

 **IM: International experience as a microfoundation of foreign subsidiary performance: A multilevel model**   

Author: **Marketa Rickley**, *U. Of N. Carolina-Greensboro*
Author: **I-Heng Wu**, *U. of Iowa*
Author: **Ean Crawford**, *U. of Iowa*

In multinational companies, international experience by managers is considered a source of competitive advantage. Yet we know little about whether the positive consequences of personal international experience persist when aggregated in top management teams (TMTs). Are certain experiential, relational, or structural TMT configurations more effective at converting personal knowledge from international experience into organizational performance? Drawing on knowledge integration and small groups research, we develop a multilevel model of compositional emergence to define how personal international experiences aggregate from the individual to the collective. We then explore how TMT differences in experiential, relational, and structural configurations of international experience affect performance. We test our predictions using a cross-national and multilevel dataset on foreign-owned banks. The data include detailed information on top managers' demographic, educational, and professional backgrounds (N = 270 TMTs, nested within 60 foreign subsidiaries, and 28 multinational banks), ten years of financial performance data, and covariates from different levels (e.g., TMT, subsidiary, MNC, home country, host country). By theoretically and empirically linking individual differences in international experience to subsidiary performance through team-level knowledge integration mechanisms, we contribute to the search for microfoundations of competitive advantage using the knowledge- and resource-based views in an international context.

Paper is Available to Meeting Registrants Only.

 **IM: The Role of Country Governance in Firm Responses to Economic Protectionism**    

Author: **Dennis Wajda**, *U. of Miami*
Author: **Ruth V. Aguilera**, *Northeastern U.*

Many countries have recently enacted investment-related national security screening laws and regulations ("national security screening laws" for short) that protect domestic firms from foreign ownership. Agency theory prescribes that these laws will dissuade managers from risky, long-term research and development (R&D) investments because these laws can dilute the disciplining role of the market for corporate control. Yet, agency theory's prescription undermines the importance of country governance that firms are also subject to. We propose that firms subject to different country governance exhibit differential responses to the enactment of national security laws because country governance can shape the type of governance issues faced by firms. In addition, the role of country governance in shaping firms' differential responses is stronger when managers have a lower level of decision discretion prior to the enactment of these laws. Using 40,843 firms from 61 countries, we find support for our arguments. Findings from this study advance comparative corporate governance research by highlighting that the influence of foreign acquisitions on R&D investment is contingent on country governance that firms are embedded in.

Paper is Available to Meeting Registrants Only.

 **IM: EMNEs as Potential Employers in Developed Countries – The Role of CSR in Attracting Talents**

Author: **Bich Ngoc Le**, *U. of Fribourg*
Author: **Dirk Morschett**, *U. of Fribourg*

Attracting and acquiring skilled employees have become more challenging than ever in today "war for talents." This issue is particularly more relevant and challenging for emerging market multinational enterprises (EMNEs) due to their less favorable country-of-origin images as compared to those of their incumbent from developed markets (DMNEs). Integrating legitimacy, attribution, and signaling theories, we suggest that CSR engagement is a strategy worth considering for EMNEs. An experiment involving 490 potential applicants from Germany, Switzerland and Austria shows that good CSR helps EMNEs overcome country-of-origin constraints on attracting and hiring local talents in developed host countries. As an impediment, though, we find evidence of low applicant's willingness to search for CSR information, representing a serious challenge for firms' attempts to maximize benefits from CSR engagement.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **553** | Submission: **10172** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 1:00PMET (UTC-4)**

Career Services Job Market Workshop *Career Services Job Market Workshop*

Coordinator: **Wendy A. Kramer**, *Academy of Management*
Speaker: **Olenda E. Johnson**, *North Carolina A&T State U.*

Join the Career Services Committee and our Special Guest Speaker for an interactive Job Market Workshop open to all members!
Topics will include:

- The Dos and Don'ts within the academic job search
- Statistics from the 2021 academic employment market
- Valuable insights for exploring non-traditional pathways for PhDs
- Closing Q&A

Workshop facilitators include the Career Services Committee leadership team members Dr. Matrecia James and Dr. Angela Miles.

Our Special Guest Speaker, Dr. Olenda E. Johnson will provide insights on exploring the many Non-traditional Pathways accessible to PhDs. Dr. Johnson is a Professor of Strategic Leadership and Leader Development at the U.S. Naval War College (USNWC) in the College of Leadership & Ethics (CLE). As a lead contributor in CLE, Dr. Johnson advises senior leaders, develops strategy, conducts flag officer research, and facilitates team efforts. In one of her key roles, she leads her team in developing and teaching leadership courses for Navy admirals and senior government service executives. Dr. Johnson currently holds an adjunct faculty appointment at Wellington School of Business & Government at Victoria University, Wellington, New Zealand.

You won't want to miss this session!
Add Career Services Job Market Workshop (session 553) to your schedule today.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **554** | Submission: **16725** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

MC Executive Committee Part 2
MC Executive Committee Part 2

Program Chair: **Daniel Degraevl**, *California State U., Northridge*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **555** | Submission: **12202** | Sponsor(s): **(MED, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 1:00PMET (UTC-4)**

Designing Effective Online Learning Modules Using Slide-Sharing, Video-Sharing, and Survey Software *Designing Effective Online Learning Modules*

Facilitator: **Thomas Cavanagh**, *Dominican U. of California*

This two-hour-and-fifteen-minute professional development workshop will use a format of mini-lectures, individual work time, and group discussion to guide attendees in creating effective and engaging online learning modules by applying empirically-supported principles derived from the Cognitive Theory of Multimedia Learning, specifically the use of advance graphic organizers, concise narrated animations, segmenting, interpolating questions, and learner control features. The workshop will include explanations of how these modules can be created using computer programs that most AOM attendees likely have access to and are familiar with, specifically slide-sharing programs (e.g., PowerPoint), video-sharing programs (e.g., YouTube), and survey software (e.g., Google Forms).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **556** | Submission: **13731** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM- 1:00PMET (UTC-4)**

MOC Executive Meeting
MOC Exec Meeting

Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Participant: **Abhijeet K. Vadera**, *Singapore Management U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Power and Politics

Digital Session Chair: **Tyler Sabey**, *Texas A&M U.*

OB: A Tale of Two Quotes: When Power “Corrupts” and When It Triggers “Great Responsibility”

Author: **Tyler Sabey**, *Texas A&M U.*

Two seemingly contradictory quotes can be cited in the power literature. The first – and most traditionally held assumption by early power scholars – is attributed to the 19th century British politician Lord Acton: “Power tends to corrupt, and absolute power corrupts absolutely.” The other has more ambiguous roots (French Revolution, Voltaire, Churchill, Roosevelt, Uncle Ben Parker, etc.): “With great power comes great responsibility.” Though the notion that power corrupts seems to be the status quo, there are instances when individuals use their power for good. This begs the questions, why and when does power corrupt and why and when does it trigger great responsibility? To answer these questions, I draw from theorizing on cognitive morality (e.g., Kohlberg, 1976) and attribution theorizing (e.g., Heider, 1958) to argue that peoples’ reactions to having power – specifically self-/other-focused behaviors – depends on power attribution. Furthermore, I suggest that peoples’ reactions to power can be explained by where they direct their sense of responsibility – towards themselves (resulting in self-interested behaviors) or towards others (resulting in more other-interested behaviors). Moreover, behaviors directed towards others can be further understood by distinguishing the target (e.g., prosocial behaviors towards a specific individual or individuals vs. prosocial behavior towards the community or society at large). Using a multi-time period study design and structural equation modeling, I demonstrate that when powerholders attribute their power internally, they tend to participate in more self-interested work behaviors, but when they attribute their power externally, they tend to participate in more global prosocial behaviors.

Paper is Available to Meeting Registrants Only.

OB: Let’s Get Political: An Expanded Self-Consistency Perspective on the Effects of Perceived Politics

Author: **Émilie Lapointe**, *BI Norwegian Business School*

Author: **Alexandre Morin**, *Concordia U.*

Author: **Christian Vandenberghe**, *HEC Montreal*

Author: **Gary Schwarz**, *Queen Mary U. of London*

How does the self shape perceived politics’ effects on employee turnover intention? We aim to answer this question by proposing an expanded self-consistency perspective on perceived politics in organizations. We first introduce the notion of perceived supervisor politics (PSP) and suggest that PSP differs from perceived organizational politics (POP). Building on cognitive dissonance theory and associated self-consistency assumptions and on self-verification theory, we then argue that POP threatens self-consistency among employees with high organization-based self-esteem (OBSE), making them less likely to think about quitting the organization. In contrast, PSP would represent an opportunity for self-verification among low-OBSE employees, making them more likely to remain in the organization. We further suggest that PSP may also threaten employees’ psychological consistency when the self-verification experience that is evoked as a function of OBSE levels is inconsistent with the overall experience of self-verification with the supervisor. In this case, employees would be less likely to think about leaving the organization. Two time-lagged studies, conducted in the United States and China, are reported to test these hypotheses. Results from latent moderated structural equations analyses supported our predictions. Theoretical implications and future research directions are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Managing Power Dependence in Diversity Work at San Francisco Bay Area High-Growth Firms (2016-2020)

Author: **Vic Marsh**, *U. of Colorado, Boulder*

Author: **David R. Hekman**, *U. of Colorado, Boulder*

We examine how diversity-promoters manage their high dependence on their firms for employment while pushing effectively for innovative rather than template-driven diversity practices. Building theory inductively from multiple case studies, we tracked the evolution of diversity practices within six technology firms across four years in the San Francisco Bay Area. Through privileged access to line executives, Black and Hispanic/Latino employee activists, and several incumbents of the diversity program coordinator position within firms, we learned how diversity programs began and how they changed over time. Firms with very similar structures (diversity program managers and employee affinity groups) and similar diversity ideology had different experiences of one change outcome: whether their diversity practices remained stuck in their original templates or were customized to meet new needs. We contribute to studies of power dependence inside organizations by clarifying the tradeoff between insider knowledge and power dependence. Additionally, we add a strategizing perspective to power dependence, underscoring how diversity advocates use three behaviors to overcome resource blockages and effectively manage their power dependence. Finally, we contribute a novel perspective on the activist-employer relationship -- i.e., emphasizing internal coalitions (not just individual change agents) and activists as customizers of practices (not just diffusers of practice templates). We conclude with implications for power as a control that can be borrowed from a power-seekers perspective (not only delegated first by a power-holder), autonomy as a power distance issue achieved by neglect (not always ascribed or achieved status), and innovation as a customization process within institutional constraints.

Paper is Available to Meeting Registrants Only.

OB: Organizational cover-up of extreme crime: The largest serial murder in German post-war history

Author: **Hendrike Werwigk**, *U. of Passau*

Author: **Marie Lucia Deutsch**, *U. of Passau*

We assessed the case of the 85-fold serial killer Niels Högel at Oldenburg and Delmenhorst Hospital between the years of 1999 and 2005 in a theory-informed, qualitative study with the objective of gaining a grounded understanding of why organizations cover up severe misconduct of single perpetrators. We screened all publications on the Niels Högel case, set up an elaborate timeline of the events, building an intelligent, taggable database, and conducted narrative interviews with former co-workers of the killer nurse. We identified that both, actual lack of awareness of the crimes due to characteristics of the crime scene and the perpetrator as well as a culture of handling problems internally made it possible for Niels Högel to concealment the killings. Our emerging understanding reveals a series of particularly important enablers of the cover-up: the role of fear of scandal, the intention to save the institution, and the highly embedded Esprit de Corps that demarcates a cohesive, narcissistic, and well-respected action team with a focus on financial goals and according pragmatism. Our findings contribute to the literature on organizational cover-ups by assessing established concepts of previous studies in a new light, raising attention to less explored phenomena relevant to the understanding of organizational cover-up, and expanding the spectrum of case studies analyzing organizational cover-up through a study setting in a regular institution.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Effects of Leaders on Followers

Digital Session Chair: **Lei Yao**, *Beijing Normal U.*

OB: Whether and how authoritarian leadership and benevolent leadership affect the family satisfaction

Author: **Lei Yao**, *Beijing Normal U.*

Author: **Minya Xu**, *Guanghua School of Management, Peking U.*

The extant studies on leadership are replete with employee performance outcomes. However, the literature remains quite silent on whether leadership effects transfer to employees' family members and influence their family satisfaction. In the present study, we explore the crossover effects of the most prevalent leadership styles in high power distance and collectivist cultures—namely, authoritarian leadership and benevolent leadership—on the employees' spouses family satisfaction. Based on conservation of resources theory, we suggest that employees' work-family conflict mediates the relationship between authoritarian leadership and family satisfaction of employees' spouses, whereas employees' work-family facilitation mediates the relationship between benevolent leadership and family satisfaction of employees' spouses. Additionally, we investigate spouses' need for control as a moderator of the indirect effect of authoritarian leadership, which moderates the relationship between employees' work-family conflict and spouses' family satisfaction. We test these hypotheses using multiphase, employee-spouse dyads from 207 Chinese couples. The findings contribute to work-family research by illustrating that leadership could affect employees' work-family interface and ultimately influence the family satisfaction of employee's spouse.

Paper is Available to Meeting Registrants Only.

OB: Leader's Ostracism Predicts Subordinates' Deviant Behaviors via Emotional Dissonance and Well-being

Author: **Mansik Yun**, *Central Michigan U.*

Author: **Nga Do**, *Central Michigan U.*

There is growing research interest in workplace ostracism, due to its detrimental effects. Ostracized employees may react to ostracism in a social exchange manner by enacting counterproductive work behaviors (CWB), adding to the detrimental impact of ostracism. We examine ostracism of employees instigated by the leader, which should be especially important because of the leader's formal power vis-à-vis the subordinates. Furthermore, in order to understand the processes through which leader ostracism may affect subordinates, we propose and test a moderated mediation model, based on a stressor-strain framework, illustrating how leader ostracism predicts emotional dissonance and employees' well-being (i.e., emotional exhaustion and work engagement) unfavorably, which in turn, resulting in CWB. We also examine if relational attributions buffer the ostracism-emotional dissonance linkage. We conducted three prospective studies with different research designs, especially regarding time lags. In Study 1, we collected data (N = 325) in a short-term three-wave prospective research design (i.e., a one-day time gap) from three construction companies. In Study 2, we collected data (N = 228) over 10 consecutive days from a construction company. In Study 3, we collected three-wave data (N = 268) over a six-month period from a hotel. Leader ostracism predicted emotional dissonance regardless of the time interval. The mediation and moderation, however, was more supported in the short than long-term designs. In sum, the current research provides a different process through which leader ostracism yields CWB via emotional dissonance and well-being, but also suggests the effects between variables may require different amounts of time.

Paper is Available to Meeting Registrants Only.

OB: What Creates a "Good Soldier"? Leader Self-Sacrifice, Subordinate Negligent Behaviors under Ambiguity

Author: **Feifan Yang**, *Shanghai U. of Finance and Economics*

Author: **Zhijun Chen**, *Shanghai U. of Finance and Economics*

Extant research has uniformly tested that self-sacrificial leadership is beneficial for subordinates, teams, and organizations. Drawing on theories of situational strength, we challenge the current positive self-sacrificial leadership conclusion by emphasizing the detrimental role of ambiguity in the work context on expanding reciprocity pressure of subordinates. We propose that leader self-sacrifice can prompt subordinate negligent behaviors through subordinate increased citizenship pressure when they are under high ambiguity. Besides, under low ambiguity, leader self-sacrifice is positively associated with subordinate respect for the leader, which in turn decreases negligent behaviors. An experiment with 179 employees provided support for this contingency perspective. Our findings reveal the costs and benefits of leader self-sacrifice and the importance of work context in this unique leadership process.

Paper is Available to Meeting Registrants Only.

OB: The Impact of Transformational Leadership on Employees' Appraisals of Stressors

Author: **Nina Nesdoly**, *Telfer School of Management, U. of Ottawa*

Author: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*

We develop and test a theoretical model to examine how and why transformational leadership affects employees' appraisals of challenge and hindrance stressors. We draw from foundational theories of stress to argue that transformational leaders motivate their employees to believe that they can successfully cope with workplace stressors, which in turn encourages them to appraise challenge stressors more positively and hindrance stressors as less threatening. Presenting a parallel mediation model, we test three mediators that operationalize our underlying theory: psychological empowerment, psychological safety, and stress mindsets. The results from a longitudinal online survey of 255 employed adults found that transformational leadership was positively associated with challenge appraisals in the context of challenge and hindrance stressors, and negatively associated with hindrance appraisals in the context of challenge and hindrance stressors. Psychological empowerment, but not psychological safety or stress mindset, was a significant mediator in all cases. We conclude that transformational leaders can help employees appraise stressors more optimistically by empowering them to view themselves as competent and in control in relation to their work. The applications of our research to theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Crowdsourcing, Creativity, and Innovation

Digital Session Chair: **Olivia Jung**, *Emory U.*

OCIS: **Crowdsourcing Increases Employee Innovation: Field Experimental and Qualitative Evidence from CHCs (WITHDRAWN)**

Author: **Olivia Jung**, *Emory U.*

Are there long-term, spillover outcomes to crowdsourcing ideas from employees, beyond the innovations generated from it? This paper examines whether and how innovation contests, a crowdsourcing intervention that opens up a channel and opportunity to innovate, could increase employees' general engagement in innovation. In a multi-method study, I first conducted a field experiment with 53 community health centers (CHCs). Half of the randomly treated CHCs crowdsourced all employees for ideas to improve patient care. After the experiment, I interviewed 175 people spanning roles and levels from the same field sites to explore how and under what conditions this intervention works. My experimental findings evince that the intervention increased employees' engagement in innovation by more than 35 percent, two months following the intervention. My qualitative findings suggest that the intervention (1) exposed managers to the usefulness of soliciting employee ideas, prompting them to keep soliciting ideas and (2) spurred employees to prioritize innovating on top of their day-to-day work. The intervention was particularly effective in organizations where employee ideas were not proactively sought prior to the intervention. This study illustrates that a crowdsourcing intervention that introduces an open and structured approach to innovation can motivate manager-employee communication in new ways.

Paper is NOT Available. Please contact the author(s).

OCIS: **Crowdsourcing for Innovative Knowledge: Effects of Knowledge Integration and Social Network Position**

Author: **Yao Sun**, *U. of South Florida*

Author: **Ann Majchrzak**, *U. of Southern California*

Author: **Arvind Malhotra**, *U. of North Carolina, Chapel Hill*

As innovation is increasingly generated via crowdsourcing, factors that enable or impede collective innovation deserve a closer examination. This study advances the literature on crowdsourcing for innovation by examining the roles of knowledge integration and social network position in open innovation challenges. It tests the differential main effects and the interaction effect of knowledge integration and contributors' centralized network position on collective innovation by analyzing 3,200 posts generated from 21 organization-sponsored online crowd-based open innovation challenges. Findings showed that when knowledge contributors occupy a centralized position in the networked interaction, they are less likely to generate innovative knowledge, and the benefit obtained from integrated knowledge tends to be hampered by being centralized in online interaction. This study adds a new dimension to explaining crowdsourcing for innovation by incorporating a social network perspective into crowdsourcing and open innovation research. It also sheds light on the practice of crowdsourcing by highlighting the design of platforms that can promote the integration of crowd members' shared knowledge while encouraging diverse voices from non-centralized members of the crowd.

Paper is Available to Meeting Registrants Only.

OCIS: **Crowds, Gigs and Platforms. An Integrative Review and Research Agenda on the Future of Online Work**

Author: **Francesca Bellesia**, *Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia*

Author: **Elisa Mattarelli**, *San Jose State U.*

Author: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*

Author: **Maurizio Sobrero**, *U. of Bologna*

As organizations outsource jobs traditionally performed by employees to the 'crowd' – i.e. to an external, undefined workforce with very different backgrounds, skills, expertise, and cultures – through online platforms, we still lack a detailed understanding of the experiences of workers on these platforms and how platforms change individual work. We conducted an integrative literature review on the changing nature of work on online platforms, based on 64 papers dated 2006-2020. We identified three main research areas, related to (I) work characteristics, i.e. motivation to engage in online work, workers' behaviors and performance, meaning of work; (II) the relation between workers and platforms, i.e. workers interactions with algorithms and control issues, such as algorithmic scores management; and (III) workers relations with peers, especially in online communities. For each of these areas we propose and detail future research directions.

Paper is Available to Meeting Registrants Only.

OCIS: **Thinking about the seeker: a method for ideas selection in crowdsourcing through clustering**

Author: **Gianluigi Viscusi**, *Imperial College Business School*

Author: **Riccardo Bonazzi**, *HES-SO Valais/Wallis, Sierre, Switzerland*

This article presents a method for new ideas selection, which uses clustering to filter ideas while considering the seeker's goals and the learning dynamics. Most of the previous research has considered the idea provider as the main subject of analysis. Instead, we focus on the bounded rationality of the solution seeker. Seekers often estimate that the main cost of an idea challenge comes from the reward itself; yet, making mistakes in the selection process and picking the wrong idea might result in the seeker wasting time and money. The study discussed in the paper is an early-stage application of the design science research (DSR); thus, we argue that the research contribution can be classified as "exaptation", a known solution to a new problem.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **560** | Submission: **17273** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

Paradox in Organizational Practice   
Paradox in Practice

Digital Session Chair: **Harald Tuckermann**, *U. of St. Gallen*

OMT: Continuously Responding to Paradox With Third Spaces: A Process Study on Change in a Nursing Unit

Author: **Harald Tuckermann**, *U. of St. Gallen*

This paper explores how organizations can continuously cope with paradox. A longitudinal case study on organizational change of a nursing department shows that establishing repeated social interactions supports organizational members in addressing emerging contradictory issues. These social interactions are third spaces, sites in which actors can enunciate, reflect and envision responses to contradictory issues. The explanation of how an organization can continuously cope with paradox rests on two pillars: first, the third spaces form an ecology of spaces so that organizational actors become involved in addressing their contradictory issues. Second, third spaces emerge and become maintained over time as they form a duality with contradictory issues. Furthermore, the paper contributes to explaining the shift from defensive to active responses, which are associated with vicious and virtuous cycles. Lastly, third spaces serve to relate cognitive approaches with social interaction, thus bringing together these two perspectives within the paradox lens.

Paper is Available to Meeting Registrants Only.

OMT: Clinical Response to Alarming Technology in High-Reliability Organizations

Author: **Carmen Diaz**, *Northwestern Kellogg School of Management*
Author: **Klaus Weber**, *Northwestern U.*

High-reliability organizations (HROs) increasingly use alarming technology to disrupt routines and draw attention to potential problems. However, HROs also require individuals and teams to reduce disruptions in order to maintain the organizational stability and mindfulness necessary in an HRO. This paper aims to explore the paradoxical relationship of disruptive alarming technology and organizational mindfulness by analyzing how an ICU nursing team processes and responds to alarms. Through a series of interviews and participant observations, I find that the nurses studied reduced the alarming stimuli to two types of alarms: ambiguous (alarms that did not have routinized responses and required sensemaking) and non-ambiguous (alarms that had routinized responses and required little to no sensemaking). In order to avoid having to process each alarm, nurses only focused their attention on ambiguous alarms. Nurses were able to filter the severity of ambiguous alarms through their expectations for how each patient would alarm that shift (what I define in the paper as “patient personas”). Patient personas were supplemented with information nurses gleaned from elements of embodied sensemaking – primarily in the form of physical positioning and sensory cues. Body language of other nurses, physical positioning of the nurse and their peers, time-chunking of their tasks, as well as visual information from the alarming technology all contributed to how nurses perceived and responded to the alarms for their patients, as well as for those in their vicinity.

Paper is Available to Meeting Registrants Only.

OMT: Driving Internal Change by External Means: The Paradoxical Mission of Development NGOs  

Author: **Carolin Johanna Waldner**, *Heinrich-Heine U. of Dusseldorf*
Author: **Stephanie Schrage**, *Hamburg U. of Technology*
Author: **Andreas Rasche**, *Copenhagen Business School*

In this study, we analyze the dynamics of the paradoxical mission of development NGOs, who as external actors from Western welfare states aim to drive internal change in local communities in developing countries. This paradoxical mission is particularly interesting in order to contribute to paradox theory as it constitutes of two poles, where one is fixed and the other is dynamic. While NGOs can adjust their practices as external actors, they cannot influence the internal nature of their objective to drive change that comes from within local communities. Based on a 15-months ethnographic case study of the German development NGO Viva con Agua, which works with their paradoxical mission of implementing water, sanitation, and hygiene projects in rural Uganda, we find that the organization applied different strategies to cope with the paradoxical tensions of their mission and meet their desired end: (1) adjusting external means, (2) supporting internal means, and (3) working with universal means. This way, we contribute to the literature on organizational paradoxes by analyzing a paradox that unfolds between means and end of a process by introducing the paradox response of ‘working with universal means’.

Paper is Available to Meeting Registrants Only.

OMT: Exploring the Inclusion and Exclusion Paradox Within the Performances of Organizational Rituals

Author: **Mustafa Kavas**, *Cass Business School, City U. London*
Author: **Amit Nigam**, *City U. London*
Author: **Paula Jarzabkowski**, *City U. London*

Family firms, by their nature, are imbued with paradoxes. In particular, the paradox of inclusion and exclusion among family and non-family members poses crucial challenges for family firms. Rituals that are powerful, yet seemingly unrelated to business provide a context within which the paradox of inclusion and exclusion becomes salient. We draw on a single and extreme case study in an Anatolian based family firm in which religious rituals are widely performed. We find that these rituals contain a duality between structure and anti-structure, which serves the emergence of inclusion and exclusion paradox. Our findings highlight that rituals form a basis for collective identity and shared understanding among multiple interest groups—particularly family members and non-family members. We also find that the same rituals provide a means to reinstate the existing hierarchy within the company. Hence, both sides of inclusion and exclusion paradox are maintained and managed through performances of rituals, which thus help define and sustain the boundaries of an organization.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

International Perspectives on Sustainability: Framing and Sensemaking



Digital Session Chair: **Ziko Konwar**, *U. of Leeds*

ONE: The Two Faces of FDI in Environmental Performance: A Meta-analysis of Empirical Evidence in China

Author: **Yingqi Wei**, *U. of Leeds*
Author: **Sasa Ding**, *Southwest U. of Finance and Economics*
Author: **Ziko Konwar**, *U. of Leeds*

The extant literature has raised debates concerning the environmental performance of foreign direct investment (FDI) in China. We apply meta-analysis of 121 estimates reported in 40 studies to quantitatively synthesize our knowledge and understanding of the topic. Findings indicate that FDI lead to better environmental performance through reducing pollution, but not green total factor productivity. The meta-regression analysis reveals that the environmental pollution effects of FDI is moderated by FDI measurements, environmental regulations and the consideration of endogeneity in empirical estimations. The results are discussed with references to academic and practical implications.

Paper is Available to Meeting Registrants Only.

ONE: The Environmental Innovation Capability of Emerging Market Firms: FDI and Institutional Logics

Author: **Weiqiang Tang**, *U. of South Australia*
Author: **Jingyu Yang**, *U. Of Sydney*

Despite the critical impacts of environmental innovation capabilities and foreign direct investment (FDI) on emerging market firms (EMFs), extant literature is largely silent on how EMFs enhance their environmental innovation capabilities via inward and outward FDI. In this study, we posit that EMFs develop their environmental innovation capabilities by learning from both inward and outward FDI diversity, and the learning-from-diversity effect varies among EMFs dominated by different institutional logics. These theoretical arguments are supported by data collected in 275 publicly listed Chinese firms between 2009 and 2018. This study, therefore, makes important contributions to organizational learning literature and environmental research in emerging markets.

Paper is Available to Meeting Registrants Only.

ONE: The Framing of Sustainability by Societal Actors in India: Perspectives, Consequences, Implications

Author: **Lutz Preuss**, *Kedge Business School*
Author: **Bimal Arora**, *Aston Business School*
Author: **Isabel Fischer**, *Isabel.fischer@wbs.ac.uk*
Author: **Priyanka Chhaparia**, *Centre for Responsible Business (CRB)*

Addressing the grand challenge of sustainability requires collaboration between various societal actors. Given fast growing economies and geo-political ambitions, this applies in particular to emerging economies. Hence, we examine in this paper how different societal actors in India frame sustainability. Applying a multi-phase mixed methods research design, we find a clear separation of a framing of sustainability, as comprising environmental issues and being the responsibility of the private sector, from that of CSR, as comprising social issues and being the remit of government. Thus, our study uncovered a tension between domestic framings, which may better account for local conditions, and international framings, which societal actors cannot avoid given their ambitions to become international economic and political actors. Regarding theory development, frame separation emerges as a mechanism that is geared towards maintaining the tension between competing frames rather than resolving it, as is the aim of more commonly discussed frame-alignment mechanisms.

Paper is Available to Meeting Registrants Only.

ONE: Penalty Zones in International Sustainability Standards: Where Sustainability Doesn't Pay

Author: **Nicole Darnall**, *Arizona State U.*
Author: **Konstantinos Iatridis**, *School of Management, U. of Bath*
Author: **Effie Kesidou**, *U. of Leeds*
Author: **Annie C. Snelson-Powell**, *U. of Bath*

International Sustainability Standards (ISSs) are sustainability governance tools that help firms improve their sustainability performance and act as credible market "signals" that help to legitimize firms' otherwise latent sustainability practices. Prior studies show a positive association between firms' ISS signaling, their improved market value, and their sustainability performance. However, we suggest that market signals behave differently when firms adopt multiple ISSs in that, beyond an optimum, additional ISS adoption diminishes a firm's market value and reduces its sustainability performance. Moreover, the number of ISSs that optimizes firms' market value is less than the number that optimizes sustainability performance. This difference is what we refer to as a performance "penalty zone," where firms continue to improve their sustainability performance by adopting additional ISSs. While these firms are signaling their stronger sustainability performance, the market fails to reward (and even penalizes) these signals and sustainability behaviors. Our findings offer a more nuanced view of signaling theory and typical suggestions that markets compensate firms' sustainability activities.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **562** | Submission: **16583** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

OSCM Division Business Meeting *OSCM Division Business Meeting*

Division Chair-Elect: **Sean M. Handley**, *Darla Moore School of Business, U. of South Carolina*
Program Chair: **Stephanie Eckerd**, *U. of Tennessee*
Division Chair: **Rachna Shah**, *U. of Minnesota Twin Cities*
Past Director: **David Cantor**, *OSCM*
Professional Development Workshop Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*

All members of the division are encouraged to attend this meeting. The executive committee will share important updates regarding the current status of the division, awards, etc.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **563** | Submission: **13433** | Sponsor(s): **(PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

PNP Division Academic Journal Editors' Panel 
PNP Division Academic Journal Editors' Panel

Facilitator: **Adam Eckerd**, *Indiana U. / Purdue U., Indianapolis*

This session will include the editors from key public and nonprofit journals, who will share their journals' goals, missions, and visions, and answer questions about their journals and about publication in the public/nonprofit space. Key topics will include: a) Submission tips for authors; b) What to expect during the review process; c) Revising and resubmitting; and d) Your role as a reviewer. Confirmed participants include editorial representatives from the Journal of Public Administration Research and Theory, Nonprofit and Voluntary Sector Quarterly, Nonprofit Management & Leadership, International Public Management Journal, and Administration & Society.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **564** | Submission: **16735** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:00PMET (UTC-4)**

AMLE Editorial Review Board
AMLE Editorial Review Board

Organizer: **Paul Hibbert**, *U. of St Andrews*

By Invitation Only: Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **565** | Submission: **10551** | Sponsor(s): **(RM, OMT, STR, HR, ONE, SIM, TIM, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 1:30PMET (UTC-4)**

Qualitative Comparative Analysis (QCA): A Set-Analytic Approach to Organizational Configurations

QCA and Set-Analytics



Organizer: **Johannes Meuer**, *ETH Zürich*
Organizer: **Ruth V. Aguilera**, *Northeastern U.*
Organizer: **Joanna Tochman Campbell**, *U. of Cincinnati*
Organizer: **Donal Crilly**, *London Business School*
Organizer: **Peer Fiss**, *U. of Southern California*
Organizer: **Santi Furnari**, *City, U. of London*
Organizer: **Thomas Greckhamer**, *Louisiana State U.*
Organizer: **Rodney Lacey**, *Arizona State U.*
Organizer: **Vilmos F. Misangyi**, *Pennsylvania State U.*

During the past decade, interest in set-analytic methods such as Qualitative Comparative Analysis (QCA) and configurational thinking in management research has grown significantly. QCA's more widespread use has been driven by both growing scholarly interest in capturing complexity as well as improvements in its methodological application, measurement, and software. By now, QCA has become an established approach in management researchers' toolbox, and we attribute the growing presence of this approach in part to our offering over the past decade multiple editions of highly successful AOM PDWs; for example, last year's QCA PDW was among the 10 most attended asynchronous sessions Academy-wide. Given the feedback from last year's PDW and the outlook of a virtual AOM, we have re-designed this year's proposed PDW to serve the needs of three different audiences. Part 1 serves management researchers and practitioners with no or only little knowledge of, and experience with, QCA who want to learn the basic nuts and bolts of QCA and configurational logic. Part 2 serves more advanced management researchers and practitioners interested in current methodological issues around QCA. Part 3 serves participants who seek to discuss their ongoing QCA research with other participants and the experienced PDW organizers. Participation in this PDW is open to all conference attendees and requires no registration. Participants who wish to receive a list of recommended pre-readings may contact Johannes Meuer (jmeuer@ethz.ch) before the meeting.

Participation in this PDW is open to all conference attendees and requires no registration. Part 1 serves management researchers and practitioners with no or only little knowledge of, and experience with, QCA who want to learn the basic nuts and bolts of QCA and configurational logic. Part 2 serves more advanced management researchers and practitioners interested in current methodological issues around QCA. Part 3 serves participants who seek to discuss their ongoing QCA research with other participants and the experienced PDW organizers. For Part 3, we will circulate a call for abstracts for the roundtable session in May of 2021. Participants who wish to receive a list of recommended pre-readings may contact Johannes Meuer (jmeuer@ethz.ch) before the meeting.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **566** | Submission: **17616** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 11:30AMET (UTC-4)**

TLC Opening Session *TLC Opening Session*

Presenter: **Lise Aaboen**, *NTNU*
Presenter: **Belgin Okay-Somerville**, *U. of Glasgow*
Presenter: **Karen MacMillan**, *Wilfrid Laurier U.*
Presenter: **Vicki L. Taylor**, *Shippensburg U.*

Join us to hear about conference highlights, network with fellow educators, and participate in a high-impact, relationship-building exercise you can adopt in your classes starting immediately.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **567** | Submission: **10021** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:30AM - 1:00PMET (UTC-4)**

Indigenizing Business and Management Research
Native, Aboriginal & Indigenous People's Caucus



- Chair: **Kiri Dell**, *U. of Auckland*
Chair: **Dara Kelly**, *Simon Fraser U.*
Moderator: **Amber Nicholson**, *Auckland U. of Technology*
Moderator: **Nimbus Staniland**, *Auckland U. of Technology*
Participant: **Mariaelena Huambachano**, *Brown U.*
Participant: **Ella Henry**, *Auckland U. of Technology*
Participant: **Chellie Margaret Spiller**, *Waikato Management School*
Participant: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Participant: **Joseph Scott Gladstone**, *NABSWASAI - Native American Business Scholars Working Group*
Participant: **Billie Lythberg**, *U. of Auckland*
Participant: **Christine Woods**, *U. of Auckland*
Participant: **Emily Salmon**, *U. of Victoria (PhD Student)*
Participant: **Ana Maria Peredo**, *U. of Victoria*
Participant: **Francois Bastien**, *U. of Victoria*
Participant: **Matthew Murphy**, *U. of Victoria*
Participant: **Robert Brent Anderson**, *U. of Regina*
Participant: **Jason Paul Mika**, *Massey U., Manawatu Campus*
Participant: **Jamie Newth**, *U. of Auckland Business School*
Participant: **David Deephouse**, *U. of Alberta*
Participant: **Michelle Marie Evans**, *U. of Melbourne*
Participant: **James C. Spee**, *U. of Redlands*
Participant: **Jarrood Haar**, *Auckland U. of Technology*
Participant: **Moses Edward George Gordon**, *First Nations U. of Canada*
Participant: **Stephanie L. Black**, *Texas A&M U., San Antonio*
Participant: **Mary E. Doucette**, *Cape Breton U.*
Participant: **Shelley Price**, *St. Mary's U.*
Participant: **Diane Rongo Ruwhiu**, *U. of Otago*
Participant: **Rana Haq**, *Laurentian U.*
Participant: **Leo Dana**, *Montpellier Business School*

This 11th Native, Aboriginal & Indigenous People's Caucus offers management scholarship discussion relevant for, and by Native and Indigenous People. The Caucus continues to provide a space for AOM's commitment to recognizing value in using non-Western thought to improve management, enhances well-being of Indigenous communities and provide dialogue and solutions towards global challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Temporal Perspectives on Cognition and Affect

Digital Session Chair: **Danny Sandra**, *U. of Antwerp*

OB: **A Review of Entrainment in Organizations**

Author: **Danny Sandra**, *U. of Antwerp*
Author: **Jesse Segers**, *U. of Antwerp/ Antwerp Management School*
Author: **Robert A. Giacalone**, *John Carroll U.*

Despite the several calls and the empirical evidence that organizations benefit from entrainment, the number of publications in the entrainment field to date is still limited. This systematic literature review of entrainment in organizations aims to contribute to these debates by answering the following research questions: What is understood by entrainment in organizations? What vocabulary do organizational scholars and practitioners need to discuss about entrainment in organizations? To which fields did the concept of entrainment contribute to better understand organizations? After a rigorous search, selection, and elimination, 41 articles were included in this review, covering six major research themes: organizational outcomes, organizational theory, time, change, knowledge, and emotion. The review confirms that there is a common understanding as to what constitutes entrainment in organizations, but due to its complexity and vocabulary used, it is overwhelming. It also highlights the positive relationship between entrainment and organizational outcomes but warns for complacency in specific cases. In addition, the review highlights the use of the concept of entrainment to explain higher levels of theoretical complexities but helps likewise to argue the opportunity for organizations to sync their rhythms through strategic action while pacing their decision speed. As such, this review advances our understanding of entrainment in organizations and contributes to the general theoretical debates to bring more awareness to integrate time-related dimensions in future organizational studies.

Paper is Available to Meeting Registrants Only.

OB: **Why Committed Employees May or May Not Engage in UPB: The Central Role of Future Time Perspective**

Author: **Xiaoyu Wang**, *School of Economics & Management, Tongji U.*
Author: **Chao Chen**, *Rutgers U.*
Author: **Mo Chen**, *U. of Science and Technology of China*

Taking the future time perspective, we proposed and tested a theoretical model of organizational commitment and unethical pro-organizational behavior (UPB) in which affective (organizational) commitment and continuance (organizational) commitment induces different considerations of future consequences, which in turn influence unethical pro-organizational behavior. Based on analyses of one time-lagged field study and one vignette-based experimental study, we found that affective commitment is positively related to consideration of long-term future consequences but continuance commitment is positively related to consideration of short-term immediate consequences. Furthermore, we found a negative indirect relationship between affective commitment and UPB via the mediation of consideration of long-term consequences but a positive indirect relationship between continuance commitment and UPB via the mediation of consideration of short-term consequences. The paper concludes with discussions of theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

OB: **Dynamic Value: Temporal Distance and Group Size of Information in Shaping Social Influence**

Author: **Jing Ping**, *Yale U.*

Individuals often pay attention to recency and source size of reference information when learning from it to aid own decisions. Despite research on the independent effects of temporal distance and group size on social influence of information, we have limited understanding about how recency and group size interact with each other to shape the influence of temporally dispersed information on individual decision making. Using 6.3 million single family listing records in California from 2009 to 2018, I find that in addition to their independent positive effects on social influence, temporal recency and group size are also contingent on each other. The discrepancy in the relative importance of recent information and distant information diminishes as the group size increases. Decision makers focus more on general patterns instead of individual recent information with the extension of time windows. Intercorrelation of information enhanced by temporal structure in large time windows also facilitates selection behaviors when incorporating information. Collectively, social influence forms a U-shape across time windows. These findings highlight the importance of accounting for the temporal structure of information for social influence research and provide new insights into the social dynamics of decision making process.

Paper is NOT Available. Please contact the author(s).

OB: **When Fast is Slow**

Author: **Zimin Liu**, *Peking U. Guanghua School of Management*

Empirical studies showed mixed results of the effect of need for cognitive closure (NFC) on employees' work performance. Some scholars propose that to detach the ability to achieve closure from the concept of NFC may be a better approach to clarify this relationship. Based on lay epistemic theory, we firstly distinguish between individuals' ability to achieve closure (AAC) and motivation for cognitive closure (MFC), and then propose work procrastination as a mechanism to explore NFC's impact on work performance. By using experience sampling method, study 1 collected data from 33 employees in 5 consecutive workdays in real organizational scenario. Results revealed that, AAC is a trait-like construct which is different from the state-like MFC. AAC is negatively related to MFC and has more predictive power in explaining individual behavior. In study 2, We proposed and tested a mediated moderation model in which the interactive effect of MFC and AAC on work performance is mediated by employees' work procrastination. Our results show how and why AAC and MFC interact to impact employees' work performance. Implications for theory and practice are discussed, including the paradoxical role of NFC for cognitive experience and working behavior in this information explosion era.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **569** | Submission: **17288** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:30AM - 1:00PMET (UTC-4)**

Crisis and Disaster Management   
Crisis and Disaster Management

Digital Session Chair: **Siri Nordland Boe-Lillegraven**, *Amsterdam Business School, U. of Amsterdam*

OMT: A Tale of Two Cities: How Firms' Reactions May Shape Societal Adaptation Following Climate Disasters  

Author: **Siri Nordland Boe-Lillegraven**, *Amsterdam Business School, U. of Amsterdam*
Author: **Panikos G. Georgallis**, *U. of Amsterdam*
Author: **Ans Kolk**, *U. of Amsterdam*

Finalist for the Responsible Research Award

Cities around the world are preparing for the effects of climate change, including sudden climate-induced disasters such as floods, hurricanes, and droughts. The science and policy literatures that inform cities' adaptation and disaster plans have focused on the probability and impact of climate disasters, but have not systematically considered how firms will react. We leverage management and organization research to build a framework of how firms make sense of such disasters, characterizing their responses as "fight", "flee", or "freeze". We extend our framework to the city level by using historical data and prospective sensemaking to develop a narrative scenario of a future flood in the Netherlands, where analysts already discuss how the next '100-year flood' may unfold. Our study reveals how heterogeneity in firms' sensemaking may come to dramatically affect which adaptation strategy is likely to prevail: city reconstruction or retreat. The paper bridges the climate science and policy literatures with organizational research, advances research on business sustainability and firms' responses to punctuations, and helps broaden the explanatory potential and methodological toolkit of organization theory. In so doing, the paper serves as a springboard for policy debates and future interdisciplinary research on societal adaptation following climate disasters.

Paper is Available to Meeting Registrants Only.

OMT: Distributing Doubt: Sensemaking in High-Reliability Contexts  

Author: **Olivier Berthod**, *ICN Business School*
Author: **Michael Grothe-Hammer**, *NTNU*

High-reliability organizations (HRO), and reliability-seeking organizations (RSO) more generally, operate in environments that call for continuous adapting of situational interpretations and response actions. Extant research suggests that a capacity at inserting doubt in sensemaking offers important opportunities for risk mitigation in such settings. We do know that HROs embrace the ambivalence of doubt and belief with the help of processes that support the one or the other. What we know less about, however, is how doubt and belief are played out as sensemaking happens during particular incidents. To answer this question, we draw on qualitative fieldwork from a German fire and emergency department and unpack three central processes that account for the ambivalence of doubt and belief both in sequence and simultaneously.

Paper is Available to Meeting Registrants Only.

OMT: Ghosts of Crisis Past: Organizational Memory Longevity in Spanish Flu's Effect on COVID-19 Responses  

Author: **Peter Micah Madsen**, *Brigham Young U.*

Organizational learning research has found that organizations can learn from experience with negative events, like crises, to better prepare for and respond to similar events in the future. However, this prior work also suggests that organizational memory decays rapidly enough that experiences with long-past events should not have a significant impact on the response to a current organizational crisis. Moreover, extant organizational learning work views memories of past organizational experiences as being housed essentially entirely within the organization itself and has not explored the impacts of external memories of past organizational crises on current organizational actions. This paper reexamines the permanence of organizational memory of past crisis and the role of external memory repositories in crisis remembrance by integrating organizational learning theory with disaster memory theory. Based on this integration, we hypothesize that a past crisis can continue to impact current crisis mitigation efforts over very long periods of time—particularly when the past crisis was very acute—and that both internal and external collective memories of the crisis play a role in this impact. We test these hypotheses through an examination of the effect of U.S. states' experiences with the 1918-1919 Spanish flu pandemic on state governments' responses to the COVID-19 outbreak in 2020. We find strong support for our theory and hypotheses, suggesting that organizational and external disaster memories of long-past crises may play a significant, previously-untheorized role in organizational crisis mitigation efforts.

Paper is Available to Meeting Registrants Only.

OMT: Light in the Midst of Global Health Crises: Integrative Model of Crises Management

Author: **Prem Sagar Menghwar**, *Luiss Guido Carli U.*

Coronavirus crises have created multiple challenges for organizations and have brought health care institutions under severe crises. While extant literature on crises and crises management is fragmented, inconclusive, and mostly based on historical data and individual memories. We conducted a longitudinal case study in real time at a health institution to understand the process of crises management. Our findings show that distributed leadership is effective in managing crises and act as a determinant of dynamic capabilities. Further, contrary to extant literature not a single capability but a set of dynamic capabilities function together and organization work in collaboration with government, suppliers, and competitors to deal with the crises. We organize these findings in an integrative model that combines internal and external approach to explain crises management. We believe this study has theoretical implications and will act as a guide for practitioners, managers, leaders, and policy makers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **570** | Submission: **17301** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:30AM - 1:00PMET (UTC-4)**

Actors in Institutional Processes  
Institutional Actors & Process

Digital Session Chair: **Eun Young Song**, *U. College London*

OMT: **How Confidence in Compliance With the Status Quo Creates Opportunities for Mobilization and Change**  

Author: **Eun Young Song**, *U. College London*

Existing literature on institutional change focuses on change as a result of conflicts between challengers and proponents of the dominant institutional logic. Although it helps us understand how challengers effectively weaken the existing logic and succeed in making change, the literature provides less insight into how opposition grows, especially when the survival chance of those who oppose the dominant logic is slim. In fact, we know little about how challengers develop under the radar although this process is fundamental to institutional change. In this paper, I explore this under-examined aspect of change by incorporating insights from studies on hidden transcripts and social categorization in the literature. Focusing on proponents of the dominant logic, I propose that their confidence in deferential communities makes it easier for them to miss potential challengers. Observing public and easy-to-recall signs of compliance, they lump potential challengers in with the community that apparently upholds the logic. I test my thesis by using a unique dataset of Korean neo-Confucian academies from 1327 to 1800 and conducting event history analysis of the grant of royal charters. Proponents of the dominant logic, such as authorities, tend to lump together academies from the same area and overlook anomalies within an overall deferential community. As the chartered academies thrive, potential challengers gain strength. On the whole, this study constructs a novel framework to better understand the readiness for institutional change.

Paper is NOT Available. Please contact the author(s).

OMT: **Policy Networks and Socio-Symbolic Work: The Failure of Public-Private Partnership (PPP) In Kuwait** 

Author: **Mhamed Biygautane**, *U. of Melbourne*
Author: **Evelyn Rita Micelotta**, *Telfer School of Management, U. of Ottawa*
Author: **Stewart R. Clegg**, *U. of Technology, Sydney*

Despite its popularity to explain policy failure, the policy network perspective focuses on the characteristics of policy networks but has not accounted for the agency and reflexivity of actors inhabiting these networks. This article complements this framework with the literature on socio-symbolic work to unpack how actors within policy networks engage in tactics to stall and purposefully lead to the failure of a potentially threatening new practice. Our case study of the failed implementation of Private-Public Partnerships (PPP) in Kuwait offers two contributions. First, we show that inapplicability and unreceptivity of the ideological underpinnings of PPPs can act as powerful driving forces behind the failure to institutionalize PPPs programs. Second, the article reveals three novel mechanisms of maintenance work - meaning stigmatization, regulatory and organizational paralysis and re-institutionalization - where the agency of actors is not intended to preserve and protect the institutionalized practice under threat, but to eradicate the rival alternative.

Paper is Available to Meeting Registrants Only.

OMT: **From Victims to Institutional Entrepreneurs? A Process Study of Middle Manager's Reactions to Change**  

Author: **Marcel Maurer**, *Ilmenau U. of Technology*
Author: **Norbert Bach**, *Ilmenau U. of Technology*

The rise in popularity of post-bureaucratic organizational models challenges the role and relevance of middle management. Consequently, middle managers frequently find themselves in the paradoxical situation of being responsible for implementing structures and procedures that aim to make the institution of middle management redundant. We study middle managers' behavior in such a situation and ask why they choose particular reactions. Findings of a qualitative 32-month process study in a medium-sized family business show that middle managers react to change aiming to make them redundant with five distinct reactions. Inspired by theory on institutional entrepreneurship, we show that middle managers' intra-organizational social position determines their reactions over time, making them either victims or institutional entrepreneurs of the change process. Our findings contribute to a better understanding how new models of organization are implemented and legitimized as well as to research on the changing role and function of middle managers.

Paper is NOT Available. Please contact the author(s).

OMT: **Restoring Undermined Institutions: How Firms Target Regulatory and Normative Institutional Pillars** 

Author: **Aaron McDonald**, *California State U., San Marcos*

How do firms strengthen their institutional environment after the unplanned and radical weakening of a strong regulatory institution? For some industries, regulative institutions play a dominant role in defining the institutional environment by providing stability and certainty for firms. Yet, environmental jolts can radically weaken regulative institutions causing increased uncertainty and instability in the institutional environment. Driven by this uncertainty, firms may attempt to strengthen their weakened institutional environment. By exploring this question in the context of weakened copyright protection after the rise of digital piracy, I can make important contributions to the institutional change literature. Specifically, I build new theory on how firms coordinate actions targeting multiple institutional pillars (e.g. regulative and normative) to change their institutional environment and the institutional environment of different industries. I test these theories using a longitudinal dataset of the corporate political activity of copyright-reliant firms, and the copyright infringement takedown notices sent to Google. The findings show that digital copyright-reliant firms coordinate offensive regulative and normative change actions against their institutional rivals and the rival firms respond with defensive institutional change action.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **571** | Submission: **17618** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:30AM - 1:00PMET (UTC-4)**

Creating a Flourishing Classroom in a Challenging Time *Flourishing Classrooms in a Challenging Time*

Presenter: **Jane E. Dutton**, *U. of Michigan*

Presenter: **Monica C. Worline**, *Stanford U. Center for Compassion and Altruism Research*

tbd

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **572** | Submission: **16625** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:00PMET (UTC-4)**

Careers Division Business Meeting *Careers Division Business Meeting*

Organizer: **Richard Cotton**, *U. of Victoria*
Organizer: **Jamie Jocelyn Ladge**, *Northeastern U.*
Organizer: **Gina Dokko**, *U. of California, Davis*
Organizer: **Jos Akkermans**, *Vrije U. Amsterdam*
Organizer: **Denise Mary Jepsen**, *Macquarie Business School*

Please join our CAR business meeting! All current, past, and future members of the Careers Division are very welcome to attend. During the meeting, we will share updates about the division and also present our division awards. We hope that you will join and participate.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **573** | Submission: **16706** | Sponsor(s): **(CM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

Executive Committee for CM Division
Executive Committee

Chair: **Jennifer R. Overbeck**, *Melbourne Business School*
Division Chair-Elect: **Kristin Jackson Behfar**, *London Business School*
Program Chair: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Professional Development Workshop Chair: **Pri Pradhan Shah**, *U. of Minnesota*
Past Chair: **Jana L. Raver**, *Queen's U.*
Representative-at-Large: **Laura L. Rees**, *Queen's U.*
Representative-at-Large: **Ruchi Sinha**, *U. of South Australia*
Representative-at-Large: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Representative-at-Large: **Sebastien Brion**, *IESE Business School*
Information Technology Support: **Lukas Neville**, *U. of Manitoba*
Representative-at-Large: **Christopher Bauman**, *U. of California, Irvine*
Representative-at-Large: **Leigh Anne Liu**, *Georgia State U.*
Professional Development Workshop Chair: **M Audrey Korsgaard**, *U. of South Carolina*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **574** | Submission: **17092** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Critical Sustainability Perspectives

Critical Sustainability Perspectives

Digital Session Chair: **Erim Ergene**, *Bryant U.*

CMS: **Reclaiming Sustainability through Organic Cotton Seeds**

Author: **Seray Ergene**, *U. of Rhode Island*
Author: **Marta B. Calas**, *U. of Massachusetts, Amherst*

Best Critical Ethics Paper sponsored by the Journal of Business Ethics

We are currently facing multiple ecological crises due to large-scale human impact on the planet. While a growing body of work studies the relationship of organizations with the natural environment, most research overlooks the fundamental premise that organizations, institutions, and societies are built on: anthropocentrism. To explore this assumption and to capture human-Earth power relations in everyday organizational practices, we develop a new theoretical lens, becoming naturecultural, by drawing from feminist new materialisms. Through a multi-sited ethnographic study at an organic cotton t-shirt supply chain, and by utilizing the methodological insights from actor-network theory, we narrate a human de-centered journey of organic cotton seeds from the fields until they become a sustainable t-shirt. Our case study illustrates the analytic work of becoming naturecultural and sheds light onto the emerging tensions as we experiment with non-anthropocentric writing. Our proposed relational lens facilitates moving beyond critique of anthropocentrism and making visible affirmative possibilities of more-than-human and more-than-capitalist practices.

Paper is NOT Available. Please contact the author(s).

CMS: **Recasting Sustainable Collaborations through Postcolonial Perspectives**

Author: **Michel George Majdalani**, *Lebanese American U.*
Author: **Michelle Mielly**, *Grenoble Ecole de Management*
Author: **Gazi Islam Islam**, *Grenoble Ecole de Management*

Best Doctoral Student Paper is sponsored by the journal Organization

This study examines from a postcolonial perspective the drivers of sustainability that underpin successful diaspora-induced organizational collaborations. Our qualitative comparative case study of three hospital/Medical school collaborations examines a population of diasporic Lebanese doctors, researchers and administrators working in US hospitals and brokering agreements with the American University of Beirut Medical Center. We observed the skillful cultivation of home-host mutual interests in the activities of 'dual diasporic agents', a subset of our sample who demonstrated strong interlocking loyalties to both home and host country organizations. Probing these collaborations at the micro level helped us identify the DDAs' internal motivations and external realizations to offer a postcolonial appraisal of how successful diasporic workers mobilize their work to counterbalance epistemic violence of the past and reconfigure center-periphery hierarchies. Their successful brokering of collaborative agreements between home and host country organizations enable them to address imbalances in epistemic power and promote sustainable and beneficial forms of organizing for home and host organizations. Since highly-skilled diasporic workers have often been described in terms of brain 'gain', 'drain', or 'circulation', a postcolonial examination of their motivations and practices can present a nuanced understanding of symbolic and real power-knowledge dynamics operate in inter-organizational collaborations.

Paper is Available to Meeting Registrants Only.

CMS: **Sharing Economy as Capitalist Justification: State, Market and Society in the Commons Paradigm**

Author: **Daniela Viegas Da Costa Nascimento**, *Pontifical Catholic U. of Minas Gerais*
Author: **Armino Dos Santos De Sousa Teodosio**, *Pontifical Catholic U. of Minas Gerais*
Author: **Marcelo De Rezende Pinto**, *Pontifical Catholic U. of Minas Gerais*

The abandonment of the idea of ownership through the commons may indicate a transformation in the way of conceiving and thinking about life as a society. The tension in the political and economic conception of the advanced capitalist societies reveals a historical series of disorders within the socioeconomic order, making instability the principle that establishes the system. Some proposals emerge as a critique of the hegemony of capitalist development. This theoretical article discusses the system of capitalist justification, based mainly on Polanyi and Boltanski, trying to understand the relationship between State, markets, and society. The analysis indicates that there is a permanent reinforcement of justifications and devices to generate an update of the capitalist spirit, in a dynamic movement that does not expose the principle of accumulation and gains, offering satisfaction to criticism. In the re-emergence of the commons paradigm, the sharing economy presents itself as a capitalist restructuring path, under which its ethical dilemmas are critically discussed, in order to understand whether this new approach set within the perspective of the commons has the capacity for transformation of the current system.

Paper is Available to Meeting Registrants Only.

CMS: **The lack of sufficiency among management researchers through the institutionalization of air travel**

Author: **Christian Manfred Huber**, *Chemnitz U. of Technology*
Author: **Hanna Sauer**, *Chemnitz U. of Technology*

Research on environmental sustainability within higher education institutions (HEIs) neglects mostly the behavior of the researchers themselves. Applying to this problem, it should not be overlooked that academics face competing logics within HEIs. While on the one hand sufficient behavior could reduce air travel, exactly those flights encourage careering in neoliberal academia. To analyze why there is still a lack of sufficiency among management researchers and how their established behavior can be sufficiently restructured, we build on Delbridge and Edwards's (2013) approach of "inhabiting institutions" and investigate how the (dominant) institutional logic of academic careering in the era of neoliberalism thwarts the (subordinated) logic of sufficiency. Forty-three interviews with pre-docs, postdocs, and professors disclose which barriers (e.g., personal benefits, structural barriers, and consequences of neoliberalism) and promoters (e.g., personal commitment, rule making, and system change) to sufficiency exist on micro, meso, and macrolevels. Our results show which interdependencies these levels are subject to and how actors are able to initiate a change toward sufficiency while inhabiting complex institutional settings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



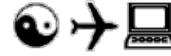
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **575** | Submission: **11388** | Sponsor(s): (ENT, OMT, TIM, PNP)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

**Researching Small Town Entrepreneurial Ecosystems: Theories
and Methods for Smaller Contexts**
Researching Small Town Entrepreneurial Ecosystems



Organizer: **Erik Monsen**, *U. of Vermont*
Organizer: **Felix Arndt**, *U. of Guelph*
Organizer: **Michael Conger**, *Miami U.*
Presenter: **Philip T. Roundy**, *U. of Tennessee, Chattanooga*
Presenter: **Christina Theodoraki**, *Toulouse Business School*
Presenter: **G. Jason Jolley**, *Ohio U.*
Presenter: **Thomas Scott Lyons**, *U. of Tennessee at Chattanooga*
Facilitator: **Lincoln Brown**, *Southwestern Oklahoma State U.*
Facilitator: **John Martin Mueller**, *St. Edward's U.*
Facilitator: **Lori Dickes**, *Clemson U.*
Facilitator: **Dennis H. Barber**, -
Facilitator: **Zsolt Bedo**, *U. of Pécs*
Facilitator: **Siddharth Vedula**, *TUM School of Management, Technische U. München*

In this Professional Development Workshop (PDW), we will explore the topic of entrepreneurship and small business in small towns and discuss what it is, what it does, where it comes from, who has it, plus how and why it does and does not work. Furthermore, we will also investigate how established methods of research can be augmented with emerging technologies, such as smart-phone-enabled experience sampling methods to facilitate a deeper examination of questions around small businesses and entrepreneurship in small towns. In this PDW, the goal is to collaboratively identify unanswered and hard to answer questions regarding small town entrepreneurial ecosystems and “main street” small businesses, which will have growing practical relevance in the post Covid-19 pandemic era. Thus, in a spirit of urgency and inclusiveness, we explicitly do not set an upper population limit for a “small town”, as this dynamic will also be discussed and debated. In this creative, collaborative, and interactive session, participants will identify areas of mutual interest in order to develop research initiatives and projects with both academic and practical implications.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **576** | Submission: **16684** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

GDO Celebration of Success *GDO Celebration of Success*

Host: **Eddy S. Ng**, *Queen's U.*

Host: **Eden King**, *Rice U.*

Division Chair-Elect: **Joy E. Beatty**, *Eastern Michigan U.*

Professional Development Workshop Chair: **Jenny M. Hoobler**, *U. of Pretoria*

Past Director: **Alison Sheridan**, *U. of New England*

Join the GDO division leaders and membership as we celebrate the achievements of our members and recognize the contributions of our volunteers with division awards. We also update the division membership on key division business. Please attend to meet our leadership and to learn how to get more involved with the division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **577** | Submission: **16600** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:45PMET (UTC-4)**

HCM Exec Committee Meeting *HCM Exec Committee Meeting*

Division Chair: **Sara Singer**, *Stanford U.*
Program Chair: **Kristine Ria Heard**, *U. of Alabama, Birmingham*
Professional Development Workshop Chair: **Cheryl Rathert**, *Saint Louis U.*
Division Chair-Elect: **Brian Hilligoss**, *U. of Arizona*

Meeting of the officers and committee chairs of the HCM Division

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **578** | Submission: **16814** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:00PMET (UTC-4)**

Institutions and Culture in International Management



Digital Session Chair: **Maria Lapeira**, *Suffolk U.*

This session address issues related to institutions and culture in international management. It includes papers that examine the role of culture in impacting the multinationality-performance relationship, managing work identities across cultures, the measurement of long-term orientation, impacts of ambivalence towards foreigners in Sub-Saharan Africa, and the joint impact of the United Nations Global Compact and national institutions on firm CSR and CSI.

IM: Measurement of long-term orientation: Distinguishing between firm and country levels of analysis

Author: **David Souder**, *U. of Connecticut*
Author: **Dhvani Badwaik**, *U. of Connecticut - Storrs*
Author: **Philip Bromiley**, *U. of California, Irvine*
Author: **Scott Mitchell**, *U. of Kansas*

Long-term orientation represents one of six dimensions of national culture. In general, scholars find the highest levels of long-term orientation in Asian economies, while the U.S. holds a reputation for the most short-sighted culture. Yet, the emphasis on national differences can obscure significant variation in long-term orientation across industries and firms within countries. This paper shows how a measure of firm-level investment horizon developed in the strategic management literature (aggregated to the country level) can capture the construct underlying Hofstede's cultural score for long-term orientation in a more flexible way. We then use this measure to show that variation in investment horizon across firms exceeds the variation at the industry or country level of analysis. In addition, we demonstrate that the influence of relative performance on investment horizon, seen previously in U.S.-based studies, can be confirmed and extended in a study of over 2,700 manufacturing firms worldwide. We conclude by highlighting other research questions that can be explored in more detail by exploiting the flexibility offered by the investment horizon measure.

Paper is Available to Meeting Registrants Only.

IM: Making room for sub-Saharan Africa: Forbivalence and the assets and liabilities of foreignness

Author: **Viva Nsair**, *Wayne State U.*
Author: **Scott D Julian**, *Wayne State U.*

Sub-Saharan African states have underdeveloped economic infrastructures and recognize their need for and thus welcome foreign expertise, investment, and resources. However, at the same time a history of colonization increases each state's national identity and gives them reason to be less welcoming to foreign status and direction. When considered in an organization context, this ambivalence towards foreignness – or what we term forbivalence – has implications for firm performance, and thus makes important the fundamental firm characteristics of foreignness and domesticity. Yet, scant studies address these factors in such a context, particularly how they interact with different levels of volatility, nationalism, and resource need, all contextually important moderating influences. Considering economical, historical and limited resource implications from a unique context, our study conceptualizes the relationship between firm foreignness and firm performance across sub-Saharan African nations. In addition, we extend understanding of the liabilities and assets of foreignness and emphasize the importance of understanding the context. The model provides new insights about the implications of forbivalence and firm foreignness within the sub-Saharan African context.

Paper is Available to Meeting Registrants Only.

IM: Complement or Substitute? Effect of Public and Private Governance on Corporate Responsible Practices

Author: **Ye He**, *U. of Victoria*
Author: **Raveendra Chittoor**, *U. of Victoria*

Our study examines the joint impact of the United Nations Global Compact (UNGC) and national institutions on firm behavior with respect to corporate social responsibility (CSR) and corporate social irresponsibility (CSI). Conceptualizing the UNGC as a private governance and a normative institution, we develop a framework that highlights the optimal conditions for the UNGC to have a positive impact on firms' socially desirable practices. We build on the institutional configuration perspective and theorize that public governance (via the quality of national institutions) and private governance (via compliance with the UNGC) will have differential interactive effects on CSR and CSI. More specifically, we argue that the positive effect of the UNGC on CSR will be attenuated when national institutions are strong. However, the UNGC and national institutions are likely to complement each other and jointly lead to a lower CSI in the context of weak institutions. Empirical analyses using multi-industry panel data sample of 6832 listed firms from 73 countries during 2004-2018 support our predictions. Our results suggest that public and private governance can be both substitutes and complements in shaping corporate social practices.

Paper is NOT Available. Please contact the author(s).

IM: Revisiting the Multinationality – Firm Performance Relationship: The role of home-country culture

Author: **Rakesh B. Sambharya**, *Rutgers U., Camden*
Author: **Farok Contractor**, *Rutgers U.*

We test the contested multinationality-performance (M-P) relationship on a truly global sample of 335 multinational enterprises (MNEs) from 31 countries representing three regions of the world: Anglo-Saxon, Europe, Asian and emerging markets. We use two measures of multinationality: foreign sales dispersion by five regions and the ratio of foreign sales to total sales (FSTS) and two measures of firm performance: (return on sales and return of assets). We also introduce the never before used GLOBE cultural practices: performance-based cultures (PBC) and socially supportive cultures (SSC) as independent variables in M-P studies. Result indicate strong support the S-curve relationship controlling for cultural practices using both the foreign sales dispersion and foreign sales/total sales (FSTS) measures of multinationality for both measures of firm performance. Peak performance for MNEs from Asia and emerging markets is lower than those from the Anglo-Saxon and European regions. PBC and SSC were both negatively related to firm performance.

Paper is Available to Meeting Registrants Only.

Author: **Nana Yaa Antwi-Gyamfi**, *IESE Business School*

Author: **Yih-teen Lee**, *IESE Business School*

As work extends across multinational contexts, collaborating actors must continually manage self-presentations to cultural counterparts. The concept of identity work, and identity theory in general, hold great potential for deepening our understanding of dynamic, fluid and aspirational aspects of cultural identity; yet the linkages among these literatures remain underexplored. We therefore know little about how actors agentially enact specific cultural identities to achieve desired interactive outcomes. This paper explores the motivating question: in navigating multinational work contexts, how do embedded actors agentially enact cultural identities both native and foreign to them? We propose a theoretical framework that maps out linkages between identity work and identity theory, from which we derive the concept of cultural identity work. We furthermore propose a conceptual framework, the Cultural Identity Work Matrix (CIWM), which demonstrates how an actor's discretionary construals of cultural congruence and relative power during a culture-charged event, underlie the undertaking of a specific type of threat-reducing or opportunity-enhancing cultural identity work: enforcement, appeasement, reinforcement or ingratiation, manifesting through the enactment of regular or hybrid forms of native or foreign cultural identities.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **579** | Submission: **16861** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:00PMET (UTC-4)**

Leaders, Managers and Professionals

Digital Session Chair: **Jan Schmitt**, *WU Vienna*

This session addresses issues related to leaders, managers and professionals in international management. It includes papers examining a cross-cultural view of destructive leadership and followers' task performance, whether vocal pitch of CEOs affects followers' perception of leader trustworthiness and whether foreign accentedness of CEOs and national origin of the followers moderate the relationship, a contextual analysis of the relationship between people management practices, and why IT professionals leave MNC subsidiaries without learning opportunities.

IM: A cross-cultural view of destructive leadership and followers' task performance

Author: **Katherine Crawford Alexander**, *Auburn U.*

Author: **Jeremy Mackey**, *Auburn U.*

Author: **Liam Patrick Maher**, *Boise State U.*

Author: **Charn Patrick McAllister**, *Northern Arizona U.*

Author: **B. Parker Ellen**, *Mississippi State U.*

Author: **Carley Robinson**, *Auburn U.*

Despite continued scholarly and practitioner interest in destructive leadership, we have an incomplete understanding of why, how, and the extent to which destructive leaders affect their followers' task performance differently across the various societal contexts in which this relationship is embedded. We remedy this problem by drawing from 69 independent samples of empirical data ($k = 69$, $N = 19,692$) to generate a meta-analytic data set that enables us to build and test implicit leadership theory predictions about why GLOBE's cultural value dimensions moderate the relationship between destructive leadership and followers' task performance across countries. We extend implicit leadership theory to explain why salient violations of followers' expectations for leadership behaviors exacerbate or attenuate the relationship between destructive leadership and followers' task performance. The results demonstrate that GLOBE's cultural value dimensions meaningfully predict the relationship between destructive leadership and followers' task performance, especially uncertainty avoidance, power distance, gender egalitarianism, human orientation, and performance orientation cultural value dimensions. Our examination of cross-national differences in violations of implicit leadership theory expectations generates theoretical, empirical, and practical contributions for research and practice.

Paper is Available to Meeting Registrants Only.

IM: Voice Pitch and Leadership: Moderating Effects of CEO Accentedness and Follower Native Status

Author: **Midam Kim**, *U. of Kansas*

Author: **Minyoung Kim**, *U. of Kansas*

We investigate whether vocal pitch of CEOs affects followers' perception of leader trustworthiness and whether the foreign accentedness of the CEOs and the national origin of the followers moderate the relationship through an experimental study. While the negative relationship between vocal pitch and leadership qualities have been established in previous studies, most of the results were about native-born leaders and native-born followers. We explore whether what holds true for the traditionally typical native-born leadership and followership would also pattern with foreign-born leadership and followership. We conducted a forced-choice speech perception experiment with 12 native and foreign CEOs in US and native and foreign listeners in US. Importantly, the CEOs' speech samples were acoustically altered so that there were three vocal pitch levels, LOW, MID, and HIGH. Overall, participants selected speech samples with lower voice pitch as more trustworthy-sounding leaders, replicating the findings in the previous studies. However, this tendency was moderated by the foreign accentedness of CEOs and the native status of listeners. That is, the negative relationship between voice pitch and leader trustworthiness was 1) weaker when the CEO was foreign-accented and 2) stronger when the listener was foreign-born. These findings expand our understanding on voice pitch perception and leadership trustworthiness in the context of leader-follower communication in the globalization era.

Paper is Available to Meeting Registrants Only.

IM: How universal is WMS? A contextual analysis of the relationship between people management practices

Author: **Eda Aral Kilic**, *Faculty of Economics and Business, U. of Groningen*

Author: **Harry Garretsen**, *U. of Groningen*

Author: **Janka Ireen Stoker**, *U. of Groningen, Faculty of Economics and Business*

The World Management Survey (WMS) initiative has collected firm-level data in more than 35 countries for the cross-country measurement of management quality. Abundant research shows that management quality is a good and universal predictor for productivity. However, firms' environments differ from each other substantially. The purpose of our study is to critically examine whether the people management dimension in WMS, as an important dimension of management quality, is equivalently associated with productivity across countries. We do so by investigating the association between people management and labour productivity in varying contexts of cultural values and labour markets in 14 countries. Our results confirm earlier findings that people management significantly relates to labour productivity. More importantly, we do not find any moderating contextual effects of culture or labour market characteristics on the relationship between people management and productivity, suggesting that the best practices of people management that WMS offers seem to be valid across countries with different cultural values and labour market characteristics. Therefore, we offer valuable insights into the debate of convergence versus divergence of management practices across the globe.

Paper is Available to Meeting Registrants Only.

Author: **Wolfgang Sofka**, *Copenhagen Business School*

Author: **Christoph Grimpe**, *Copenhagen Business School*

Author: **Ulrich Kaiser**, *U. of Zurich*

IT professionals and their knowledge about the use of digital technologies are a cornerstone for the competitiveness of modern MNCs. However, demand for these digital talents is high on many host country labor markets and MNC subsidiaries have strong incentives to retain them. We theorize that the retention of digital talents in MNC subsidiaries emerges from the learning opportunities that they can provide, not just the salaries. We integrate mechanisms from research on MNC mandates into theory explaining voluntary mobility constraints of employees and hypothesize that the non-monetary benefits from acquiring new skills in subsidiaries with mandates for digitalization projects increase the probability to retain IT professionals. We use data for 566 IT professionals employed by 104 foreign MNC subsidiaries in Denmark between 2002 and 2012 for the empirical test of this hypothesis. The results show that digital mandates help retaining IT professionals. The effect is stronger for subsidiaries with additional R&D mandates. However, potentially higher salaries on local labor markets do not outweigh the retention effects of digital mandates. These results have important implications for theory and practice on the readiness of MNCs to exploit digitalization opportunities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **580** | Submission: **13732** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

**Preparing Managers for Ambiguity through Simulations: Making an
Off-the-Shelf Simulation Your Own**
Making an Off-the-Shelf Simulation Your Own



Presenter: **Tawnya Means**, *U. of Nebraska, Lincoln*
Presenter: **Tammy Elizabeth Beck**, *U. of Nebraska, Lincoln*

By their very nature, simulations put learners in realistic situations in which they are dealing with uncertainty, ambiguity, and complexity. Simulations have long been used to provide students with a safe environment to apply theoretical and conceptual learning from the classroom. Simulations have many benefits, including opportunities for collaboration, teamwork, increasing student engagement, and learning by doing. The instructor's role in selecting and implementing a simulation is key to the impact that the simulation will have on student learning. When looking to add experiential learning components to teaching, many instructors look at the decision to use simulations as a buy or build decision. This session will broaden the sights of attendees by helping them overcome this dichotomy. Buying a simulation does not mean that you must use it as it is, there are a myriad of wonderful ways that you can take an off-the-shelf simulation and build learning activities to make it your own! In this session, the faculty presenters will describe how they have used multiple off-the-shelf simulations in teaching across a variety of levels (Executive Education, Graduate, Honors, Undergraduate), time frames (single class session, full-day, 8-week term, full semester) and modalities (in person, online, blended). Attendees will leave the session with a completed decision-making framework as a structured method of considering enhancements to standard simulation use.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **581** | Submission: **17143** | Sponsor(s): **(MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Developing Methods and Extending Theory

Digital Session Chair: **Heidi Korin**, *U. of Turku, School of Economics*

 **MH: The dynamics of strategic planning in a pluralistic environment: Strategy-as-practice perspective**  

Author: **Heidi Korin**, *U. of Turku, School of Economics*
Author: **Hannele M J Seeck**, *U. of Turku, School of Economics*
Author: **Kirsi Liikamaa**, *U. of Turku, School of Economics*

John F. Mee Award for Paper with the Best Management History Division Contribution

Carolyn Dexter Award Nominee

In this paper, we extend the research on strategy-as-practice (SAP) by exploring the dynamics and historical embeddedness of practices related to strategic planning in a pluralistic environment. We use a longitudinal case study design combined with historical methods and focus on the evolution of strategic planning over nine years. We operationalize the framework of strategic planning as a social practice, presented by Langley and Lusiani (2015), and find the dynamics of strategy practices in a pluralistic environment to be incremental. We find six historically embedded practices related to strategic planning, including production practices (formalization, integration, coordination and participation), textual practices, (of evolving content) and consumption practices, that evolve over time. We extend the theoretical framework of Langley and Lusiani (2015) to include dimension of historical embeddedness. This extends SAP research by enlarging the understanding of contextually situated and historically embedded strategy practices. We operationalize historical embeddedness in context of SAP. Keywords: Dynamics, historical embeddedness, pluralism, strategy-as-practice, strategic planning

Paper is Available to Meeting Registrants Only.

MH: Towards a more inclusive business history: The erasure of Madeleine Parent (1918-2012).

Author: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*

This paper sets out to accomplish three things: introduce Madeleine Parent (1918-2012) as a key but neglected figure in the development of management thought and practice in Canada; offer a novel and highly digestible narrative which is persuasive and powerful and challenges conventional approaches to historical writing, and finally, to levy a critique on the field itself which saw fit to ignore a key player in management and organizational studies in Canada. This paper features a novel methodology called ficto-feminism, which combines aspects of collective biography, auto-ethnography and fictocriticism. Ficto-feminism is an onto-epistemological feminist approach to critical historiography which uses literary strategies and the political utility of polemics to create alternative historical account. This account challenges management history to be more inclusive of not only neglected figures, but also overlooked practices and novel approaches to research.

Paper is Available to Meeting Registrants Only.

MH: Rhetoricians of the past: Rhetorical history and the crafting of organizational identity

Author: **Karin Knorr**, *Chair of Organizational Behavior, U. of Paderborn*
Author: **Franziska Hein-Pensel**, *Ilmenau U. of Technology*
Author: **Simon Oertel**, *TU Ilmenau*
Author: **Kirsten Thommes**, *Chair of Organizational Behavior, U. of Paderborn*

The past is a central element in crafting an organizational identity. However, the past is interpreted subjectively, resulting in ambiguity and multiplicity of interpretations. This study investigates the use of rhetorical history in crafting an organizational identity by analyzing differences between an organization as an actor and organizational members in applying rhetorical history. Our analysis is grounded on the self-representations of 28 watchmaking firms located in two watchmaking clusters in Germany based on their Web pages and interviews with 75 current and former members of watchmaking firms in these two clusters. Our results reveal that there are differences between the organization as an actor and its members not only regarding which claims of rhetorical history they emphasized but also with respect to the temporal and content-wise past to which they refer. While they share a pattern in terms of temporal structure, the organization as an actor emphasizes both near and distant history, creating a kind of "valley of oblivion," while the members of the organization show a stronger focus on near-history aspects. Our findings contribute to a more nuanced understanding of rhetorical history, showing that the use of rhetorical history is strongly influenced by rhetoricians of the past. With a focus on the importance of rhetorical history for crafting an organizational identity, our findings also allow us to draw conclusions about sources of multiple identities and how such identities can emerge—namely, through differentiated rhetorical interpretations of the past by groups of actors.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **582** | Submission: **16842** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Workplace Relationships: Relational Cognition, Relationships, Social Capital & Influence

Digital Session Chair: **Mara Olekalns**, *U. of Melbourne*

MOC: **Stronger than me: Recrafting relationship narratives after relational turbulence** 

Author: **Mara Olekalns**, *U. of Melbourne*

Author: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*

Organizations are built on a network of formal and informal relationships. They are critical for organizational performance and individuals' well-being, and provide an important resource for responding to the turbulence created by external crises. We develop a dyad-level construct, the relationship narrative ("who we are"), to explore the impact of external crises on workplace relationships. We theorize that the motivation and affective themes that define relationship narratives establish a narrative arc of either connection or disconnection. These narrative arcs underpin robust and fragile relationships, respectively, and shape how partners re-establish relationship narratives. External crises create relational turbulence and uncertainty by disrupting relational cohesion and affective climate, and trigger an attentional shift from the relationship to the individual. They create turning points within relationships, opening the possibility for partners to strengthen (reintegrate) their relationships but also creating the risk that relationships will worsen (fragment). How relational partners approach repairing disruptions to relational cohesion and regulating post-crisis affect determines which of four post-turbulence relationship narratives – resilient, habitual, fracture, disintegration – emerges from partners' relationship repair efforts. The path to each of these relationship narratives is contingent on the broad narrative arc that underpinned partners' pre-crisis relationship narrative.

Paper is NOT Available. Please contact the author(s).

MOC: **Seeing through Politics-Colored Glasses: The Dark Side of Follower Political Skill**    

Author: **Shengming Liu**, *Fudan U.*

Author: **Haiyang Liu**, *London School of Economics and Political Science*

Author: **Siwei Liu**, *School of Business, Sun Yat-sen U.*

Author: **Qianyao Huang**, *Guanghua School of Management, Peking U.*

Author: **Yueting Ji**, *Central U. of Finance and Economics*

A plenty of studies have demonstrated that political skill is beneficial to followers in interpersonal interactions. Based on social influence theory, our research challenges previous wisdom by identifying the potential dark side of follower political skill. We propose that leader-perceived follower political skill can lead to the conjecture of follower manipulation tendency, which further decreases the leader's motivation to build a relationship with such a follower. Furthermore, we suggest that follower political skill can be observed through by the leader only when the leader has high political skill. To test our hypotheses, we conducted an Implicit Association Test and a field study with a multiple-source, time-lagged design, in which the results supported our hypotheses. Taken together, our research reveals the perils of follower political skill and the importance of examining the characteristics of influence target in the social influence process.

Paper is Available to Meeting Registrants Only.

MOC: **Mobilizing Social Capital**   

Author: **Emanuela Rondi**, *U. degli Studi di Bergamo*

Author: **Daniel Z. Levin**, *Rutgers U.*

Author: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*

Much of the research on mobilizing social capital focuses on the idea that potential resources accessible through existing relationships are converted into actual resources, such as a productive collaboration or useful advice. Less well understood is how this mobilization process occurs, in part because it is difficult to tease apart potential versus actual resources inherent in existing ties that are active and ongoing. To overcome this obstacle, we explore the mobilization process in the situation of dormant ties (i.e., people you used to know) that are reconnected, thereby allowing us to see more clearly how a tie's potential value can be mobilized and turned into actual value. To do so, we conducted research combining an inductive, qualitative field study of reconnections in the North Italian textile district (Study 1) and, to validate our findings, a vignette-based experiment with U.S. workers (Study 2). We find that the mobilization process can and does fail, sometimes dramatically, when people do not refresh the tie and thereby do not know where they stand with each other. More specifically, we find that three elements—remembering, catching up, and perceiving the tie similarly—are key in successfully mobilizing social capital.

Paper is Available to Meeting Registrants Only.

MOC: **Predicting Leader-Member Exchange: Integrating Relational Cognition and Emotion** 

Author: **Courtney Williams**, *U. of Toledo*

Author: **Janaki Gooty**, *U. of North Carolina, Charlotte*

The role of the manager spans multiple levels of analysis as managers influence their individual subordinates, teams, and sometimes organizations as well as entire industries. When taking a dyadic perspective of management, the most prevalent theoretical framework is Leader-Member Exchange (LMX), which focuses on the quality of reciprocal exchanges within unique manager-subordinate relationships. High-quality LMX relationships are linked to beneficial outcomes for organizations; however, the LMX domain suffers from multiple theoretical and methodological issues, including a lack of dyadic research as well as a lack of focus on relational predictors that serve to develop and sustain high-quality LMX relationships. This work addresses this gap in the literature by drawing upon the multidisciplinary relationship sciences to examine relational cognition and emotion as predictive of both manager and subordinate LMX. We introduce the concept of communal relational motives to the LMX literature and examine its interplay with the emotional tone of the manager-subordinate relationship. We found that manager-subordinate agreement in the strength of their communal motive towards one another is predictive of manager LMX; while the manager-subordinate discrepancy in communal strength is more likely to influence subordinate LMX. However, the accumulated experience of positive emotions in the manager-subordinate relationship was the most important for predicting manager and subordinate LMX. Based on these findings, we discuss future avenues for research on manager-subordinate relationships.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **583** | Submission: **16843** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Workplace Emotions: Envy, Passion, Ambivalence, Gratitude, and Compassion

Digital Session Chair: **Eko Yi Liao**, *Hang Seng U. of Hong Kong*

MOC: Disentangling the Dynamic Nature of Work Passion: A Latent Growth Modeling Approach

Author: **Eko Yi Liao**, *Hang Seng U. of Hong Kong*
Author: **Yuen Shan Noel Wong**, *Hang Seng U. of Hong Kong*
Author: **Kaylee Kong**, *The Hang Seng U. of Hong Kong*

Abstract While employees' work passion is widely pursued by organizations and their citizens, the development of passion remains largely unstudied. This gap in extant literature has motivated the present study, as a part of which the dynamic nature of work passion is investigated—whether passion is context-dependent (i.e., the change of passion based on external circumstances). Our research framework was informed by the integrative framework of self-determination theory, which emphasizes individuals' internalization of activities while acknowledging the critical role of contextual influences. Specifically, unmet expectations was investigated as a critical contextual factor that represents the interplay of individual expectations and work realities. Using the data from a four-wave longitudinal survey involving 365 employees, a series of latent growth modeling tests were performed. Our findings show that unmet expectations influence the initial status and subsequences change in both forms of passion, albeit in opposite directions. The theoretical and practical implications were discussed accordingly.

Paper is Available to Meeting Registrants Only.

MOC: Good or Bad for Ambivalent Emotion on Creativity? A Moderated Mediation Model

Author: **Yan Li**, *Beijing Institute of Technology*
Author: **Sizhi Chen**, *School of Management and Economics, Beijing Institute of Technology*
Author: **Abdul Gaffar Khan**, *School of Management and Economics, Beijing Institute of Technology*

Ambivalent situations trigger ambivalent emotions, such as the simultaneous experience of happiness and sadness, which is a pervasive phenomenon in organizations, such as a CEO feels optimistic for launching a new project but at same time feels worried because the new project needs invest too much money, which may hurt the old projects. Do ambivalent emotions facilitate or hinder creativity? Informational theories of emotion (Forgas, 2000) deems ambivalent emotions stimulate more information which facilitates creativity. Another perspective thinks ambivalence is a stressful situation that hinders creativity, which demands more psychological resources to identify and solve problems in a new way. By integrating conservation of resources theory (Hobfoll, 1989), theory about emotion regulation strategy (Koole, 2009) and bifurcation model of affect (Li, Ashkanasy, & Ahlstrom, 2010), we developed a moderated mediation model, where creative process engagement mediates the relationship between ambivalent emotions and creativity, where ambivalent emotion decreases the creative process engagement so that results in decreased creativity. And one dimension of a new construct of emotional stability (ES, emotional threshold) moderated the mediation effect of idea generation engagement such that the relationship is stronger when the emotional threshold is high. We also find that another dimension of the new ES (emotional recovery) is positively related to creativity. 316 employees from 50 work groups in China participated in the study.

Paper is NOT Available. Please contact the author(s).

MOC: How Observing Compassion in the COVID-19 Pandemic Benefits Employee Work and Personal Outcomes

Author: **Ussama Ahmad Khan**, *U. of Washington, Seattle*
Author: **Andrew Hafenbrack**, *U. of Washington*

Organizational scholars and practitioners have espoused compassion as a powerful antidote to alleviating another's suffering in the COVID-19 pandemic. Yet, past work has largely examined compassion as an in-person process. In a time where remote work and social distancing are necessary to prevent further spread of the virus, it is unclear if the influence of compassion would be diminished without face-to-face interaction. In this research, we unpack the question of how far-reaching the impact of compassion can be by examining whether compassion can spill over to third parties uninvolved in the compassion episode, and whether its impact can be transmitted virtually—the common mode of communication in this time. Drawing on social contagion theory and the theory of transactional stress and coping, we examine how observing compassion influences employees' interpersonal (organizational citizenship behavior) and intrapersonal (performance) work outcomes, and their personal well-being (negative mood), via employees' other-orientation. We also examine how employees' trait sense of control attenuates the compassion spillover effects. We test our proposed theoretical model via an experiential sampling intervention across two weeks in a sample of 91 K-12 teachers—essential workers whose work routines have been entirely disrupted and subjected to uncertainty (e.g., newly online courses). Each morning, we manipulated observed compassion (vs. control) via short stories involving other teachers. Overall, we found support for our propositions. We thus offer a simple remedy—that is, sharing short stories about compassion—that organizations and employees can use to alleviate some of the ongoing suffering during this difficult time.

Paper is Available to Meeting Registrants Only.

MOC: Grateful or Slimy? How Power and Perspective Influence the Perception of Authentic Gratitude

Author: **Ayana N. Younge**, *U. of North Carolina, Chapel Hill*

While the understanding of gratitude within organizations has been conceptualized as having universal benefits, empirical work on this phenomenon is lacking. Indeed, innumerable findings have highlighted the unique affiliative outcomes of the positive emotion of gratitude in interpersonal relationships, but might the contextual features of organizations alter these affiliation intentions toward the expresser? In this paper, we explore how two embedded, and distinct, factors of organizations—power and perspective—create situations in which a gratitude expression may be perceived as inauthentic, subsequently impacting affiliation outcomes. Across five experimental studies, we demonstrate that in a context of social hierarchy, where low-power individuals may express upward gratitude and high-power individuals may express downward gratitude, one's perspective as a recipient or third-party witness of that behavior, creates different perceptions of how authentic that gratitude expression is. Specifically, we find that third-party witnesses of upward gratitude perceive those expressions as the least authentic, and this is due to the witness's tendency to make instrumental attributions for low-power individuals' gratitude expressions—viewing this expression as slimy. However, this mechanism is not consistently supported in the case of downward gratitude expressions. Results also show that perceivers, in general, indicate a lower interest in affiliating with those gratitude expressers they perceive as inauthentic. These findings extend research on gratitude in organizations and highlight how perceptions of emotional authenticity may be shaped by both social hierarchical relationships and one's perspective.

Paper is Available to Meeting Registrants Only.

MOC: **Blind Envy: How Envy Distorts Creative Evaluation** 

Author: **Jung Min Choi**, *The Hong Kong U. of Science and Technology*

Author: **Chaitali Kapadia**, *Florida International U.*

This paper investigates how envy, a social emotion, influences how people evaluate creative ideas. We hypothesize that envy leads to lower creativity ratings and this effect is moderated by how much the envier perceives their target as deserving. We also hypothesize that when the envier perceives deservingness, then they identify with their target and rate the target's creative ideas higher. Through two experimental studies, we find that while envy does not lead directly to lower creativity ratings, envious provide lower ratings for ideas generated by the envied target when the target is perceived as undeserving (Study 1 and Study 2). Furthermore, those who perceive their envied targets as deserving identify more strongly with them and rate their ideas as more creative (Study 2). Finally, we discuss the theoretical and practical implications of this research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Perspectives on Workplace Creativity

Digital Session Chair: **Wayne Johnson**, *Cornell SC Johnson College of Business*

MOC: **Bias in Creative Adoption Decision Points**

Author: **Wayne Johnson**, *Cornell SC Johnson College of Business*

In both creativity and innovation, individuals or collectives of individuals must evaluate creative targets and select among responses such as accept, reject, or refine. These creative adoption decision points are not only essential for linear progress from creativity to innovation but also cyclical progress within both creativity and innovation. Creative adoption decision points constitute overlap between creativity and innovation and help bridge these literatures. However, a host of motivational, cognitive, and affective factors can hinder effective decision making at creative adoption decision points. These factors are reviewed with particular attention to how biases may disadvantage adoption.

Paper is Available to Meeting Registrants Only.

MOC: **Finding Creativity By Changing Perspectives**

Author: **Shiyu Yang**, *U. of Illinois at Urbana-Champaign*
Author: **Jeffrey Loewenstein**, *U. of Illinois at Urbana-Champaign*
Author: **Jennifer Mueller**, *U. of San Diego*

Why do people fail to find creativity? A new possibility is that to find creativity, evaluators need to change perspective - go through a process of searching for and identifying a new perspective for understanding the idea. Three studies provide evidence that people tend to evaluate ideas as more creative if they spontaneously experienced (Study 1) or were induced to experience (Study 2) a change in perspective. Further, if people were induced not to experience a change in perspective, ideas were experienced as less creative (Study 3). These studies offer a novel mechanism to help explain a longstanding, yet unresolved puzzle: why do people desire but reject creative ideas? Evaluators can fail to find creativity in the process of assessing ideas.

Paper is Available to Meeting Registrants Only.

MOC: **Authentically Creative? Identifying and Reconciling the Tension between Authenticity and Creativity**

Author: **Shiyu Yang**, *U. of Illinois at Urbana-Champaign*
Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*
Author: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*
Author: **Kyle J. Emich**, *U. of Delaware*

Organizations perceived as authentic by relevant audiences reap many benefits, including more favorable brand appraisal and larger sales, thus making the pursuit of authenticity potentially lucrative. In contrast to this widely held positive view of authenticity, we develop a theoretical perspective that points to a potential dark side. Because authenticity demands adherence to tradition, conformity to a category and/or the fidelity to a point of origin, the desire to maintain authenticity may stifle the pursuit of creative ideas which often involve breaking with the status quo. Using both experiments and archival data, we found converging evidence that authenticity dampens creativity. Importantly, we also identified one context in which this effect could be reversed. When being creative is within the scope of what authenticity connotes, authenticity becomes a facilitator rather than an inhibitor of creativity. We discuss the implications of our results for organizations that desire to be both authentic and creative.

Paper is Available to Meeting Registrants Only.

MOC: **Good Artists Copy, But Great Artists? Navigating Tensions Between Inspiration and Imitation**

Author: **Poornika Anantha Ramakrishnan**, *Rotterdam School of Mgmt*

Getting ideas, inspiration, and stimulation from what has come before is fundamental to the creative process. At the same time research indicates that creative workers are likely to desire the experience of developing ideas there are unique to themselves and are clearly the product of their own efforts. In turn, creative workers are likely to experience tensions between inspiration and imitation when using existing inputs in their own creative processes. Yet, limited research address how creative workers use existing inputs or how they manage this tension during this process. Through a qualitative, inductive study of architects, I developed a theoretical model of borrowing practices used in creative work that delineates how creative workers using existing inputs in their own creative processes, and the key psychological experiences associated with each of these practices. In elaborating theory on borrowing practices in creative work, this study has implications for understanding creative processes, how creative workers use resources that are available to them, and for understanding the psychology of authorship in the context of creative work.

Paper is Available to Meeting Registrants Only.

MOC: **The Power of Emojis: The Impact of a Leader's Use of Positive Emoticons on Employee Creativity**

Author: **Jung Min Choi**, *The Hong Kong U. of Science and Technology*
Author: **So-Hyeon Shim**, *The U. of Hong Kong*
Author: **Sara Kim**, *The U. of Hong Kong*

Past literature on emoticons has offered limited insights on the effect of using emoticons in organizational settings, especially in the context of leader-employee relationships. The current research examines how a leader's use of positive emoticons influences employees' perception of being objectified, a phenomenon frequently experienced in workplaces, as well as their creative performance. We find that a leader's use of positive emoticons decreases employees' perception of being objectified, which in turn enhances their creativity. We further find that this impact of a leader's use of positive emoticons on employees' creativity is stronger when employees have a higher level of interpersonal orientation. Theoretical and practical implications of the findings are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **585** | Submission: **10426** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

Music, Water and the Elements That Connect Us as Humans *MSR & Friends*

Organizer: **Jyoti Bachani**, *Saint Mary's College of California*

This social event will offer a shared art experience followed by a spirit-centred dialog. Dr. Kanniks Kannikeswaran, an internationally known music composer and music educator, will engage us with a two- part video presentation. Part one is for celebrating the connection between the monsoons and Indian ragas, to show how the ancient music is connected to the 'Elements'. Part two is based on the Rivers of India, to trace the erosion of the reverential attitude towards rivers, and the consequent shift in our 'water awareness'. After the shared multi-media presentation, we will reflect on our work, share ideas, and discuss the future of water and other global challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **586** | Submission: **17379** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Transformational Leadership

Digital Session Chair: **Yujie Yin**, *Hong Kong Baptist U.*

OB: The Effect of Charismatic Leadership on Leader Centrality and Team Performance

Author: **Yujie Yin**, *Hong Kong Baptist U.*
Author: **Erica Xu**, *Hong Kong Baptist U.*
Author: **Xu Huang**, *Hong Kong Baptist U.*
Author: **Saiquan Hu**, *Human U.*

This study investigates how team leaders' charismatic leadership affects their teams' work performance. Drawing from social capital theory and the literature on social networks, we posit that team leaders' charismatic leadership has a positive indirect effect on team performance via their centrality in the whole organizational influence network. We further identify informal leaders at the organizational level as a critical boundary condition under which charismatic leadership's influence in the organizational network and its effectiveness in boosting team performance via leaders' central positions are amplified. We tested our overall model using time-lagged, multi-source data collected from 150 insurance sales teams in two major provinces in China. The results lend support to our propositions. Our study contributes to the literature by illuminating a unique influence process that charismatic leadership shapes leaders' central positions in the organization network and in turn their team performance.

Paper is Available to Meeting Registrants Only.

OB: Uncertainty Management in the Context of DX with Transformational Leadership as a Moderator

Author: **Masaki Matsunaga**, *Kyushu U. Business School*

Digital transformation, or DX, is known to provoke a great deal of uncertainty among employees. To gain insights into how employees manage thus generated DX-driven uncertainty and also how leaders can support them, this study has drawn on the theory of communication and uncertainty management (TCUM), which posits that the impact of uncertainty varies by how individuals appraise it and social support enhances positive appraisal. Based on those tenets, the current study advanced the following hypotheses: (a) uncertainty has direct and indirect negative effects on employees' appraisal of DX, self-efficacy, and job performance; (b) in contrast, direct supervisors' transformational leadership (TFL) has direct and indirect positive effects on appraisal, self-efficacy, and job performance; and also (c) TFL moderates the impact of uncertainty such that the greater supervisors' TFL, the more positive employees' appraisal and self-efficacy. SEM analyses based on 4-wave time-separated data collected from 873 employee-supervisor dyads in Japan found support for these hypotheses. The obtained findings are discussed with reference to TCUM, TFL, and other relevant literature.

Paper is Available to Meeting Registrants Only.

OB: Shared Transformational Leadership and Safety Performance

Author: **Zhanna Lyubykh**, *Haskayne School of Business, U. of Calgary*
Author: **Duygu Biricik Gulseren**, *Haskayne School of Business, U. of Calgary*
Author: **Nick Turner**, *U. of Calgary*
Author: **Julian Barling**, *Queen's U.*
Author: **Matthias Seifert**, *IE Business School*

Changes in organizational structures and the increased use of teams have drawn research attention to shared leadership: leadership behaviors dispersed among team members, rather than enacted by a single formal leader. We investigated how and when shared transformational leadership relates to safety performance among employees and formal leaders. Specifically, we examined how shared transformational leadership is related to safety performance under different levels of individual and collective perceptions of organizational support. We collected data from team members (i.e., crew-members, N = 2,139) and formal leaders (i.e., chief engineers, N = 98) working on merchant shipping vessels. At the within-vessel level of analysis, perceptions of organizational support weakened the relationship between shared transformational leadership and safety compliance of crew-members. A similar pattern emerged at the between-level analysis for safety participation among chief engineers: perceived organizational support weakened the relationship between crew-members' shared transformational leadership and safety participation of chief engineers. These findings indicate that shared transformational leadership relates to safety performance of both employees and formal leaders, with perceived organizational support serving as a substitute for shared transformational leadership when shared transformational leadership is low.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **587** | Submission: **10562** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Understanding the Workplace Consequences of Uncertainty Through the Lens of COVID-19

Workplace consequences of uncertainty



Organizer: **Sasha Pustovit**, *Towson U.*
Participant: **Michelle Andre Barton**, *Johns Hopkins Carey Business School*
Participant: **Marlys K. Christianson**, *U. of Toronto*
Participant: **Jared McGinley**, *Towson U.*
Discussant: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Participant: **Mary J. Waller**, *Colorado State U.*

The coronavirus pandemic has rapidly and drastically reshaped our world, casting uncertainty over every aspect of our lives. While the coronavirus pandemic considerably altered the day to day realities of work for millions of individuals, the long-term workplace outcomes associated with individuals experiencing uncertainty on a largely unprecedented scale remain predominantly unknown. This symposium aims to expand the knowledge and theorizing on the effects of uncertainty on work-related outcomes for individuals and teams through the lens of events associated with the COVID-19 pandemic. To accomplish this aim, scholars with expertise in uncertainty will 1) offer insight on the anticipated effects of the coronavirus pandemic and the approaches best suited for managing them, and 2) identify lessons learned about uncertainty from the consequences of the pandemic to inform the broader domain of the study of uncertainty.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **588** | Submission: **12443** | Sponsor(s): **(ODC, MC, MED, HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

Action Research Lab: Foundations for Bringing the Manager back into Inquiry.
Action research



Participant: **David Coghlan**, *Trinity College Dublin*
Participant: **A.B. Rami Shani**, *California Polytechnic State U.*
Participant: **Danielle Zandee**, *Nyenrode Business U.*

Action research offers a unique perspective in bringing the manager back into inquiry, change management and organization development and change precisely because it engages managers in meaningful action and knowledge generation in a collaborative manner. As such it bridges the theory-practice gap in a unique manner. One of the premises of this PDW is that action research can play an important role in addressing today's pressing issues by developing new knowledge for organizational and societal change. It is directed to doctoral students and managers who undertake action research out of a desire to address 'red and hot' organizational/management challenges. Each brings to the inquiry distinct knowledge, insights and experiences. The collaborative inquiry effort-by-design establishes the platform for deeper level understanding and action (Shani & Coghlan, 2021). At the start of this PDW session, participants will be invited to focus on their own action research experiences, ambitions and questions, as a starting point of a collaborative exploration of action research principles, design choices and potentials for knowledge creation. Participants will leave with an increased awareness of how to undertake and/or supervise action research as a mode of practitioner-scholarship while increasing understanding of organizations' capabilities to learn and change.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **589** | Submission: **17223** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Organizations and Social Movements *Social Movements*



Digital Session Chair: **Patrick Tinguely**, *ETH Zürich*

OMT: **Black Lives Matter! Organizational Resilience in the Face of Social Movements**

Author: **Patrick Tinguely**, *ETH Zürich*
Author: **Yash Raj Shrestha**, *ETH Zürich*
Author: **Georg von Krogh**, *ETH Zürich*

The summer of 2020 witnessed a rapid development of the Black Lives Matter (BLM) movement in the unique context of the ongoing COVID-19 pandemic. Due to social distancing measures and strict restrictions against physical protests, social media platforms emerged as a de novo and de facto setting for social movements, which complicates organizational response to collective claims. We build theory on social movement and organizational resilience using a novel inductive method that combines exploratory data analysis, algorithm-supported induction, and a multi-case qualitative study. Our holistic model reveals the mechanisms under which social movements emerge, spread and interact with organizations in social media. Specifically, we showed how collective claims specific to an event translate into broader societal claims to eventually target prominent organizations and found that message sentiment was the most important predictor for the type of organizational response. We developed a novel theoretical model that describes how some organizations dynamically build organizational resilience in recalibrating their response to meet the activists' reformulated contentious claims against them.

Paper is NOT Available. Please contact the author(s).

OMT: **Friend or Foe: How Social Movement Tactics Impact Firm Innovation**

Author: **Kate Odziemkowska**, *Rice U.*
Author: **Yiyang Zhu**, *Rice U.*

We investigate the impact social movements have on firm-level innovation through private politics. We distinguish between contentious private politics, or contentious targeting of firms by activists, and cooperative private politics, when activists engage firms in formal collaborations. Combining insights from behavioral theory and social movement theory, we theorize that both contentious and cooperative private politics impact innovation but in different ways. Contentious private politics is a more effective catalyst for innovation quantity because it threatens material or symbolic damage, and in so doing, promotes risk-taking by decision makers. In comparison, cooperative private politics which triggers gain framing of problems leads to less innovation overall, but by providing firms access to new knowledge and triggering distant search, is more effective at driving novel innovations. We test our arguments in a matched sample of firms contentiously targeted, and with activist collaborations, on climate change issues, and firms that were not targets of private politics on those issues but had otherwise similar environmental performance and relationships with climate change and other environmental movements. We find contentiously targeted firms increase the number of patents on the issue advocated by the movement by 7% the following year, while firms that collaborate with activists have 12% greater novel patents. Our study contributes to stakeholder perspectives on innovation by theorizing how social movements catalyze firm-level innovation. To research on movements and markets, this study offers the first comparative analysis of the impacts of contentious and cooperative private politics on firm outcomes.

Paper is Available to Meeting Registrants Only.

OMT: **Creating and Sustaining a Moral Market Adapting the Commons Framework**

Author: **Daniel Arenas**, *ESADE Business School*
Author: **Juan Rodon**, *ESADE*
Author: **Mireia Yter**, *U. Ramon Llull, ESADE Business School*

Most studies at the intersection between social movements and markets focus on target selection and tactics used by activists, as well as the outcomes of these tactics. Others have studied the role of social movements in the emergence of 'moral markets'. Yet, usually they explain how social movements are unable to keep control of the market they have helped create. Through a case study, we show that activists can sustain a newly created market segment through different processes. Most notably, we underline the translation and adoption of the common-pool resource framework from Ostrom to the field of telecommunications, in connection with previously unrelated elements, in order to create a shared understanding of the initiative and develop governance mechanisms. We also uncover obstacles, favoring conditions and undesired dynamics of this process.

Paper is Available to Meeting Registrants Only.

OMT: **To Tweet or Not to Tweet? The Role of Social Media Boycotts on Stock Market Reactions**

Author: **Joel Andrus**, *U. of Missouri*
Author: **Yan Chen**, *U. of Missouri*
Author: **Xinran Joyce Wang**, *U. of Missouri*
Author: **Rhonda K. Reger**, *U. of North Texas*

The ability of boycotts to affect firm strategies and outcomes has long held the interest of organizational scholars. However, with the rise of social media in the last decade, our understanding of how social movements influence firms is limited as social movement research typically emphasizes the role of traditional media. The advent of social media makes it easier for informal activist organizations and even individuals to drive social movements, as well as reducing the control that traditional media outlets have over information. As a result, social movements may not be as reliant on traditional media as they have been in the past. In this paper, we develop and test theory about how social media tenor surrounding the announcement of a boycott impacts stock market reaction. We find that the stock market does react to information provided over social media, suggesting that our understanding of how social movements influence stock price returns may be limited in the social media age.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **590** | Submission: **17277** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Advances in Social Networks 
Advances in Social Networks

Digital Session Chair: **Azusa Nakamura**, *Bocconi U.*

OMT: Before Shooting Star Fade Out: Positive Status Shifts and Formation of Status Heterophilous Ties

Author: **Azusa Nakamura**, *Bocconi U.*
Author: **Aneesh Datar**, *Bocconi U.*
Author: **Fabrizio Castellucci**, *Bocconi U.*

We investigate how social actors who become high-status select status of partners. Literature on status homophily explains that high-status actors work with same status ones. By doing so, they can avoid perceptions of low quality of product especially when uncertainty is high. However, literature on status heterophily explains that high- status partners can make a tie with low-status ones when they need to extract efforts from low-status ones. In this paper, we focus on the status heterophilous tie formation by considering when social actors just become high-status. After becoming high-status, they receive extraordinary amount of recognition, so that they want to avoid competing with other high-status actors for their recognition. To do so, we expect that these actors prefer to work with low-status actors. We also consider visibility of their product and brokerage positions of these actors and that can increase the effects of high-status actors on formation of status heterophilous ties. We test these hypotheses by collecting data on Oscar winner directors and nominees as their counterfactuals with difference-in-differences analysis.

Paper is Available to Meeting Registrants Only.

OMT: Are Political Ties Political Capital? A Perspective From Social Networks 

Author: **Danyang Chen**, *National U. of Singapore*

This study distinguishes two concepts: political ties and political capital. Based on the perspective of social network and social capital, we describe a two-stage period of political tie activation. We propose that connected firms may not have actual political resources to support their interest-seeking activities. To attain the activated political tie, connected firms have to comply with a part of government demands for legitimacy, which makes them sacrifice their economic interests. Entering the second stage, connected firms can instrumentalize the activated ties for their own purposes. Under the context of the Chinese capital market, we collect data about Chinese listed firms' financial misconduct. We found that connected firms with clean records on misreporting have a high likelihood to obtain government subsidy and then engage in more insider trading and other private misconducts than others. The compliance and instrumentalization effect will change based on the tie strengthen of their previous ties and the status of connected officials.

Paper is Available to Meeting Registrants Only.

OMT: Intersectional Homophily: A New Measure of Multi-Dimensional Homophily in Social Network

Author: **Masoomeh Kalantari**, *McGill U. - Desautels Faculty of Management*

Homophily in social life has been an increasingly important focus of social network research. However, most studies only measure homophily one dimension at a time, reducing an individual's identity to only one attribute. In reality, individuals belong to multiple social groups simultaneously. Knowing that homophily in one dimension usually spills over into homophily in a correlated dimension, recent scholarly works call for explicitly examining multiple dimensions simultaneously and also refining homophily measures to better match the theoretical intent. I use intersectionality as the theoretical foundation to bring socially constructed meaning among multiple social identities into homophily literature. I use a random data generator process to develop and test a new homophily measure that can simultaneously measure homophily on multiple dimensions such as race, gender, and age. The findings in this simulated setting provide evidence that intersectionality affects homophily because of intersecting identities; multiple identities interact in a complex way rather as opposed to being simple additives. In addition, I examine my newly developed measure on actual network datasets and the findings are consistent with those of the simulated scenarios. I conclude with a discussion of the implications of this measure and how this measure contributes to the deepening of our understanding of social interactions and the processes that create sociodemographic structures.

Paper is Available to Meeting Registrants Only.

OMT: Heeding Small-scale Disruptions: The Benefits of Network Fragmentation

Author: **Nevena Ivanovic**, *Faculty of Economics and Business, U. of Groningen*
Author: **Thomas Arend De Vries**, *U. of Groningen, Faculty of Economics and Business*
Author: **Gerben S. Van Der Vegt**, *U. of Groningen*

Organizations operate in increasingly turbulent environments requiring them to stay resilient in the face of setbacks, i.e., to maintain desired levels of performance when faced with disruptions. Small-scale disruptions happen frequently in most organizations, and therefore they often co-occur or overlap in time. This creates a significant cognitive burden for the employees because they often need to resolve multiple disruptions at the same time. Despite the fact that small-scale disruptions are so common, most resilience literature to date has not recognized the implications of small-scale disruptions when they co-occur, and has not offered any organizational response strategies for dealing with this challenge. To account for this, we rely on the task-switching literature and suggest that dealing with co-occurring disruptions resembles a task-switching problem for the employees. We propose that increased disruption co-occurrence increases time to recovery from the disruptions, i.e., negatively impacts organizational resilience. Further, we propose that assuring that different groups of employees can work on different disruptions, i.e., increasing the fragmentation of the information-sharing network, dampens the positive relationship between disruption co-occurrence and time to recovery. These hypotheses were supported on a sample of 2,009 situations of co-occurring disruptions in a public water supply company. This study advances knowledge on the effects of the small-scale disruptions on organizational resilience, and suggests that network fragmentation can be a successful organizational strategy to sustain resilience under increased disruption co-occurrence. Keywords: Organizational resilience; small-scale disruptions; information-sharing network; task-switching; network fragmentation

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **591** | Submission: **10530** | Sponsor(s): **(OMT, OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Identity Dynamics in Crisis Contexts

Identity Dynamics in Crises

Organizer: **Eunice Eun**, *Yale School of Management*
Organizer: **Amy Wrzesniewski**, *Yale U.*
Discussant: **Michael G. Pratt**, *Boston College*
Presenter: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Presenter: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
Presenter: **Heather Ciara Vough**, *George Mason U.*
Presenter: **Achira Sedari Mudiyansele**, *U. of Cincinnati*

Organizations now face more crises, from global pandemics and economic depressions to business catastrophes – all of which can strain operational processes and performance (Wright et al., 2020; Williams et al., 2017). Research has shown that crises can engender organizational growth, learning, and identity (Fink et al., 1971), and such dynamics can trickle down to the individual and group levels. Scholars describe organizational identification as an alignment between individual and collective identities, resulting in a sense of unity between the person and their organization (e.g., Ashforth et al., 2008; Gutierrez et al., 2010) – even amidst “a backdrop of change and ‘outside’ elements” (Cheney and Thompkins, 1987: 5). The ways in which a group identity can shape and be shaped by individual and organizational effects in crisis contexts, however, remain largely underexplored. This symposium brings together four field-based investigations of the interplay of individual, group, and organizational identity dynamics. First, Creary examines different identity strategies that organizational members used to prevent the organizational death of a community hospital. Second, Caza and colleagues unpack independent workers’ experiences during the pandemic, and how they created a greater sense of resilience during this time of crisis. Third, Mudiyansele and Vough consider the effects the COVID-19 pandemic had on teachers’ identities, centering on identity instability. Finally, Eun and Wrzesniewski focus on identity dynamics for those caring for the most ill patients across two units in a major academic medical hospital during the COVID-19 crisis, and how this process affected identity transitions and outcomes. Michael Pratt, a distinguished scholar with influential research on identity, identification, and meaning, will serve as the discussant to provide both theoretical and practical implications as well as future research directions.

IDENTITY DYNAMICS IN CRISIS CONTEXTS

Author: **Eunice Eun**, *Yale School of Management*
Author: **Amy Wrzesniewski**, *Yale U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **592** | Submission: **16729** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:00PMET (UTC-4)**

AMJ Editorial Review Board
AMJ: Editorial Review Board Meeting

Organizer: **Laszlo Tihanyi**, *Rice U.*

By Invitation Only Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



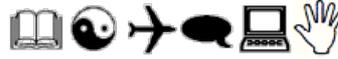
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **593** | Submission: **16320** | Sponsor(s): **(SIM, MSR, ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

**Achieving Collective Goals: Leveraging University
Centers of Excellence for Transformative Impact**
Centers of Excellence for Transformative Impact



Organizer: **Erica Steckler**, *U. of Massachusetts, Lowell*
Organizer: **David Wasieleski**, *Duquesne U.*
Participant: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*
Participant: **Christopher Michaelson**, *U. of St. Thomas*
Participant: **Nicole Zweig Daly**, *U. of St. Thomas*
Participant: **Thomas Walker**, *Concordia U.*
Participant: **James F Weber**, *Duquesne U.*
Participant: **Jeffery Smith**, *Seattle U.*
Participant: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Participant: **Jeffrey Moriarty**, *Bentley U.*
Participant: **Elissa Magnant**, *UMass Lowell Manning School of Business*
Participant: **Kevin Gibson**, *Marquette U.*
Participant: **Manuel Guillen**, *U. of Valencia*
Participant: **William English**, *McDonough School of Business Georgetown U.*

The premise of this proposed session is that “Centers of Excellence” associated with business ethics and other responsible management and leadership disciplines within business schools are faced with numerous challenges affecting their ability to: 1) provide utility to students and faculty members, 2) generate added value to universities and, 3) serve a positive role for external community and business stakeholders. More specifically, these challenges involve getting access to resources and funding, staying relevant to the business community and adapting to their rapidly changing needs, productively engaging with university faculty, and improving ethics education. The workshop is led by representatives of the Humanistic Management Centers of Excellence Consortium, officially formed through the International Humanistic Management Association (IHMA) in 2018. Our Centers are in a unique position to be able to assess and improve business ethics and responsible management instructional techniques and can serve as the impetus of efforts to integrate ethics and responsibility across business school curricula. In this PDW, we propose that associated Centers of Excellence promote humanistic management principles and models to their strategic plans for the ultimate goal of collaborating on research, pedagogical, and corporate outreach programs. Using an appreciative inquiry process approach, our presenters and facilitators will help facilitate joint projects that imagine the possibilities for advancing more humanistic impact through the work of our centers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **594** | Submission: **11214** | Sponsor(s): (STR, IM, TIM)

Virtual session type: **Synchronous Live Open**

Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

How Management Research Can Help Companies Live Up to Societal Expectations



Management Research and Societal Expectations

Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

Panelist: **Jonathan P. Doh**, *Villanova U.*

Panelist: **Gerard George**, *Georgetown U., McDonough School of Business*

Panelist: **Grazia D. Santangelo**, *Copenhagen Business School*

Panelist: **Laszlo Tihanyi**, *Rice U.*

Organizer: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

Organizer: **Grazia D. Santangelo**, *Copenhagen Business School*

This symposium aims to contribute and boost the conversation on the impact of management research in helping companies living up to societal expectations. There are increasing concerns on the role of firms in tackling Grand Challenges, i.e., complex problems that affect the world and have no easy solutions. Grand Challenges, such as global health issues, food security, forced migration, or climate change, have been usually discussed as being the purview of governments. However, companies are increasingly confronting a civil society expecting that corporate actors promote human rights, proactively fight human trafficking and slavery along the value chain, and engage in a race to the top in labor and environmental. These increasing societal demands for responsible corporate citizenship and long-standing global initiatives have put pressure on firms to rethink their responsible conduct as an integral part of their strategy. This symposium aims to identify how management scholars can guide companies in addressing pressing social challenges and, thus, offering solutions to society.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **595** | Submission: **12382** | Sponsor(s): **(STR, OB, OCIS, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

Managing Remote Work

Managing Remote Work

Organizer: **Viktorie Sevcenko**, *INSEAD*
Organizer: **Prithwiraj Choudhury**, *Harvard U.*
Organizer: **Tarun Khanna**, *Harvard U.*
Panelist: **Nicholas Bloom**, -
Panelist: **Pamela Hinds**, *Stanford U.*
Panelist: **Phanish Puranam**, *INSEAD*
Panelist: **Nancy Rothbard**, *U. of Pennsylvania*

The Covid-19 pandemic has led to a dramatic rise in the adoption of remote work practices. Even after the pandemic ends, many organizations and workers are likely to adopt remote work practices on a more permanent basis, due to the reported productivity increases, improved flexibility, and reduced stigma around perceptions of remote work. In this PDW, we bring together experts whose work has shaped the literature on remote and distributed work – Nick Bloom (Stanford), Pamela Hinds (Stanford), Phanish Puranam (INSEAD) and Nancy Rothbard (Wharton) – as well as industry experts managing remote work practices in their firms, who along with the organizers Prithwiraj (Raj) Choudhury (HBS), Tarun Khanna (HBS) and Victoria Sevcenko (INSEAD) will help to set the agenda for future research on remote work and management, and provide feedback on participants’ research proposals. We believe this workshop will be of particular interest to members in Strategic Management (STR), Organization Behaviour (OB), Organizational Communication and Information Systems (OCIS), and Technology and Innovation Management (TIM) divisions.

This workshop will include a panel discussion open to all conference registrants followed by a shorter paper feedback session in breakout rooms that will be by invitation only. To apply to the paper feedback session, please submit a paper abstract (up to 350 words) to pchoudhury@hbs.edu and victoria.sevcenko@insead.edu by 1st July 2021 with the subject “AOM PDW on Managing Remote Work – Paper Session Application”. Selected participants will be notified two weeks prior to the scheduled workshop.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **596** | Submission: **13749** | Sponsor(s): **(STR, TIM, OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Machine Learning, Artificial Intelligence, and Strategy: Research on the Importance of Complements *Machine Learning, AI, and Strategy*



Organizer: **Christopher Forman**, *Cornell U.*
Organizer: **Natarajan Balasubramanian**, *Syracuse U.*
Participant: **Ryan Allen**, *Harvard Business School*
Presenter: **Ruyu Chen**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*
Presenter: **Prithwiraj Choudhury**, *Harvard U.*
Participant: **Stephen Michael Impink**, *New York U.*
Participant: **Wang Jin**, *MIT Sloan School of Management*
Presenter: **Kristina Steffenson McElheran**, *U. of Toronto*
Presenter: **Robert Channing Seamans**, *NYU Stern*
Discussant: **Aija Elina Leiponen**, *Cornell U.*

Artificial intelligence (AI) and machine learning (ML) represent general purpose technologies that are rapidly diffusing among businesses. These technologies have the potential to transform industries and to impact the performance of firms. They also present important challenges for managers. Firms investing in general purpose technologies like AI require complements to realize value from them and to align with unique firm needs. In this symposium we bring together four papers that examine various aspects of the diffusion of impact of AI and ML in businesses and how these are affected by the presence of complements at the individual, organizational, and ecosystem level. Together these papers will shed new light on the implications of managerial decisions related to this important set of technologies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **597** | Submission: **12578** | Sponsor(s): **(TIM, OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Evaluating Ideas When Innovators Are Diverse

Evaluating Ideas When Innovators Are Diverse



Host: **Nataliya Wright**, *Harvard Business School*
Host: **Amisha Miller**, *Boston U. Questrom School of Business*
Discussant: **Dan Jun Wang**, *Columbia Business School*
Discussant: **Aleksandra Joanna Kacperczyk**, -
Presenter: **Rembrand Michael Koning**, *Harvard Business School*
Presenter: **Peter Younkin**, *U. of Oregon*
Participant: **Tarun Khanna**, *Harvard U.*
Participant: **Ramana Nanda**, *Imperial College London*
Participant: **Ruiqing Cao**, -

We propose to examine how ideas are evaluated when innovators are diverse and the implications on organizational and individual-level outcomes. This question is timely because managers from more organizations are beginning to evaluate novel ideas and innovators. Organizations finance early stage ventures (e.g. Duschnitsky, 2012; Cohen, Fehder, Hochberg, & Murray, 2019; Lerner & Nanda, 2020), access new ideas via broadcast search (e.g. Jeppesen & Lakhani, 2010; Lifschitz-Assaf, 2018), or directly employ intrapreneurs (Nielson, Peters, & Hisrich, 1985). Managers are increasingly conscious about the diversity of innovators in their networks in part due to growing political and social interest (Dobbin, Kalev, & Kim, 2011; Luo & Zhang, 2020). We propose to bring together five papers presented by a panel of Aleksandra Kacperczyk (London Business School), Rembrand Koning (Harvard Business School), Amisha Miller (Boston University), Dan Wang (Columbia Business School), Nataliya Langburd Wright (Harvard Business School), and Peter Younkin (University of Oregon), which examine the evaluation of ideas from diverse innovators. We will identify novel organizational mechanisms that could affect the diversity of innovators, as well as the implications of evaluation processes on organizations, innovators' careers, and the direction of innovation.

Do Richer Foreign Work Experiences Lead to Intrapreneurial Success?

Author: **Dan Jun Wang**, *Columbia Business School*

Judging Foreign Startups

Author: **Nataliya Wright**, *Harvard Business School*
Author: **Rembrand Michael Koning**, *Harvard Business School*
Author: **Tarun Khanna**, *Harvard U.*

Changing the System, Not the Seeker: Evaluating Startups Led by Female Founders

Author: **Amisha Miller**, *Boston U. Questrom School of Business*

Clearing Hurdles but Digging Holes: An Exit, Not an Entrance: The Employment Opportunities for Black

Author: **Aleksandra Joanna Kacperczyk**, -
Author: **Peter Younkin**, *U. of Oregon*

Biased Sampling of Early Users and the Direction of Startup Innovation

Author: **Ruiqing Cao**, -
Author: **Rembrand Michael Koning**, *Harvard Business School*
Author: **Ramana Nanda**, *Imperial College London*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Performance Management Process and Effects

Digital Session Chair: **Heidi Marie Baumann**, *Bradley U.*

HR: Two Hats Are Better Than One: How Managers' Role Identity Complexity Impacts Performance Management

Author: **Heidi Marie Baumann**, *Bradley U.*
Author: **Deidra J. Schleicher**, *Iowa State U.*
Author: **Jennifer Robin**, *Bradley U.*
Author: **David W. Sullivan**, *U. of Houston*
Author: **Junhyok Yim**, *City U. of Hong Kong*

We introduce the concept of performance management (PM) identity complexity, integrating research on identity, work identity complexity, and perspective-taking with managers' PM-related responsibilities, and propose that managers' PM identity complexity acts as a resource that benefits PM effectiveness. We extend extant PM research that has primarily positioned managers in a PM giver role (i.e., as raters) to suggest that managers navigate multiple roles, including both PM giver and PM receiver, as part of PM. That is, managers not only provide ratings and feedback to direct reports during PM, they also receive evaluation and feedback from their own supervisors. When a manager has a salient, or activated, PM receiver identity while enacting the role of PM giver, we define this as greater PM identity complexity, and we expect managers vary with regard to their level of PM identity complexity. The current research examines the implications of managers' PM identity complexity for both evaluative (i.e., ratings) and developmental (i.e., feedback) PM across two studies, a longitudinal field study and an experimental study. Results are largely supportive of our hypotheses positioning managers' PM identity complexity as an important predictor of rating quality, through perceived difficulty reactions, as well as a key contextual factor moderating the relationship between direct reports' feedback orientation and feedback seeking behaviors.

Paper is NOT Available. Please contact the author(s).

HR: The Role of Transparency & Fairness in Performance Management - A Review and a Research Agenda

Author: **Nicolas Tichy**, *LMU Munich School of Management*

Transparency is a hot topic in management scholarship and is often cited to solve organizational problems. One critical problem in many organizations is the perceived unfairness and consequently ineffectiveness of performance management systems. It remains unclear, however, how and to what extent transparency influences the perception of fairness in performance management systems. This provides the occasion for a thorough review, which finds that explicit considerations of transparency are virtually non-existent in the literature. However, it is uncovered that transparency is implicitly both a critical antecedent and component of organizational justice perceptions in the context of performance management systems. Based on this result, I identify open research questions and derive fruitful research propositions.

Paper is Available to Meeting Registrants Only.

HR: When do performance management practices improve firm performance? The role of stakeholder groups

Author: **Yin Lee**, *U. of Illinois at Urbana-Champaign*

This paper examines the firm-level outcome of performance management practices. Using a Korean firm-level panel data from 2007 to 2017, this study tests the main effect of performance management practices on firm performance. More importantly, this study develops a political contingency perspective and suggests that the effectiveness of performance management practices is contingent on the interests, preferences, and power of the relevant stakeholder groups – that is, family owners, professional CEOs, HR professionals, and labor unions. The fixed-effects regression results reveal that performance management practices improve firm performance. Also, the results show that the effects of performance management practices on firm performance are greater when professional CEOs have greater relative power than family owners and when there is a high number of HR professionals. The findings provide new insights into the strategic human resource management (SHRM) literature by illuminating the importance of the underexplored political context.

Paper is Available to Meeting Registrants Only.

HR: Too Close to Call: Can Structured Practices Improve Accuracy of Relational Managers' Evaluations?

Author: **Brittany Bond**, *Cornell U.*

Close relationships between managers and employees can enhance organizational productivity. However, manager bias for particular relationships may compromise organizational aims. One form of managerial bias is inflating performance evaluations. This inflation can weaken employee incentives for meeting expectations, compromise talent data, and misallocate scarce personnel resources. Using a vignette experiment combined with rich survey data on managers in a large U.S. corporation, I find that managers with close, trusting, and cooperative relationships with their employees are more likely to give a higher rating to an under-performing employee than is objectively justified. Structured managers on the other hand, who apply a more specific, formal, frequent or explicit approach to managing, are less likely to inflate the rating of an under-performing employee. Importantly, I find evidence that more relational management is not crowded out by structured management, but rather, more structured practices enhance performance evaluation accuracy regardless of how relational the manager is, reconciling a concern that the modes are incompatible.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **599** | Submission: **17329** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:30PM - 2:00PMET (UTC-4)**

Advances in Paradox Theorizing   
Paradox Theorizing

Digital Session Chair: **Marc Krautzberger**, *U. of St. Gallen*

OMT: **Managing Interlinked Paradoxes Through Boundary Work** 

Author: **Marc Krautzberger**, *U. of St. Gallen*
Author: **Ann Langley**, *HEC Montreal*
Author: **Thomas Schumacher**, *U. of St. Gallen*

The literature on paradox has repeatedly emphasized the value of cycling between practices of differentiation (keeping elements apart) and integration (bringing them together) to sustain paradoxical goals simultaneously. This suggests that “boundary work,” – i.e., purposeful effort to influence the boundaries and distinctions affecting groups, occupations, and organizations – might play a role in managing paradox. Accordingly, in this paper, we consider how the creation and management of “spaces” generated through the purposeful configuration and reconfiguration of boundaries over time can contribute to the management of paradoxes generally and interlinked paradoxes in particular. We draw on a case study of a startup in the digital-fabrication sector where the cofounders embedded two interlinked paradoxes into their strategic goals. We develop a process model that explains how configurational boundary work contributes to the management of interlinked paradoxes by creating “hybrid spaces” in which competing demands can, in some cases, be brought together to turn tensions into synergies. The model advances the understanding of boundary work as an approach to paradox, and illustrates how the inter-relatedness of paradoxes may offer opportunities rather than barriers to managing them.

Paper is Available to Meeting Registrants Only.

OMT: **Paradox as Analytical Tool for Managing Organizational Complexity: A Novel Typology and Paths Forward** 

Author: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*
Author: **Anders La Cour**, *Copenhagen Business School, Denmark*

In light of increased organizational and environmental complexity, research turns ever more often to the notion of paradox to investigate how managers can navigate conflicting demands. However, the internal dynamics of paradox remain unclear, making it difficult to understand what exactly is meant by the concept, and how it can be managed in practice. This article notes that the full potential of paradox as an analytical tool for understanding complex situations of organizational life has not been reached and reveals instances of organizational complexity that appear even more radical than current definitions of paradox posit. Using a systems theory perspective, we unfold the complexity of such situations and develop a typology that includes a novel and more complex type of nested paradox that appears underexplored. We add to paradox theory by showing how different types of paradoxes and their respective relations can relate and transform over time, thereby, expanding on dominant (both/and) explanations of paradox dynamics. Thereby, we also engage with calls for more vibrant and polyphonic theory-building. We discuss our findings and managerial implications and point towards future research.

Paper is Available to Meeting Registrants Only.

OMT: **Harnessing Infinity: Explaining the Persistence of Organizational Paradox through Morphogenesis**

Author: **Ferran Torres**, *U. Ramon Llull, ESADE Business School*
Author: **Tobias Hahn**, *ESADE Business School*

Paradoxical tensions are an inextricable part of organizations. Organizational paradoxes have been defined as synergic contradictions persisting over time, which underscores the temporal dimension of their nature. However, the persistence of paradoxes remains an elusive aspect. Persistence is understood differently depending on the ontological approach underpinning its articulation: a social constructionist approach explains persistence through the repeated experience of salient paradoxes; in contrast, an inherent approach articulates persistence through the latent dimension of paradox. In this article, we articulate persistence through the interplay of both salience and latency. To unpack the underlying processes explaining persistence we apply a morphogenetic lens, an explanatory framework that explains the processes through which systems are reproduced or transformed. The interplay between salience and latency is discussed in relation to structure, culture, and agency. Our morphogenetic approach to persistence offers a process explanation that shows how latency and salience affect one another through the conditioned, but reflective work of agents, leading toward a tendency to reproduce or transform the paradox.

Paper is NOT Available. Please contact the author(s).

OMT: **A Journey to the Upside Down: Challenging the Paradox Debate Through Problemization**

Author: **Iris Seidemann**, *U. of Hamburg*

This paper aims at questioning the general assumptions underlying the current paradox debate in the field of organization studies. Building on the method of problemization, the paper identifies central assumptions in the paradox discourse, and develops alternative viewpoints that challenge taken for granted perspectives. The construction of contrasting assumptions allows posing new research questions that aim at extending and developing a future research agenda for the paradox community. Reexamining the unquestioned superiority of both/and approaches and the role of actors in paradox response highlights the importance of a more transparent communication of assumptions that is essential when comparing findings and evaluating research gaps. Moreover, the paper contributes to the integration of currently deviating research streams such as the “dark sides” of paradoxes into the debate and argues for a more holistic perspective in the paradox discourse highlighting the interconnectedness of assumptions made at different levels of analysis and paradox stages.

Paper is Available to Meeting Registrants Only.

Author: **Anne-Sophie Thelisson**, *UCLy - ESDES - Lyon Catholic U.*

Author: **Diana Santistevan**, *EM Normandie*

Author: **Linh Chi Vo**, *ESDES, U. Catholique de Lyon*

Understanding individual responses is inherent part of the study of paradox. While extant research has focused on the nature of individual responses and the cognition associated with it, little is known about the specific role of emotions and the interrelationship of emotion and cognition working together to trigger a response. This study addresses this issue. We identify two types of paradoxes (belonging-organizing and performing) that interact with three emotional reactions and two cognitive reflections. Different combinations lead actors down five unique paths to different coping strategies (leading, challenging, and accepting). Our results contribute to the literature by identifying specific emotions and cognition and explaining how the relationship between emotions, cognition, and type of paradoxes influence individual responses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **600** | Submission: **12562** | Sponsor(s): **(PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:45PM - 2:15PMET (UTC-4)**

Public and Nonprofit Division Awards and Social Event *Public and Nonprofit Awards & Social Event*

Organizer: **Justin Michael Stritch**, *Arizona State U.*

Please join the PNP Division as we celebrate and recognize our 2021 Award Winners and our newly elected Division leaders. We will offer a relaxed and welcoming atmosphere, and encourage folks to say, "hello," and celebrate the achievements of our Division members over this last year

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **601** | Submission: **13822** | Sponsor(s): **(CAR, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

Coaching Managers To Enhance Employees Influence And Impact

Coaching Managers To Enhance Employee Impact



Participant: **William H. Berman**, -

Many people who are struggling in their job are not focused on the most essential, mission-critical business and cultural priorities that give them the most influence and impact. Whether one is a manager of a small team, or the leader of a whole business, the objective is the same. For managers to be successful, their people – one, ten, or ten thousand – need to be successful. Coaching direct reports and skip-level reports to grow their organizational influence requires helping them understand the strategies and tactics of their role, and the cultural requirements of the organization. This drives how they spend their time, how they think about their job, and how they do that job. And just as important, the way they do their job must be consistent with the culture and mores of the organization. This PDW will use role play and self-development tools to identify ways to build influence and impact in one's team or organization.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **602** | Submission: **12282** | Sponsor(s): **(IM, OB, OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 3:00PMET (UTC-4)**

**Language in International Management: Facilitating
Interdisciplinary Conversation**
Language in International Management



Organizer: **Midam Kim**, *U. of Kansas*
Organizer: **Helene Tenzer**, *U. of Tuebingen*
Presenter: **Ann Bradlow**, *Northwestern U.*
Presenter: **Sid Horton**, *Northwestern U.*
Presenter: **Tailan Chi**, *U. of Wisconsin, Milwaukee*
Presenter: **Vincent L. Barker**, *U. of Kansas*

The study of language in international management has been rapidly growing in recent years, revealing new empirical phenomena and opportunities for theory development. However, given the multifaceted influence of language on globalized business, this promise can only be realized by integrating international business and management research with theories and methods from linguistics and cognitive psychology. These synergies have not been sufficiently realized so far due to different traditions of the disciplines. This Professional Development Workshop will stimulate interdisciplinary exchange by providing participants with a forum to learn about state-of-art research in international management, linguistics, cognitive psychology, and strategic management, to discuss theoretical and methodological challenges in language-related international management research, to collectively explore new research directions, and to develop collaborations with multiple theoretical approaches and multiple methods.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **603** | Submission: **12093** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

**Empathy in Management: Insights from Research and Industry
for the Post-Pandemic Age**
Empathy in Management for the Post-Pandemic Age



Organizer: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*
Organizer: **Jagdeep Singh**, *Case Western Reserve U.*
Panelist: **Valeria Gazzola**, *U. of Amsterdam*
Panelist: **Christian Keysers**, *Netherlands Institute for Neuroscience*
Panelist: **Chiara Orsingher**, *U. of Bologna*
Panelist: **Özge Nilay Yalçın**, *U. of British Columbia*
Panelist: **Gary Bridge**, *Snow Creek Advisors*
Panelist: **Wendy Heckelman**, *WLH Consulting*
Panelist: **Robert J. Easton**, *Case Western Reserve U.*

Perhaps at no other time in the recent past has the concept of empathy assumed as much significance as it has in the pandemic age, and indications are that its role will continue to persist post-pandemic. This panel symposium will showcase diverse ideas and perspectives on empathy—from academics in different disciplines as well as from practitioners in different industries—in ways that address its role and significance in contemporary managerial practice. The proposed symposium relates well to the theme of the 2021 conference, “Bringing the Manager Back in Management” as it brings a sharp focus on an important aspect of an individual manager’s capacity to pursue actions that reflect empathy in this age of major uncertainty and ambiguity. The symposium also brings a focus on how new technologies (AI/robotics) can augment managers’ (particularly frontline managers’) capabilities to pursue empathetic action in diverse industry contexts.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **604** | Submission: **14153** | Sponsor(s): (MED, ODC, OMT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 3:30PMET (UTC-4)**

**The Third Mission and the Transformation of the Business
School in the New Economy**
Third Mission and the Traditional Business School



Organizer: **Kent Rondeau**, *U. of Alberta*
Organizer: **Melanie P. Cohen**, *Institute for Creative Management.org*
Participant: **Johanna Anzengruber**, *Upper Austria U. of A.S*
Participant: **Dan Bumblauskas**, *U. of Northern Iowa*
Participant: **Nicole M. Coomber**, *U. of Maryland*
Participant: **Protiti Dastidar**, *U. of Maryland*
Participant: **Usha C.V. Haley**, *Wichita State U.*
Participant: **Lori Kendall**, *The Ohio State U. Fisher College of Business*
Participant: **Mark P. Kriger**, *BI Norwegian Business School*
Participant: **J. Howard Kucher**, *U. of Maryland, Baltimore*
Participant: **Nicole C. Jackson**, *UC Berkeley*
Participant: **Gigi Johnson**, *Maremel Institute*
Participant: **Roger C. Mayer**, *North Carolina State U.*
Participant: **Julie JP Palmer**, *Webster U.*
Participant: **Tyrone Pitsis**, *Durham U.*
Participant: **Winfried Ruigrok**, *U. of St. Gallen*
Participant: **Gudrun Sander**, *U. of St. Gallen*

Increasingly, institutions of higher learning are being required to become more entrepreneurial and transform themselves into engines of economic and social development in the local communities and regions in which they are situated. This requires business schools to adopt a Third Mission that goes beyond the traditional missions of teaching and research. In order to embrace the Third Mission, business schools must dramatically adjust their operational strategies, structures, systems, culture, and leadership. Using a virtual world cafe format, participants will identify the barriers and obstacles that must be addressed and overcome if business schools are to effectively operationalize the Third Mission. Participants will acquire critical judgements and competencies to assist their institutions in adopting this new paradigm.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **605** | Submission: **10387** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM - 2:00PMET (UTC-4)**

OB Division Global Committee Meeting
OB Global Committee Meeting

Participant: **Alexander Newman**, *Deakin U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **606** | Submission: **17300** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

Frontiers in Institutional Logics  
Institutional Logics Frontier

Digital Session Chair: **Bandita Deka Kalita**, *U. of Alberta School of Management*

OMT: Remaking Worth: A Process Study of Transformation of Institutional Logics

Author: **Bandita Deka Kalita**, *U. of Alberta School of Management*
Author: **Joel Gehman**, *U. of Alberta*

Institutional logics are the materials, symbols, values and practices undergirding action within particular social worlds. Extant empirical examinations of logics have explained how actors are guided by cognitive or emotive mechanisms as particular logics are made salient. Yet we still lack a theory of utility formation across transnational orders capable of explaining the constitution of institutional logics themselves. Here, we conduct a longitudinal, inductive study of the transformation of the oil and gas sector in Alberta, Canada between 1938 and 2019. We theorize utility formation as involving a process of remaking worth, characterized by the erosion of existing and the construction of new bases of worth, which we define as criteria for justifying and demonstrating utility that provide a legitimate basis for value and constitute a logic's substance (Friedland, 2013). A core process constituting our theory of remaking worth entails continuous evaluations of worth through problematization and justification. A key contribution of our study is the observation that institutional logics are inherently undergirded by bases of worth, a core aspect of the value-laden nature of logics that has been overlooked in the literature.

Paper is Available to Meeting Registrants Only.

OMT: Strategic Drift: Institutional Pluralism, Specialization and Organizational Growth 

Author: **Tommaso Ramus**, *UCP - Católica Lisbon School of Business & Economics*
Author: **Matthew Lee**, *New York U.*

We develop a theory of organizational growth under conditions of institutional pluralism based on analysis of the 27-year growth trajectory of ALPI, an Italian workforce integration organization. In contrast to the suggestion of prior research that organizations respond to institutional pluralism by blending or balancing between logics, ALPI grew via multiple phases of institutional specialization, each characterized by the temporary specialization of ALPI's internal structures to align with a different institutional domain and its corresponding logic. To theorize about this unexpected pattern, we build on Penrose's (1959) Theory of the Growth of the Firm to analyze why and how ALPI transitioned between these multiple phases of growth. We find that transitions were supported by the continuous development of a stock of versatile resources across phases: when the organization achieved its growth limit within one institutional domain, it used resources to pursue growth opportunities in an alternative domain. We further find that such transitions required the reconceptualization of resources and realignment of internal structures to the alternative domain. Based on our findings, we conceptualize a model of "strategic drift" that characterizes this trajectory of imbalanced growth.

Paper is Available to Meeting Registrants Only.

OMT: The Influence of Commercial and Family Logics on Organizational Founding Attempts

Author: **Joseph Dwomoh Owusu**, *U. of Alberta School of Management*
Author: **Marvin Washington**, *Portland State U.*

Finalist for the OMT Division Best Paper on Entrepreneurship Award

This article explores whether the institutional logics founding groups are embedded in influence their chances of establishing their ventures. Building on competing logics scholarship, this paper shows that founding teams embedded in a family logic are more likely to succeed in their organizational founding attempts than those embedded in a commercial logic. High embeddedness in commercial logics is found to negatively impact the transition from pre-entry stage to becoming a fully established member of a population of operational organizations. While embeddedness in both logics improves establishment rates, a period of environmental uncertainty erodes those benefits. By linking logics to organizational foundings, this study advances understanding of how logics impact entrepreneurship and performance broadly.

Paper is NOT Available. Please contact the author(s).

OMT: Legitimacy Evaluations of Organizational Configurations: Does Hybrid Form or Logic Content Matter

Author: **Jared Peifer**, *City U. of New York, Baruch College*
Author: **Jing Liu**, *Northern Kentucky U.*

Hybridity scholarship has considered the various effects of organizational hybridity, including evaluations from external audience members. We theorize and test whether hybrids organizations that blends a charity and business logic are penalized because the blended logics reduce evaluators' perceived cognitive legitimacy of the organization. We also test whether the organization's presence of the market logic is a reason it is penalized, mediated by decreased moral legitimacy. We borrow economic sociology's moral markets scholarship to hypothesize two dimensions of moral il-legitimacy; the diminishment of social welfare and the contamination of something sacred. In a 2x2 online experiment, participants read about a health care organization that is randomly presented as a for-profit core hybrid, a for-profit business, a nonprofit core hybrid or a nonprofit organization. We find the presence of market logic decreases pragmatic legitimacy, mediated through social welfare diminishing (and not contaminating) moral il-legitimacy. In other words, we find evidence that logic content matters. We conclude with our contributions to hybridity scholarship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **607** | Submission: **16589** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

OSCM Division Plenary Session
OSCM Division Plenary Session

Participant: **Stephanie Eckerd**, *U. of Tennessee*
Host: **Stephanie Eckerd**, *U. of Tennessee*
Moderator: **Aravind Chandrasekaran**, *Ohio State U.*
Panelist: **Susan Moffatt-Bruce**, *Royal College of Physician and Surgeons of Canada*
Panelist: **David Rushlow**, *Mayo Clinic*
Panelist: **John Toussaint**, *Catalysis*

Bringing the manager back into management research! Consistent with the conference theme, we are hosting a panel of experts from the healthcare industry to discuss how business schools benefit from collaboration with industry and vice versa. This will be an informal chat on some best practices for collaboration as well as personal stories from practitioners who are working with academics.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **608** | Submission: **16730** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM - 2:00PMET (UTC-4)**

AMR Editorial Review Board
AMR Editorial Review Board

Organizer: **Sherry M. B. Thatcher**, *U. of South Carolina*

Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **609** | Submission: **14756** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 1:00PM - 2:30PMET (UTC-4)**

The Changing Nature of Corporate R&D: Taking Stock in Recent Progresses in Research

The Changing Nature of Corporate R&D



Organizer: **Rachelle Sampson**, *U. of Maryland*
Organizer: **Yuan Shi**, *Cornell SC Johnson College of Business*
Discussant: **Bruno Cassiman**, *IESE Business School*
Participant: **Rafael Corredoira**, *The Ohio State U. Fisher College of Business*
Participant: **Brent Goldfarb**, *U. of Maryland*
Participant: **Ashish Arora**, *Duke U.*
Participant: **Sharon Belenzon**, *Duke U.*
Participant: **Bernardo Dionisi**, *Duke U.*
Participant: **Keld Laursen**, *Copenhagen Business School*
Participant: **Bart Leten**, *KU Leuven*
Participant: **Ngoc Han Nguyen**, *Hasselt U.*
Participant: **Mark Vancauteren**, *Hasselt U.*

Researchers and practitioners alike have noted the changing landscape of research and development (R&D) in firms over the last several decades, but little consensus has been built around how and why the nature of corporate R&D has changed over time. The three paper presentations in this symposium advance this exciting research agenda by putting forth several explanations of how and why the rate and direction of firm innovation have shifted over time. Through these studies, diverse groups of scholars leverage unique theoretical lenses, novel data sources and methodological advancements to identify important trends in the internal and external environment of a firm and how these trends shape the processes and outcomes of R&D activities. Collectively, we demonstrate that the temporal shifts in the nature of firm R&D are associated with fundamental changes in the flows of capital, knowledge, and talent over time. This symposium will conclude with research commentary by an expert in this area and interactive discussions between audiences and presenters.

Missing the Forest for the Tree: Short-termism & Technological Influence of US Firms

Author: **Rafael Corredoira**, *The Ohio State U. Fisher College of Business*
Author: **Brent Goldfarb**, *U. of Maryland*
Author: **Rachelle Sampson**, *U. of Maryland*
Author: **Yuan Shi**, *Cornell SC Johnson College of Business*

First Mover Advantage and the Private Value of Public Science

Author: **Ashish Arora**, *Duke U.*
Author: **Sharon Belenzon**, *Duke U.*
Author: **Bernardo Dionisi**, *Duke U.*

The Impact of High-skilled Migrant Inward Mobility on Firm-level Innovation Performance

Author: **Keld Laursen**, *Copenhagen Business School*
Author: **Bart Leten**, *KU Leuven*
Author: **Ngoc Han Nguyen**, *Hasselt U.*
Author: **Mark Vancauteren**, *Hasselt U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **610** | Submission: **10447** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:00PMET (UTC-4)**

Have I Got a Story for You! Using Children's Literature to Teach Management Concepts

Using stories to teach management concepts



Chair: **Jennifer Lynn Schultz**, *Saint Mary's U. of Minnesota*
Chair: **Debra Comer**, *Hofstra U.*
Presenter: **Robert L. Holbrook**, *Ohio U.*
Presenter: **Gail A. Dawson**, *U. of TN At Chattanooga*
Coordinator: **Elizabeth Cooper**, *U. of Rhode Island*

This teaching and learning session will provide attendees with practical, low-cost, high-impact teaching activities that use children's literature to demonstrate abstract management concepts. Presenters from a variety of institutions and content areas will share their innovative pragmatic teaching strategies. Topics include: group behavior/decision making (sub-topics: authority decisions, Asch effect, Mum effect, groupthink, escalation of commitment), diversity and inclusion, anchoring, confirmation bias, Rashomon effect, and faulty generalizations. Presenters will share vetted teaching materials that can be used with little or no modifications. This session is interactive and attendees will be encouraged to ask questions. Presenters and chairs collectively have decades of experience using popular culture in the management classroom. Attendees will have an opportunity to gain presenters' input and recommendations for developing additional activities, based on children's literature, to teach management concepts of their choice. Teaching materials will be made available via a free open-access website.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **611** | Submission: **10923** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:00PMET (UTC-4)**

Designing Customised Executive Education Programs: An Outcome-Based Approach



An Integrated Framework for Customised Programs

Participant: **Aindrila Chatterjee**, *Doctoral Scholar*

Participant: **Arun Pererira**, *Chaifetz School of Business, Saint Louis U.*

Continuing education, particularly customised executive education programs, as a field of teaching and learning, is facing unprecedented interest and focus, from both the supply and demand sides. There is a boom in the number of providers—be it b-schools or a variety of start-ups, and an explosion of platforms and technologies for delivery and content curation. Also, there is a growing call to focus on outcomes and impact of customised programmes—be it learning transfer from training programs to the workplace, or business impact and return on investment. To address the issues of value and impact of such programs, this paper provides an integrated framework that draws on three established research streams: training evaluation, transfer of learning, and knowledge creation and dissemination within organizations. The comprehensive framework addresses issues from participant selection to learning transfer and learning dissemination, and from business impact to ROI measurement. The framework can be usefully applied by organizations to ensure value and impact from customised programs, and by providers to better design, deliver, and market their offerings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **612** | Submission: **11213** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:00PMET (UTC-4)**

Creating a Friendly, Supportive, Inclusive, and Engaging Remote Learning Environment

Supportive, Inclusive, & Engaging virtual learning

Facilitator: **Binhua Eva Huang**, *Wilfrid Laurier U.*
Facilitator: **Anita Boey**, *Wilfrid Laurier U.*

Unlike a face-to-face class where students can see and interact with each other, it is harder for students to establish relationships and engage in a remote learning environment. Therefore, it is critical for educators to know how to cultivate a supportive learning environment to help students establish and build relationships in a remote learning environment as well as strategies to engage students for better learning outcomes. This dynamic, interactive session will provide practical suggestions on how to build a friendly, inclusive, and engaging learning community in a virtual classroom. Through various activities of poll, chat, class discussion and breakout room discussion, participants will learn how to: 1) adopt a flipped classroom; 2) use class music and warm-up activities to cultivate relationships and connections among students; and 3) use various in-class activities, techniques, and strategies to engage students with enhanced learning outcomes. Participants will take away slides, information on strategies for preparing for pre-recorded lectures, a list of songs, themes and information on warm-up activities, information on various in-class activities and strategies. These takeaways will be useful for participants to foster their own friendly, inclusive, and engaging virtual classes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **613** | Submission: **11772** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:00PMET (UTC-4)**

Evidence-Based Intervention: Developing Leadership Skills

Development of Leadership Skills



Chair: **Kumaran Rajaram**, *Nanyang Technological U.*

Due to different internal and external changes in the business world, firms must re-think the requirements of young professionals that they want to recruit. Acting in complex and dynamic markets requires experienced managers knowing exactly what they need, what their next step is and how their global strategy looks like. Moreover, the technological progress and new economic developments put a lot of pressure on companies and their management. Managers must hit the needs of the firm's stakeholders and have to guide the firm successfully under (un)stable market conditions. Therefore, young professionals should also have global leadership skills to manage international acting firms successfully besides the traditional technical, social or methodological competences (Hensen, 2016; Wang, 2014). From the academic literature, no clear and precise definition of global leadership can be found. However, a lot of different understandings of global leadership do exist. For instance, Morrison (2000) defines global leadership as the possession of four competencies organized around the characteristics of attitudes, leadership, interaction and cultural understanding enabling the effective management of operations that span a world of diverse cultures, capabilities and customers. Thus, competencies are understood as personal traits, behaviours, skills, attitudes, knowledge and beliefs. Global leadership entails the interrelationships that exist among the endogenous and the exogenous process of influencing and being effective in the context of global business operations and management characterized by heterogeneity and complexity. Nevertheless, global leadership has become a hot topic in the practical business world, but also in academia. Therefore, existing curriculum programs have to be enriched with lectures of global leadership using innovative methods to educate future global business leaders (Henson, 2016; Methews, 2016; Thakkar 2018). In the 21st century, higher education institutions have to be highly receptive and adaptable to the rapidly changing technological landscape, hence requiring students to enter an increasingly global economy. Innovative approaches and new technological tools have been changing the way professors teach and students learn. These developments offer a wide range of possibilities for academic institutions, such as redesign of learning spaces, teaching global virtual students teams located in different universities around the world or the usage of MOOCs for the global classroom (Adams Becker et al., 2018; Ifenthaler et al., 2014; Wade et al., 2013; Wang, 2014). Empirical studies have concentrated on various tools in higher education and many methods have been tested (Adams Becker et al., 2018; Ifenthaler/Schumacher, 2016). However, little attention has been paid to integrate the key essentials into a practical format that can be used by educators effectively when teaching global leadership. Nevertheless, not every new approach fits to the students' needs, to the lecturing content or to the curriculum (Honal et al., 2017; Mishra/Koehler, 2006; Wang, 2014). There is a need to identify effective teaching techniques and best-practice-approaches that have already been confirmed to be successful in increasing students' motivation and learning outcomes and educating global leaders successfully (Hensen, 2016; Honal et al., 2018; Parker/Pearson, 2013; Rajaram, 2015). Another trend is that college classrooms are becoming increasingly diverse, so that the educators commonly adopt multicultural approaches to facilitate management subjects. Despite the intended benefits of exposing students from diverse backgrounds to different perspectives, lecturers are often confronted to challenges and complaints about unprofessional behaviours and free riding amongst members of the group (Honal et al., 2017; Rajaram, 2015). Therefore, clear advice and actionable recommendations for the educators are needed. With this interactive PDW, the participants should receive a 'best-of-collection' of practical approaches and innovative methods that professors and other academic staff can use at their institution to teach global leadership. Furthermore, the PDW will offer a roundtable discussion in which participants can share the specific problems they face in their daily work and the solutions they have adopted so far. Finally, a plenary discussion will summarize the key learnings of the session.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **614** | Submission: **10022** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:15PM- 2:45PMET (UTC-4)**

Is Artificial Intelligence Your New Member of the Corporate Board?
Is AI Your New Corporate Board Member?



Organizer: **Imen Ameur**, *Hult International Business School*
Organizer: **Bella Butler**, *Curtin U.*

This caucus is an opportunity for academics and practitioners showing interest in innovative governance models based on artificial intelligence. It is an opportunity to debate the value-added of AI, and the associated ethical risks. We will present considerations for a governance framework aiming to balance corporate results and ethical concerns.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **615** | Submission: **16683** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM - 4:30PMET (UTC-4)**

GDO Social *GDO Social*

Host: **Eddy S. Ng**, *Queen's U.*
Host: **Aneika Simmons**, *Sam Houston State U.*
Host: **Eden King**, *Rice U.*
Host: **Joy E. Beatty**, *Eastern Michigan U.*

GDO Social ft. Games Night

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Modern Workplace Cognitions: Impostor Syndrome, Overconfidence, and Dis(Trust)

Digital Session Chair: **Basima Tewfik**, *MIT Sloan School of Management*

MOC: Impostor phenomenon revisited: Presenting a self-affirmation theory of workplace impostor thoughts

Author: **Basima Tewfik**, *MIT Sloan School of Management*

William H. Newman Award Nominee

A phenomenon popularly referred to as impostor syndrome remains understudied by organizational scholars, even though 70% of employees experience it at work. To draw much-needed attention to the phenomenon, I revisit seminal theorizing in clinical psychology, which highlighted the phenomenon's socio-cognitive origins, to advance the construct of workplace impostor thoughts. I define workplace impostor thoughts as the belief that others overestimate one's competence at work. Integrating self-affirmation theory with research on person perception, I outline how and why having workplace impostor thoughts may lead to greater interpersonal effectiveness—a critical workplace outcome given that work is more socially embedded than ever before. I test my model in three field and lab studies that together incorporate survey, experimental, and video data from employees at an investment advisory firm, physicians-in-training, and a cross-industry sample of employees. I find that having workplace impostor thoughts is positively associated with interpersonal effectiveness at work because those high in workplace impostor thoughts adopt a more other-focused orientation. In documenting this interpersonal upside, I challenge prevailing wisdom that the impostor phenomenon is uniformly detrimental. I conclude by delineating how my findings meaningfully redirect existing scholarship and upend practitioner discourse.

Paper is NOT Available. Please contact the author(s).

MOC: Overconfidence: A Review and Directions for Future Research

Author: **Irina Maria Karthaus**, *Chair of Innovation Management, TU Dortmund U.*

Overconfidence is a cognitive bias which is of high interest to both scholars and practitioners. Its definition includes three distinct terms: overestimation of the own abilities, overplacement of oneself relative to others, and overprecision regarding the own knowledge. Although overconfidence is widely researched by scholars, the related terminology is not clearly established. This paper synthesizes existing research and offers a comprehensive review on overconfidence in the context of corporations, entrepreneurship, and investing. First, we develop and evaluate clusters in research. Second, we synthesize existing research to outline antecedents and outcomes of overconfidence. Third, we propose potential avenues for future research on the subject. This review aspires to encourage scholars to further develop theory and the empirical applications of overconfidence.

Paper is NOT Available. Please contact the author(s).

MOC: Once Bitten, Twice Shy: The Negative Spillover Effect of Trust Betrayal

Author: **Yu Wei Hsu**, *U. of Hong Kong*

Author: **Eileen Chou**, *U. of Virginia*

Author: **Noah Myung**, *U. of Virginia*

From financial improprieties to fraudulent claims, charity scandals can alienate their supporters and incite feelings of betrayal. Is it possible for one charity's indiscretions to encroach how people perceive others in the same sector and erode trust in charities not involved in the scandals as well? We conducted three studies to investigate whether people generalize the experience of betrayal and can negatively affect subsequent intentions and behavior to trust other entities. Study 1 employed economic games to demonstrate that experiencing betrayal at the beginning of the game would decrease trust in a different trustee who merely shares a nominal group membership with the original trust transgressor. Study 2 demonstrated this generalized betrayal effect in a real-world charitable giving simulation by measuring people's actual donation behavior. Study 3 further tested the proposed model and examined two critical mechanisms – expectancy violation and violation of a just-world belief – that would drive the generalized betrayal effect. By systematically investigating whether and to what extent generalized betrayal can subsequently contaminate generalized trust development, this research provides a deeper and broadened understanding on how one may be vicariously affected by other entities' indiscretions.

Paper is NOT Available. Please contact the author(s).

MOC: The Love of Body Cameras: Evaluating Surveillance Through Factors of Distrust and Control

Author: **Elizabeth Hood**, *Boston College*

Author: **Jacqueline N. Hood**, *U. of New Mexico*

Author: **Lyndon Earl Garrett**, *Boston College*

Due to advancing technologies, surveillance is ever increasing in the workplace. Surveillance is typically viewed as negative by those under surveillance and useful to those conducting surveillance. Surveillance is often thought of as a dichotomy of either helpful or harmful for the employees. Yet, there is little research examining how exactly surveilled individuals evaluate surveillance. We engaged in a qualitative inductive study of police officers to understand the process of evaluating surveillance in the form of body cameras. We suggest that perceptions of surveillance are informed by two factors: distrust and control. We posit that surveillance is initiated through a distrust of the employees. Our findings indicate that this results in a cycle of distrust between the surveilled and those conducting the surveillance. This in turn increases the use of surveillance. On the other hand, surveillance is often a way to remove control from employees. However, we found that employees can regain their control through taking ownership over the surveillance. Through using the surveillance as a tool, employees have the opportunity to fight the distrust against them. This ultimately can lead to positive evaluations of surveillance. Our study helps to examine the question of how individuals evaluate and utilize surveillance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **617** | Submission: **16847** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Groups and Teams Research: New Perspectives

Digital Session Chair: **Adriane MacDonald**, *John Molson School of Business, Concordia U.*

MOC: Bridging Representational Gaps: The Role of Tension and Multimodal Tools

Author: **Adriane MacDonald**, *John Molson School of Business, Concordia U.*

Author: **Stephen Dann**, *The Australian National U.*

Author: **Margaret M. Luciano**, *Penn State U.*

The human capacity to address complex problems depends on the ability and willingness to effectively engage and problem-solve with individuals who hold different views from one's own. Bridging representational gaps by creating a shared understanding of these complex problems is critically important because in its absence, collaborators cannot generate viable solutions and, therefore, risk making the problem worse. Yet it is unclear how the process of bridging these gaps occurs and whether the use of multimodal tools may be useful in the process. Thus, we adopt an abductive approach to examining how and why do multimodal tools influence bridging representational gaps. Audio, video, and survey data were collected from 102 individuals who participated in one of fourteen workshops. The participants in each workshop were placed in two teams with opposing representations of the same problem and led through a series of structured meaning-making and knowledge sharing exercises centered on the use of toy building blocks to facilitate communication among team members. The results of our study demonstrate that improved communication across knowledge boundaries can be achieved by using multimodal tools to reify concepts. In leveraging the use of visual metaphors in their explanations, participants were better able to recognize areas of divergence and dependence between teams. This recognition enabled participants to transcend conflicting problem representations by constructing a third solution of mutual benefit, integrating ideas through a process that acknowledges the inherent tensions of collaborator diversity while encouraging shared understanding and creative problem-solving. Implications, limitations, and future directions are discussed.

Paper is NOT Available. Please contact the author(s).

MOC: The Development of the Five Factor Shared Mental Models Scale

Author: **Jandre Jansen Van Rensburg**, *Maastricht U., School of Business & Economics*

Author: **Catarina Marques Santos**, *Maastricht U. School of Business and Economics*

Author: **Simon Barend De Jong**, *Maastricht U., School of Business & Economics*

Author: **Sjir Uitdewilligen**, *Maastricht U.*

Literature on Shared Mental Models (SMMs) has been burgeoning in recent years. Although this has provided increasingly detailed insight and evidence into the importance of SMMs across contexts, it has also become apparent that there are key limitations which might hinder future development. First, SMMs are operationalized and measured via in-depth, context dependent measures, which complicates the creation of a coherent body of knowledge. Second, different conceptualizations of the dimensionality of SMMs exist, which may complicate the comparison findings from different studies. We argue that the field of SMMs has now matured enough that it is possible to take a deductive approach and evaluate the prior studies in order to refine the key SMMs dimensions and operationalizations. Hence, we take a three-stage approach to distil measurement items from the literature, using four samples to do so. Ultimately, this leads to a 30-item five-dimensional scale (i.e., equipment, task execution, interaction, team composition, and temporal SMMs) which provides scholars with a tool which enables the measurement, and comparison, of SMMs across diverse team contexts. It offers practitioners the option to straightforwardly assess SMMs in their teams, allowing them to more readily identify challenges in their teams and design appropriate interventions for improvement.

Paper is Available to Meeting Registrants Only.

MOC: Shared or Divergent Mental Models? The Role of Key Employees in Problem Solving

Author: **Michela Carraro**, *Department of Economics and Management, U. of Padova*

Author: **Andrea Furlan**, *Department of Economics and Management, U. of Padova*

We conduct a multi-agent simulation to understand how key employees contribute to team problem solving by leading the identification of effective responses to emerging issues. We find that placing a central coordinator, i.e. key employee, at the head of teams composed by individuals holding divergent mental models allows to avoid mutual confusion and enhances their likelihood of selecting compatible high value alternatives. Similarly, when teammates share their cognitive structures, we find that the presence of a key employee tends to increase the team probability of achieving superior solutions to problems. However, when team members with similar mental models fail to recognize jointly effective options early in the process, they are unable to select viable responses. Our findings suggest that the presence of a key employee is not sufficient to avoid joint myopia: on the contrary, it may become detrimental to team problem solving, amplifying "groupthink" effect and impeding teammates to explore potentially working – even though suboptimal – options.

Paper is Available to Meeting Registrants Only.

MOC: Cognitive Fit in Recruitment and Group Dynamics

Author: **Gayanga Bandara Herath**, *U. of Southern Denmark*

Author: **Davide Secchi**, *U. of Southern Denmark*

This study presents a cognitive perspective on the recruitment and selection of new employees in small teams. In doing so the article builds on a distributed cognitive theoretical framework and is inspired by current Person-environment fit (P-E fit) measurements. At the same time, the work presented in this article is an attempt to move forward traditional P-E fit measures by emphasizing the dynamic nature of a constantly evolving team environment. To explore the utility of such a perspective and to investigate its feasibility, the article presents an Agent-Based computational simulation Model (ABM). The results indicate that such an approach may be advisable for recruitment, particularly when dealing with a highly docile team environment and highly docile potential candidates.

Paper is Available to Meeting Registrants Only.

Author: **Aniruddha Chatterjee**, *Macquarie U., Sydney & XLRI, Jamshedpur*

Author: **Kyle Bruce**, *Macquarie Graduate School of Management*

Although research shows that collective mindfulness may have significant organizational consequences, studies have not adequately addressed how collective mindfulness is manifested in organizational sub-units such as groups and teams. Nor have these studies addressed the question- what affects collective mindfulness in teams. Using survey data from a housing finance organization, we explore how 'team mindfulness' is affected by two antecedents, namely- organizational constraints, and the connectedness of team members with people outside the team. We find that constraints, particularly those which are interpersonal in nature, negatively affect team mindfulness, while connectedness moderates these relationships. By exploring the antecedents of team mindfulness, we contribute to a deeper understanding of collective mindfulness in organizations. We discuss the implications of this study for theory and practice. Keywords: team mindfulness; constraints; connectedness

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **618** | Submission: **16852** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Novel Workplace Innovation & Adaptation Research

Digital Session Chair: **Emil Oscar Åkesson**, *Lund U.*

MOC: Business Model Innovation in Established Firms: Conceptual Challenges and How to Manage Them

Author: **Emil Oscar Åkesson**, *Lund U.*

Author: **Kajsa Ahlgren Ode**, *Lund U.*

Author: **Lars G. Bengtsson**, *Lund U.*

Technology leaps and demands for environmental sustainability are putting increasing pressure on managers to change not just their way of doing business but also their thinking. As cognitive constructs, business models are at the core of these challenges. But successfully innovating business models is not easy. New models are not conceived fully formed, but emerge from a lengthy process of developing components in a structurally meaningful way. In this paper, we recognize these components as concepts and investigated their role empirically in interviews with managers engaged in business model innovation at five established firms. Our findings suggest that the conceptual challenges that managers face are not primarily individual, but manifest critically on a collective level, implying difficulties in 'hand-over' of new business models between those actively engaged in their formulation and others who are nevertheless key to their implementation. In this light, we have reviewed what tools are available to managers, and conclude that the business model literature should focus more on a category of procedural tools we label 'model-based facilitation'; a category of tools that have been developed in parallel in strategic management and system dynamics, but as we discuss, needs adaptation to appropriately fit the business model context.

Paper is Available to Meeting Registrants Only.

MOC: Different Curvilinear Trajectories of Individual Knowledge Bases in the Innovation Process

Author: **Siwei Zhu**, *Minnesota State U., Moorhead*

Author: **Baris Morkan**, *Stevens Institute of Technology*

Knowledge depth and knowledge breadth, as the two dimensions of individual knowledge bases, serve as the most fundamental source of innovation. Following a mixed-method approach with both qualitative and quantitative phases, we collect first-hand data from top chemical scientists in the R&D department of a leading US oil & gas company and investigate how individuals leverage their knowledge bases in the innovation process. In analyzing the findings of the qualitative study, we present the innovation process as multi-stage innovation outcomes and label two distinct groups of individuals as "Young Geniuses" with high knowledge depth and "Old Masters" with high knowledge breadth. In the quantitative phase, our analysis shows two different curvilinear trajectories toward the innovation process: the diminishing return between knowledge depth and early-stage knowledge combinations for "Young Geniuses" is characterized by an early inflection point; the curvilinear relationship between knowledge breadth and late-stage commercialization for "Old Masters" is characterized by a late inflection point. Our study further shows that expanding knowledge breadth shifts the early inflection point of knowledge depth to the right in the innovation process. We demonstrate that individuals, who better comprehend the timing and relative pace of innovation activities, can navigate the innovation process to achieve fruitful outcomes.

Paper is NOT Available. Please contact the author(s).

MOC: Dynamic Managerial Cognitive Capabilities: Exploring the Micro Foundation of a Firm's Innovation

Author: **Shufeng Xiao**, *Peking U.*

Author: **Ting Xiao**, *Peking U.*

Author: **Zhixue Zhang**, *Peking U.*

Despite research begin to investigate the micro-macro link between a very important yet under-investigated capabilities—a firm's dynamic managerial cognitive capabilities—and its macro-level outcomes, they focus on particular types of cognitive capabilities, offering a partial picture for the working mechanisms of dynamic managerial cognitive capabilities. In this study, we systematically investigate how a firm's dynamic managerial cognitive capabilities are decomposed into different subdimensions respectively and functioning as a whole in affecting an entrepreneurial firm's innovation. By conducting three studies including simulation, content analysis, survey, and second-hand data, the consistent results show that cognitive-related sensing capability negatively, while cognitive-related seizing and reconfiguring capabilities positively affect an entrepreneurial firm's innovation performance. Our findings provide a more complete and fine-grained view of the effects of micro-level dynamic managerial cognitive capabilities on a firm's macro-level innovation.

Paper is Available to Meeting Registrants Only.

MOC: Focusing On Learning Or Performance? How Goal Orientation Influences BMI In Dynamic Environments

Author: **Maria Rita Micheli**, *IESEG*

Business model innovation (BMI) is a radical innovation process, requiring managers to focus on specific goals and to implement complex choices over time. In this paper, we explore the consequences of managers' learning and performance orientation on BMI, explaining their relevance in dynamic environments. We explore these themes in the context of creative industries, delivering a survey to managers across the sectors of design, architecture and gaming. We show the positive influence of learning orientation on BMI, and we explain how the dynamism in the environment stimulates this positive effect. Our study mainly contributes to business model innovation research, exploring the triggers of BMI and showing its specific characteristics as innovative process. In addition, we contribute to goal orientation research, showing the consequences of different goal orientations for radical innovation processes in dynamic environments.

Paper is NOT Available. Please contact the author(s).

Author: **Yusaku Takeda**, *Harvard U.*

This article theorizes how top management's strategic frame evolves over the lifespan of technology and how such frame evolution transforms the organization over time. Combining proprietary archival and extensive interview data, this study traces the historical transformation of Fujifilm, a Japan-based multinational company, over the thirty-three years of the rise and fall of the digital photography industry. Fujifilm, as one of the largest color film manufacturers in the world, not only survived from the growth of the digital imaging technology but also reoriented its existing capabilities in diverse industries such as industrial materials, document solutions, pharmaceuticals, and even cosmetics—resulting in its highest revenue in 2018. Analysis found four modes of frame alteration—incorporating, expanding, shifting, and focusing—that top management underwent and corresponding cognitive mechanisms that shaped each of the four modes of frame alteration and Fujifilm's resulting adaptive strategies. These findings highlight the critical role of continuous and flexible revisions and adjustments of predominant strategic frames to ensure incumbent organizations' long-term competitiveness; and invite future studies on frame evolution that treats strategic frames as dynamic, rather than static, strategic managerial assets.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **619** | Submission: **17207** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Developments in Organizational Identity

Organizational Identity

Digital Session Chair: **Ying Li**, *U. of Illinois at Urbana-Champaign*

OMT: **The Role of Organizational Values in Art Houses' Identity-violating Transformation during COVID-19**

Author: **Ying Li**, *U. of Illinois at Urbana-Champaign*

Winner of the OMT Division Best Student Paper Award

Literature has established that organizational change is challenging when it is deemed as contradictory to “who we are as an organization.” Consequently, rarely do organizations carry out changes that violate their identity. However, organizations must change or die when sudden and dramatic restructuring of environmental conditions make it impossible for an entire organizational form to continue business in taken-for-granted ways. The important question is how organizations quickly revise their cognitive beliefs to embrace identity-violating changes. This qualitative study, with data collected in real time on American art house theaters’ response to COVID-19 pandemic, reveals one mechanism that organizations rely on when carrying out identity-violating changes. Organizations decouple their identity into values and technology and consider their identity-violating changes as violating only the technological part of their identity while preserving the more important, value-based part of identity. Committing to values (as opposed to technology) enables organizations to experiment with a new, identity-violating technology and enact it in a way that can be consistent with values and be complementary with their previous technology. This study sheds light on the motivating and guiding role of values in navigating identity-violating organizational changes. It also has practical implications for organizations transforming under extraordinary circumstances.

Paper is Available to Meeting Registrants Only.

OMT: **We Do What We Are: How Companies Use Organizational Identity Agentially for Strategy Making**

Author: **Luca Manelli**, *Politecnico di Milano School of Management*

Author: **Josip Kotlar**, *Politecnico di Milano School of Management*

Author: **Federico Frattini**, *Politecnico di Milano School of Management*

Most of organizational identity research has emphasized the constraining mechanisms on strategy making, such as path dependence and the sclerotization of cognitive frames. Considerably less research has studied the generative aspects that bind organizational identity and strategy making. Our paper aims at studying the socially constructed mechanisms that enable companies to leverage organizational identity for the development of novel strategies and the agentic reconfiguration of conventional market boundaries. In order to do so, we develop a single case study of Moleskine, the Italian brand company, which, during its history, successfully spanned across different and distant product categories because of its organizational identity. Our findings unearth the generative potential of organizational identity through two mechanisms: symbolic distancing and symbolic resemblance. Furthermore, we also show the double role that “spiritual founders” have in enabling these mechanisms: on the one hand, by infusing value and translating their personal identity into the company and its products, and, on the other hand, by imagining potential, multiple expressions of the same strategic self.

Paper is NOT Available. Please contact the author(s).

OMT: **Incongruent Patterns of Organizational Identity Crafting by Different Organizational Actors**

Author: **Franziska Hein-Pensel**, *Ilmenau U. of Technology*

Author: **Karin Knorr**, *Chair of Organizational Behavior, U. of Paderborn*

Author: **Simon Oertel**, *TU Ilmenau*

Author: **Kirsten Thommes**, *Chair of Organizational Behavior, U. of Paderborn*

Organizational identity research emphasizes that multiple identities can coexist in an organization. With a qualitative study of four firms in the German watchmaking industry, we analyze how and why multiple identities emerge. Our findings show that the orchestration of organizational identity claims differs regarding the organization as a social actor and the organizational members. Moreover, we find that differences in the conceptualization of identity claims by both levels of actors are less competing but rather have a symbiotic relationship in the sense of reinforcing the firm’s uniqueness. Exploring this finding in more detail, we observe that rhetorical history is not only applied by incorporating different episodes but also that episodes are emphasized differently with respect to the rhetorician.

Paper is NOT Available. Please contact the author(s).

OMT: **Since Albert and Whetten: The Dissemination of their Conceptualization of Organizational Identity**

Author: **Karin Knorr**, *Chair of Organizational Behavior, U. of Paderborn*

Author: **Franziska Hein-Pensel**, *Ilmenau U. of Technology*

Since the seminal work by Albert and Whetten (1985) organizational identity has become a widely spread concept that is of high relevance in several fields. This study provides a systematic review on how Albert and Whetten’s (1985) seminal work has disseminated within business as well as into other research fields. Combining quantitative and qualitative text analysis, we analyze a sample of 793 papers that cite the study by Albert and Whetten (1985). Results show that the conceptualization of organizational identity by Albert and Whetten (1985) is often only partially adopted. By conducting a systematic literature analysis, we can show the dissemination of specific elements introduced by them and in this way shed light on elements that have so far gained less attention in research. Based on these findings, our study contributes to organizational identity research by offering further research questions based on the organizational identity conceptualization of Albert and Whetten (1985).

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **620** | Submission: **17270** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Board Activism and Inclusiveness
Board Activism & Inclusiveness



Digital Session Chair: **Anna Eileen McKean**, *Northwestern U.*

OMT: Moving Towards a Stakeholder Orientation: Evidence from the Analyses of Chief Executive Dismissal

Author: **Shoonchul Shin**, *Richard Ivey School of Business*
Author: **Juyoung Lee**, *Ivey Business School*
Author: **Pratima Bansal**, *Ivey Business School*

In the recent two decades, U.S. business has been increasingly taking a stakeholder orientation, which poses an ideological challenge to the shareholder value logic. However, little is known about how this challenge affected the way corporations are governed. We study the historical evolution of the determinants of chief executive officer (CEO) dismissal in large U.S. firms during 1980-2015. Using event history models, we test for changes over time in the role prior engagement in shareholder-oriented practices (such as business refocusing and workforce downsizing) or corporate social responsibility (CSR) plays in the relationship between poor financial performance and CEO dismissal. We find that, in the late 1980s and 1990s, CEOs were less heavily penalized for poor performance when refocusing and downsizing the corporation and more heavily penalized for CSR activity. In the post-Enron era, CEOs were less heavily penalized for CSR activity, and were not rewarded for refocusing and downsizing. We provide evidence of the evolution of U.S. corporations from a shareholder primacy model towards a more stakeholder-oriented one. We discuss implications for the literatures on institutional theory, performativity, and corporate governance.

Paper is Available to Meeting Registrants Only.

OMT: When Ideologies Align: Examining Factors Behind Progressive Corporate Activism

Author: **Anna Eileen McKean**, *Northwestern U.*
Author: **Brayden G. King**, *Northwestern U.*

This paper examines the recent trend in corporate political activism in which firms actively and publicly support progressive causes. In particular, it focuses on firm participation in letter campaigns related to legislative proposals regarding social and environmental causes. Unlike other forms of corporate political activity, this form of activism is not directly linked to companies' core business operations. We suggest that this phenomenon reflects the ideological views of both the upper echelon leaders of the firm as well as those of the broader organizational membership. Our findings indicate that progressive activism is a result of alignment between a firm's top management's and employees' political ideologies. The paper concludes with a discussion of implications for our understanding of corporate progressive activism and nonmarket strategy.

Paper is Available to Meeting Registrants Only.

OMT: Managerial Short-Termism, Board Gender Diversity, Analyst Coverage and Their Effects on CSP

Author: **Didier Cossin**, *International Institute for Management Development - IMD*
Author: **Stephen Smulowitz**, *International Institute for Management Development - IMD*
Author: **Abraham Lu**, *International Institute for Management Development - IMD*

While commentators have long decried managerial short-termism, no prior research has examined the deleterious effects of managerial short-termism on corporate social performance (CSP), nor how to ameliorate that negative effect. Moreover, due to the difficulty of unobtrusively measuring what is fundamentally a cognition in firms, empirical evidence at the organizational level of short-termism's effect on firm outcomes is relatively sparse. Here, we measure managerial short-termism by content analyzing firms' publicly filed annual reports (10-Ks). Using a combined dataset for 1,703 U.S. firms for the period 2000-2013, we show that managerial short-termism is negatively associated with CSP. However, we also show that this effect can be reduced through increased monitoring by important stakeholders who value CSP, specifically through increasing board gender diversity and analyst coverage.

Paper is Available to Meeting Registrants Only.

OMT: Foreign Competition Threat and Ethnic Minority Inclusion in the Board

Author: **Yonghoon Lee**, *Hong Kong U. of Science and Technology*
Author: **Heejung Jung**, *Imperial College London*
Author: **Jim Goldman**, *U. of Toronto*

The underrepresentation of ethnic minorities among directors of corporate boards has been widely recognized as a challenging issue for Corporate America. In this paper, we draw on a branch of social categorization theory and argue that competition threat from a foreign source enhances ethnic minority inclusion in the board by lowering existing intergroup bias. Foreign competition threat blurs the boundaries between ingroup (white directors) and outgroup (minority directors) and makes the common domestic identity and fate more salient. Leveraging the exogenous shock that increased foreign competition threats — that is, China's accession to the WTO in late 2001 and the predetermined industry variation in the importation costs — we devise a difference-in-differences study where we predict that the U.S. manufacturing firms facing greater competition threats from Chinese imports are more likely to have minority directors on their boards. The results support our theory, where firms exposed to high foreign competition threats are 15% more likely to include minority directors on their board than the unconditional probability. In line with the theory, our supplementary analysis shows that those exposed firms also express more "oneness" after the shock as they increase the usage of the collective pronoun "we" in their annual report. A series of robustness tests and supplementary analyses support our theory on ethnic minority inclusion and address potential alternative explanations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **621** | Submission: **17328** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 1:30PM - 3:00PMET (UTC-4)**

Status Hierarchies: Dynamics of Ties

Status Hierarchies and Ties



Digital Session Chair: **Lisha Liu**, *Cornell U.*

OMT: **Matchmaking Only for Equals? Cross-Network Influence of Status Distance on Triadic Closure**

Author: **Lisha Liu**, *Cornell U.*

Finalist for the OMT Division Best Student Paper Award

This paper examines the cross-network influence on triadic closure in interorganizational networks. In particular, I theorize status distance as a crucial antecedent of triad closure: from the status distance between a pair of potential partners the common third party infers how sustainable their future cooperation is likely to be, which influence the common third party's decision on whether to facilitate triadic closure. Using a longitudinal dataset of interlocking directorates and loan guarantees between Chinese publicly listed firms in the period 2007-2016, I find that triadic closure in the loan guarantee networks is less likely to happen when the indirectly connected parties have a large status distance in the interlocking directorate network. The weakening effect of status distance on triad closure is attenuated when the common third party has more alternative partners – because the common third party is less concerned about potential damages to its relationships with the two parties. I also find that pairs of status distance are less likely to have reciprocal guarantees, showing why common third parties use status distance to infer the likelihood of sustainable cooperation. If a common third party facilitated triadic closure in the first place, the focal pair is then more likely to follow the cooperative norm of reciprocity. This study instills a greater appreciation for the forward-looking orientation of common third parties in evaluating potential challenges in the cooperation between its partners, and thus its decision on whether to help with closing an open triad.

Paper is Available to Meeting Registrants Only.

OMT: **How Status Inconsistency Leads to Avoidance of Status-Threatening Ties in NCAA Basketball**

Author: **Keehyuk Ra**, *Yonsei U.*
Author: **Bo Kyung Kim**, *Yonsei U.*

This study examines the effect of status inconsistency on an organization's status-conscious behavior. We argue that status inconsistency stemming from the nesting nature of status positions, in which an organization's status is composed of not only individual-level status, but also group-level status, is likely to restrict organizations from attempting to reduce status inconsistency. Status inconsistency in both directions—cases in which the actor's status is below and above the belonging group's status—triggers status anxiety and avoidance of status-threatening ties because of the pressure to justify occupying the social position that the organization believes it deserves. We also argue that how a prestigious-group membership and a recent outstanding achievement weaken the negative effect of status inconsistency by making organizations less status-anxious. We test our hypotheses in NCAA Division I men's basketball from 2000 to 2019. The statistical analyses support our arguments that the difference between a team status and its conference status led to a lower likelihood of scheduling games with non-Division I teams, one of status-threatening activities. Moreover, these effects of status inconsistency were weaker both for teams belonging to the "Power Six" conferences and for teams recently having played in the NCAA Tournament.

Paper is NOT Available. Please contact the author(s).

OMT: **Status Homophily in Negative Strategic Interactions**

Author: **Aneesh Datar**, *Bocconi U.*
Author: **Mario Daniele Amore**, *Bocconi U.*
Author: **Fabrizio Castellucci**, *Bocconi U.*

We examine how firm status determines patent litigation and its consequences for firms. Literature on social status has demonstrated numerous benefits associated with a high-status position and that status transfers through affiliations. Taken together, high-status firms generally engage in transactions with each other rather than with low-status firms. Therefore, we argue that status homophily in firms, i.e. similarity in status, will also occur in patent litigation, i.e. a negative interaction. Consistent with status literature, we argue that uncertainty amplifies the effect of status: uncertainty from the plaintiff side negatively moderates status homophily in patent lawsuits. Research on alleged wrongdoing has demonstrated negative penalties such as decreased evaluations for firms accused of wrongdoing. Moreover, as audiences have a level of uncertainty about the wrongdoing, which the accusers' status will likely decrease. Thus, we argue that a firm faces financial loss soon after a high-status firm files a patent infringement lawsuit against it. We find support for our hypotheses, suggesting that status homophily has negative outcomes and belonging to an elite group does not protect firms from penalties from audiences.

Paper is Available to Meeting Registrants Only.

OMT: **Hazardous Connections: Conflictual Ties, Common Intermediary, and Tie Dissolution**

Author: **Brian Kim**, *Emory U., Goizueta Bus Sch*

Although the positive role of a common third-party organization in the formation and the maintenance of relationships between two organizations is well documented, recent studies reveal that connections to a common third-party organization may sometimes be perceived as liabilities. In this paper, I explore interorganizational conflict between two organizations as a key driver that propels them to negatively evaluate their existing connections to the common third-party organization. Conceptualizing interorganizational ties as informational conduits, I argue that connections to a common third-party organization may serve as indirect channels of leaking private and sensitive information to the opponent organization in on-going conflict. I hypothesize that organizations will subsequently engage in a defensive strategy to sever their connections to a common third-party organization when it is also connected to the opponents in conflict. I test my idea in the empirical context of corporate litigation events among U.S. public firms and the subsequent termination of their relationships with intermediary firms in the market for political influence (i.e., lobbying firms) between 1998 and 2018.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Applications, Techniques, and Concerns in Content Analysis



Digital Session Chair: **Lakshmi Balachandran Nair**, *Luiss Guido Carli U.*

RM: **Roles of Online Spaces in Management Research Data Collection**

Author: **Lakshmi Balachandran Nair**, *Luiss Guido Carli U.*

Management researchers nowadays use digital data and online spaces in their investigations to understand various managerial phenomena. However, the terms “digital” and “online spaces” subsume various applications and features, which make their meaning and use in management research very diverse and often ambiguous. We clarify this ambiguity by content analyzing qualitative management research articles published over two decades (2000-2019). Based on our qualitative content analysis, we develop a categorization of online spaces, focusing mainly on the roles played by the spaces in management research data collection. In addition, we explore the overlaps between the roles of these online spaces in individual studies. The roles played by researchers in these online spaces are also investigated peripherally. Lastly, based on our findings, we provide a four-step road map for guiding management researchers who are interested in using online spaces in their data collection. Our categorization and the resultant road map will help management researchers in understanding and adapting the use of online spaces in their research.

Paper is NOT Available. Please contact the author(s).

RM: **Using Text Analysis and Machine Learning to Classify U.S. Governors’ COVID-19 Press Briefings**

Author: **Jason Marshall**, *Binghamton U.-State U. of New York*
Author: **Francis J. Yammario**, *Binghamton U.-State U. of New York*
Author: **Srikanth Parameswaran**, *Binghamton U.-State U. of New York*
Author: **Minyoung Cheong**, *Pennsylvania State U., Great Valley*

Increased computing power and greater access to online data have led to rapid growth in the use of computer-aided text analysis (CATA) and machine learning methods. Using “Big Data”, researchers have not only advanced new streams of research, but also new research methodologies. Noting this trend, while simultaneously recognizing the value of traditional research methods, we lay out a methodology to bridge the gap between old and new approaches. With a combination of web scraping, CATA, and supervised machine learning, using ground truth data, we train a model to predict CIP (Charismatic-Ideological-Pragmatic) leadership styles from running text. To illustrate this method, we apply the model to classify U.S. state governors’ COVID-19 press briefings according to their CIP leadership style. In addition, we demonstrate content and convergent validity of the method.

Paper is Available to Meeting Registrants Only.

RM: **You Say Potato and I Say Potahto: Making Sense of Management Content Analysis Research**

Author: **Rhonda K. Reger**, *U. of North Texas*
Author: **Paula Ann Kincaid**, *U. of North Texas*

Content analysis is burgeoning in management research as researchers seek to study complex and subtle phenomenon. Our review of almost 300 studies published over the last four decades in eleven top tier management journals uncovered many promising trends, but also identified some inconsistent and potentially confusing terminology that may be impeding research progress. We provide an overview of how content analytic methods have been used in management research including qualitative analyses (such as grounded theorizing, narrative analysis, discourse analysis, rhetorical analysis, and multimodal analysis) and quantitative analyses (such as dictionary-based approaches, topic modelling, and natural language processing). We contribute to methodology research by 1) suggesting key criteria for choosing content analytic methods to answer a variety of research questions; 2) categorizing data collection and analysis approaches, 3) reviewing steps in a prototypical content analysis, and 4) discussing issues in creating coding manuals and dictionaries. Our goal is not to impose one set of terms and procedures across all of management research, but rather, to increase understanding of best practices across the abundance of content analytic methods available to management scholars.

Paper is Available to Meeting Registrants Only.

RM: **Exploring Structural and Discursive Boundaries: Combining Blockmodeling and Word Embedding Analysis**

Author: **Charles Kirschbaum**, *Inspire Institute of Education and Research*
Author: **Fabio Ayres**, *Inspire Institute of Education and Research*
Author: **Gabriela Luz Antibas**, *Inspire Institute of Education and Research*

The success of social network analysis within management research has also attracted criticism concerned with the lack of acknowledgement of meaning as constitutive of ties. Recent advances in digital data collection and analysis have provided an opportunity to rekindle this discussion, as online data frequently entails both relational and textual data. Specifically, computer-based approaches have enabled researchers to escalate their analyses to large textual corpora, offering the prospect of unearthing hidden meanings associated to online behavior. Throughout this research, we offer a roadmap to combine blockmodeling techniques to social networks with word embedding (word2vec). We complement our study with an in-depth analysis of selected documents. We illustrate this protocol by applying its steps on a corpora collected with Facebook’s users’ comments on Fashion brands. We conclude the paper by discussing the contributions and implications for the interfaces between network, computer-based text, and in-depth discursive analyses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **623** | Submission: **16069** | Sponsor(s): **(SIM, CMS, GDO, ONE, MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Racial Justice and Business Ethics   
Racial Justice and Business Ethics

Organizer: **Robbin Derry**, *Dhillon School of Business, U. of Lethbridge*
Organizer: **Paul Terrance Harper**, *U. of Pittsburgh*
Organizer: **Gregory Fairchild**, *U. of Virginia*

Business schools are being called upon, along with universities more broadly, to address systemic racism and other forms of injustice. As business scholars, we have the opportunity to look more deeply into the ways that our teaching and scholarship have neglected honest scrutiny of racial injustice within our educational institutions as well as in the business and organizational structures that we study. In this workshop we aim to provide guidance for researchers to integrate greater awareness of racial justice issues, to critically assess contemporary approaches to managing diversity, to interrogate dominant theories of justice, and to conceive racial justice interventions as scholars and educators.

The first hour of this PDW on Racial Justice will include presentations and discussions about what we are looking for in the Journal of Business Ethics Special Issue on Racial Justice (submissions due Oct 1, 2021), along with Q & A. The first hour is open to anyone. The second hour will consist of small group meetings with editors, reviewing draft papers submitted in advance. Draft manuscripts are due by June 15 to robbin.derry@uleth.ca. Confirmation of inclusion of draft papers to be reviewed in the second hour will be sent by June 30. We encourage Ph.D. students, as well as experienced scholars, to submit, attend and participate. Participation in this PDW is NOT a requirement for submission to the JBE Special Issue.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **624** | Submission: **11948** | Sponsor(s): **(STR, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

The Influence of Shareholder Activism on Boards
The Influence of Shareholder Activism on Boards



Organizer: **Eugene See**, *U. of Massachusetts, Amherst*
Discussant: **Christine Shropshire**, *Arizona State U.*
Panelist: **Michael C. Withers**, *Texas A&M U.*
Panelist: **Christine Shropshire**, *Arizona State U.*
Panelist: **Arun Upadhyay**, *Florida International U.*
Panelist: **Wei Shi**, *U. of Miami*
Panelist: **Mary Triana**, *Owen Graduate School of Management Vanderbilt U.*
Panelist: **Kendall Cox Park**, *Vanderbilt U.*

Recent years have seen an upsurge in shareholder activism, or the actions taken by shareholders to influence firm policies and practices. As boards of directors are responsible for fundamental decisions that affect change in a firm's strategy, activist shareholders rely on board representation as the primary mechanism for promoting their vision in the firms they target. However, despite the prevalence of activist board representation, management research has thus far lagged behind in addressing theory regarding its implication for firms. This panel symposium aims to expand the theoretical conversation surrounding shareholder activism and boards to new and interesting areas, as well as to promote dialogue regarding how we may advance our understanding of this phenomena.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **626** | Submission: **13869** | Sponsor(s): **(CM, OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 8:00PMET (UTC-4)**

Negotiating Your Job Offer   
Negotiating your job offer

- Organizer: **Ruchi Sinha**, *U. of South Australia*
Organizer: **Laura L. Rees**, *Queen's U.*
Panelist: **Abdifatah Ahmed Ali**, *U. of Minnesota*
Panelist: **Donald E Conlon**, *Michigan State U.*
Panelist: **Randall S Peterson**, *London Business School*
Panelist: **Esther Sackett**, *Santa Clara U.*
Panelist: **Laurie R. Weingart**, *Carnegie Mellon U.*
Panelist: **Marie Wilson**, *Griffith U.*
Panelist: **Andrew Yu**, *U. of Melbourne*
Panelist: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*

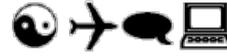
This session is open to all Academy members interested in learning how to navigate the final stages of the job search process. Formalized training to navigate these stages is rarely provided. Instead, doctoral students negotiating their first academic position or faculty moving to a new institution often rely on their personal network of peers and advisors to seek advice. Moreover, job candidates are often reluctant to negotiate with prospective colleagues (new Department Chair or Dean) for fear of appearing aggressive. Without a systematic understanding of all the issues that can be negotiated and how to address one's unique needs creatively and professionally, job candidates may accept an offer that leaves them wondering if they could have done better or inadvertently offended a prospective new colleague by the tactics used. This PDW is designed to demystify the negotiation process for doctoral students and current junior faculty beginning a job search process. The focus of this PDW is to 1) generate awareness of features of the job offer that are negotiable, 2) learn from techniques used by our panelists and their successes and challenges, 3) gain insight on effective and ineffective tactics as perceived by Department Chairs and individuals in the Dean's office, and 4) learn the basics of negotiation planning, preparation, and strategies that can be productively applied to this important personal context. The format will include short presentations, Q&A, small group discussions, and an experiential exercise.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **627** | Submission: **15886** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 4:30PMET (UTC-4)**

**A Knowledge Café To Discuss The Development of
Research That Impacts the Entrepreneurial Ecosystem**
Research that Impacts the Ent. Ecosystem



Host: **Kenneth A. Grant**, *Ryerson U.*
Presenter: **Erik Monsen**, *U. of Vermont*
Organizer: **Lincoln Brown**, *Southwestern Oklahoma State U.*
Organizer: **Gilberto Sarfati**, *FGV-EAESP*
Participant: **John Martin Mueller**, *St. Edward's U.*
Participant: **Thomas J. Mierzwa**, *U. of Maryland*

This Professional Development Workshop will help entrepreneurship scholars develop research of relevance to the entrepreneurial ecosystem. It supports the overall theme of this year's conference by considering the needs of all the players in the entrepreneurial ecosystem, with particular relevance to responses to the impacts, both positive and negative, of the COVID-19 Pandemic. It uses the Knowledge Café approach, a technique demonstrated to maximise the involvement and personal development of its participants.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **628** | Submission: **12362** | Sponsor(s): **(ENT, OB, SIM, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 4:00PMET (UTC-4)**

**Family Entrepreneurship in the Age of Digitalization:
Balancing Proximity and Performance**
Digitalizing Family Entrepreneurship



Chair: **Kathleen Randerson**, *Audencia Business School*
Chair: **Esra Memili**, *U. of North Carolina, Greensboro*
Chair: **Clay Dibrell**, *U. of Mississippi*
Speaker: **Mattias Nordqvist**, *Stockholm School of Economics*
Speaker: **Massimo Bau'**, *Jonkoping International Business School*
Speaker: **Pramodita Sharma**, *U. of Vermont*
Speaker: **Nupur Pavan Bang**, *Indian School of Business*
Speaker: **Nadine Kammerlander**, *WHU - Otto Beisheim School of Management*
Speaker: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*
Speaker: **Eric Clinton**, *Dublin City U.*
Speaker: **Luis Diaz Matajira**, *U. de los Andes*
Speaker: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*
Speaker: **Sherri Noxel**, *Portland Community College*
Speaker: **Claudio G. Muller**, *U. of Chile*
Speaker: **Kimberly A. Eddleston**, *Northeastern U.*
Speaker: **Carol Wittmeyer**, *St John Fisher*
Speaker: **Marleen H. Dieleman**, *National U. of Singapore*
Speaker: **Dianne HB Welsh**, *U. of North Carolina, Greensboro*
Speaker: **Torsten Michael Pieper**, *U. of North Carolina, Charlotte*
Speaker: **Donald Neubaum**, *Florida Atlantic U.*
Speaker: **Claire Seaman**, *Queen Margaret U.*
Speaker: **Rania Labaki**, *EDHEC Business School*
Speaker: **Natalia A. Vershinina**, *Audencia*
Speaker: **Céline Barredy**, *CEROS - U. of Paris Nanterre*
Speaker: **Mosolygó-Kiss Ágnes**, -
Speaker: **Gigi Timar**, *Budapest Business School*

Our goal in this PDW is to offer tools to teachers, researchers and outreach actors of Family Entrepreneurship (FE) in their endeavors to support the digitalization of Family Businesses (FBs), while at the same time remaining true to their core values. Indeed, the proper of FBs is the involvement of the family, and the operations of many FBs reflect a dedication to proximity with employees and external stakeholders. As a consequence, FBs are often less digitalized than their non-family counterparts, which can ultimately lead to decreased performance and jeopardizing the firm's longevity. Keeping the manager in management while digitalizing the firm is a paradox that must be managed on the long run, but its urgency is crucial at the present moment due to the pandemic and accelerated digitalization that ensued. Finding a balance requires bringing this paradox to light and offering means to change mentalities, from trade-off to synergy. In order to support this, our PDW will have two parts. In a first part (asynchronous), attendees will view pre-recorded videos by representatives of FE (teaching, research, and outreach) who share their tips and best practices. In a second part (synchronous), attendees will discuss in themed break out rooms with experts and with each other. This session will provide first an excellent opportunity for current actors of FE to connect and second to collectively create a foundation of tools and practices to manage this paradox, in order to support the digitalization of FBs while keeping the manager in management.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **629** | Submission: **13430** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:30PMET (UTC-4)**

Leading Employee Learning

Leading Employee Learning

Organizer: **Michele Rigolizzo**, *Montclair State U.*
Presenter: **Jean-François Harvey**, *HEC Montreal*
Presenter: **D Christopher Kayes**, *George Washington U.*
Discussant: **Raymond A Noe**, *Ohio State U.*
Discussant: **Kurt Kraiger**, *U. of Memphis*
Presenter: **Phil Wirtz**, *George Washington U.*

If one thing has been made clear in the events of 2020, it is that organizations, teams, and individuals must continually adapt to change. In other words, the need for continual learning is in high demand. This session will focus on the understudied role of the manager in leading employee learning. In the first presentation, Rigolizzo, Zhu & Cruz evaluate the role that perceptions of school have on employees' motivation to engage in learning behaviors. Traditionally, when managers consider employees' time in school, they focus solely on the degree achieved and the content of the learning. However, this empirical study demonstrates that, in school, individuals develop attitudes towards learning that influence their behavior in learning tasks years later. The second presentation provides new insight into the managerial factors that impact effective team feedback. Team feedback research has traditionally focused on feedback valence as a predictor of team outcomes, though with inconclusive and contradictory findings. In this paper, we propose that the informational content of the feedback may play a vital role in the effect of constructive feedback on teams. Finally, Kayes & Bürgi-Tian will present a paper that explores learning-based experiences, which are attitudes that individual employees associate with progress and frustration in learning situations. We use qualitative and quantitative data on learning-related experience 'episodes' to provide a better understanding of experiences that are associated with progress on learning and frustration with learning to provide insights into how to sustain learning and improvement efforts.

Leading Employee Learning Overview

Author: **Michele Rigolizzo**, *Montclair State U.*

The Lasting Effects of School Experiences: How perceptions of school impact managers' learning

Author: **Michele Rigolizzo**, *Montclair State U.*
Author: **Zhu Zhu**, *Montclair State U.*
Author: **Adrianna Cruz**, *Montclair State U.*

Constructive Feedback: When Leader Agreeableness Stifles Team Information Processing

Author: **Jean-François Harvey**, *HEC Montreal*
Author: **Paul Isaac Green**, *U. of Texas at Austin*

Learning-based Experiences at Work: How Leaders can Enhance Employee Learning

Author: **D Christopher Kayes**, *George Washington U.*
Author: **Jing Tian**, *George Washington U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **630** | Submission: **17142** | Sponsor(s): **(MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:30PMET (UTC-4)**

Corporate Social Responsibility, Trust, and Using History to Develop Managers



Digital Session Chair: **Andrew D A Smith**, *U. of Liverpool*

MH: Effective Strategies to Promote the Teaching of History in Business Schools  

Author: **Andrew D A Smith**, *U. of Liverpool*
Author: **Suwen Chen**, *U. of Edinburgh business school*
Author: **John Millar**, -

The recent historic turn in management has seen scholars debate whether, why, and how history can be useful to managers (Wadhvani, Suddaby, Mordhorst, & Popp, 2018; Argyres, De Massis, Foss, Frattini, Jones, & Silverman, 2019). Many business schools, including elite ones in the United States, now include history in the curriculum at the undergraduate, postgraduate, and MBA levels (Friedman & Jones, 2017). Much of the extant research on the place of history in the management school curriculum is informed by the belief that the acquisition of at least some types of historical knowledge is useful because it improves the ability of managers to make decisions. Unfortunately, the existing literature on the teaching of history in business schools does not give us a clear understanding of precisely how and why teaching history would improve the subsequent job performance of management learners. Moreover, we currently lack an understanding of how business-school students and their prospective employers perceive the inclusion of different types of history in the business-school curriculum. This paper remedies these important gaps in the literature. In this paper, we discuss a major initiative to promote the teaching of history to management students in a number of countries. This project is worthy of an extended and systematic study because it has survived a number of market tests and has attracted students in different national contexts. We used interviews with the teachers and students to learn more about why management learners value the course associated with this project. We also offer an explanation as to why this initiative to teach history to management learners has been successful. We then establish broader lessons for the ongoing debate about whether, why, and how history should be taught to future and current business people. We tentatively conclude that student and external stakeholder support for an increase in the amount of historical instruction in management schools will be maximized if curriculum designers focus on the teaching of domain-specific historical knowledge.

Paper is Available to Meeting Registrants Only.

MH: Who do you trust? Human Relations and Social Embeddedness

Author: **Jeffrey Muldoon**, *Emporia State U.*
Author: **Laura Singleton**, *Eckerd College*
Author: **Richard H. Jonsen**, *Rowan U.*

Our purpose is to compare the thinking of Chester Barnard and Elton Mayo, two of the major figures in the Human Relations movement. Drawing upon their writings and correspondence, as well as prior work by others, we focus on their ideas regarding the development and maintenance of cooperation, a key theme of their writings. Against the context of labor strife, both men recognized the need for the establishment of incentives and routines to build trust between management and labor. Much of their work underlies arguments that later organizational behavior theorists have used, especially in their criticisms of economic incentives as a sole stimulus for cooperation. From their arguments, we can see the importance of social embeddedness as an important consideration in determining cooperation.

Paper is Available to Meeting Registrants Only.

MH: The Historicity of Corporate Social Responsibility in the United States and Britain 

Author: **Michael Heller**, *Brunel U.*
Author: **Kevin D. Tennent**, *U. of York*
Author: **Jeffrey Muldoon**, *Emporia State U.*

Our purpose is to examine the historical nature of Corporate Social Responsibility (CSR), a pillar of business practice, strategy, and research. Traditional narratives place the development of CSR as a response to the post-World War II world, where an educated public demanded business to pursue more ethical policies. The genesis of this movement is Bowen's seminal book on CSR, published in 1953. However, we offer a counter-narrative. We argue that the real genesis of CSR in both Great Britain and the United States was an attempt by business to gain legitimacy from employees as the work relationship switched from transitory workers to permanent employees at the end of the nineteenth century. Early CSR was an attempt to reduce information asymmetries, gain worker loyalty and trust, and reduce labor costs such as theft, destruction of property and absenteeism. This was not an altruistic response, but an example of enlightened self-interest, as well as a more nefarious response to reduce industrial action among workers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **631** | Submission: **17378** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 3:30PMET (UTC-4)**

Creativity, Interruptions, and Time Pressure



Digital Session Chair: **Theodore Charles Masters-Waage**, *Singapore Management U.*

OB: Zen and the Art of Interruptions: The Role of Mindfulness in Buffering Against Interruptions 

Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*

Author: **Charis Loo**, *Singapore Management U.*

Author: **Jochen Matthias Reb**, *Singapore Management U.*

Author: **Eva Peters**, *Singapore Management U.*

Author: **Sophie Leroy**, *U. of Washington, Bothell*

In the post-pandemic work context, one of the key challenges employees face is managing interruptions while working from home – whether that be childcare duties, impromptu family interactions, or notifications from social media. Work interruptions can have several negative consequences including the loss of productivity, decreased well-being, and an impaired capacity to flourish in these challenging times. This paper examines whether mindfulness could buffer against these negative impacts. By adopting a bi-dimensional view of mindfulness, we hypothesized that mindful monitoring (i.e. awareness) would moderate the effect of interruptions on individual's work impairment (i.e. their inability to maintain focus on work tasks) and thus perform effectively (Hypothesis 1) and mindful acceptance would moderate the effect of interruptions on negative affect and thus job satisfaction and work engagement (Hypothesis 2; see Figure 1). Study 1 (N=197) provided support for both hypotheses using a two-wave field survey in which between-subject differences in dispositional mindfulness moderated the effect of interruptions on workplace outcomes in the expected directions. Study 2 (N=121) tested the same model using an experience-sampling approach run over 10 days (pre-registered at <https://osf.io/98rk7>). Results from multi-level modeling analyses found consistent support for the complementary role of mindful awareness and acceptance in reducing the negative impacts of interruptions on individuals. Taken together, these studies provide evidence for the distinct and complementary role of the two mindfulness dimensions on managing interruptions at work, suggesting that mindfulness may play an even more important role in promoting flourishing in the “new normal”.

Paper is Available to Meeting Registrants Only.

OB: An Alter-Centric Perspective on Employee Creativity

Author: **Rohit Subhash Piplani**, *U. of Connecticut*

Author: **Travis Grosser**, *U. of Connecticut*

Most social network research on employee creativity and innovation has solely examined focal employees' (egos) network structure, leaving us largely uninformed about the role that network characteristics of employee's social network contacts (alters) play in impacting his or her creativity. Therefore, this paper conceptualizes an alter-centric perspective to understand how alters with relevant network characteristics can facilitate ego's creativity in the various phases of the creative process (i.e., idea generation, idea development, and idea championing). Drawing on social resources theory, we propose that 1) alters with external structural holes (secondhand external brokerage) facilitate the generation of creative ideas by ego, 2) alters with internal structural holes (secondhand internal brokerage) facilitate the development of those ideas, and 3) alters with a degree of internal network oscillation between brokerage and closure (secondhand network oscillation) facilitate ego's idea championing. Additionally, we identify pertinent boundary conditions (ego's integrative complexity, ego's psychological ownership, and scope of idea), which are critical in deciding whether the creative idea successfully moves from one phase to another. By integrating the social network and creativity literatures, this article advances our understanding of each of the phases of the front end of the creative process and highlights the importance of well-connected alters in enhancing employee creativity.

Paper is NOT Available. Please contact the author(s).

OB: Creative through Time Pressure? A Cross-Level View on Creative Self-Efficacy & Knowledge Sharing 

Author: **Niklas Dreyman**, *U. of Göttingen*

Author: **Lea-Therese Strobel**, *Technical U. of Munich*

Creative ideas – and the innovations they enable – are key competitive advantages for organizations. However, as organizations need to innovate faster than their competitors in order to survive, the creative processes of individuals and teams are increasingly subject to time constraints. Drawing on the social cognitive theory and the social exchange theory, we investigate the relationship between time pressure and creativity at the individual and team level integrating two opposing mechanisms. We propose that at the individual level a motivational mechanism (namely creative self-efficacy) leads to a positive influence of time pressure on creativity, while on the team level a social mechanism (namely the lack of knowledge sharing) leads to a negative influence. We collected multi-source data from 138 team members and 27 supervisors participating in two product development programs. A multilevel analysis approach did not yield significant results, potentially due to insufficient statistical power. However, exploratory post hoc analyses revealed promising results: The individuals' creative self-efficacy partially mediated this relationship. Team time pressure had a negative indirect effect on team creativity via team knowledge sharing. We discuss the implications of the findings for future research and organizations.

Paper is Available to Meeting Registrants Only.

OB: Pressure to Be Creative: How Organizational Creativity Pressure Influences Employee Work Engagement

Author: **Hye Jung Eun**, *Singapore Management U.*

Author: **Roy Yong Joo Chua**, *Singapore Management U.*

Creativity and innovation are vital for organizational growth and success, driving many organizations to increase pressure for employee creativity. Yet, researchers have neglected investigating how employees respond to creativity pressure at the workplace. This paper introduces the concept of organizational creativity pressure – the pressure on employees to continually develop novel and useful ideas and solutions – and investigates how employees respond to this pressure. Drawing on the transactional theory of stress (Lazarus & Folkman, 1984) and the need-based theory of work motivation (Green, Finkel, Fitzsimons, & Gino, 2017), we theorize that organizational creativity pressure, as a form of workplace stressor, is appraised as a challenge stressor and promotes work engagement in employees. Building on the emerging research on gender and creativity, we further theorize that the positive effects of organizational creativity pressure on challenge appraisal and work engagement are stronger for men than for women. An experimental study and a field survey found evidence consistent with our theory. Unexpectedly, the pattern of interaction is such that men are significantly less engaged than women at low organizational creativity pressure. At high organizational creativity pressure, there is no significant gender difference in engagement. These findings have important theoretical contributions for research in creativity, gender and workplace stress as well as practical implications for modern organizations in which creativity is an important performance imperative.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Technologies and Ethical Issues

Digital Session Chair: **Dawei Wang**, *Northwestern Kellogg School of Management*

OCIS: **Algorithmic Face-ism: Uncovering and Mitigating Algorithmic Bias in Facial Recognition Systems**

Author: **Dawei Wang**, *Northwestern Kellogg School of Management*
Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

How do some of the most advanced machine learning facial recognition algorithms make important decisions, such as whom to hire or who is considered a leader? Existing research suggests advances in machine learning methods can use facial features in an image—facial morphology—to accurately and objectively predict answers to such questions. We show, however, that even after implementing state-of-the-art models, decision-based facial recognition algorithms are not as objective as previously claimed. Unpacking the “black box” of an existing facial recognition algorithm revealed the algorithm did not rely on facial morphology to make decisions. Instead, when covariates such as attractiveness were accounted for, the algorithm relied mostly on “leftover” transient features, such as clothing, hairstyle, or background lighting for decision-making. We identify the specific stages—sampling, preprocessing, model implementation, and model functioning stage—in which algorithmic focus bias and interpretation bias are likely to arise in facial recognition algorithms. These results suggest that decision-based facial recognition algorithms are biased in ways that researchers have overlooked, with troubling implications for their use by governments, organizations, and researchers. We introduce the concept of “algorithmic face-ism,” in which (1) machine learning algorithms unfairly express an inherent preference for specific facial morphologies, and (2) researchers mistakenly attribute behavioral predictions to facial morphologies. This paper thus demonstrates how leading decision-based facial recognition systems are biased and how previously taken-for-granted factors contribute to this pattern of bias. We conclude by discussing how bias can be mitigated in such facial recognition algorithms.

Paper is Available to Meeting Registrants Only.

OCIS: **Liability Attribution in the Context of AI Use**

Author: **Jingyao Li**, *Bentley U.*

AI (artificial intelligence) systems represent a double-bladed sword. AI brings both benefits and harms to our society. When adverse consequences are produced by AI use in practice, responsibility gaps emerge, due to the opacity and complex nature of these sociotechnical systems. In this study, we propose that assigning liabilities collectively among AI actors can bridge the responsibility gap, hence promoting justice and ethical uses of AI in society. We do so by drawing on the field of philosophy and attempting to answer the question of how (to whom and to what extent) responsibility can be allocated to reduce accountability gaps in the AI context. We generate a set of propositions that lay out the ground for future research this important interdisciplinary domain.

Paper is Available to Meeting Registrants Only.

OCIS: **Crowdsourcing Behavior in Reporting Civic Issues: The Case of Boston's 311 Systems**

Author: **Myeong Lee**, *George Mason U.*
Author: **Jieshu Wang**, *Arizona State U.*
Author: **Shawn Janzen**, *U. of Maryland, College Park*
Author: **Susan Winter**, *U. of Maryland*
Author: **John Harlow**, *Emerson College*

Many cities in the United States use civic technologies like 311 systems as part of their public service systems for monitoring non-emergency civic issues. These systems have enhanced the city's monitoring capability by diversifying communication channels. However, the data created through these systems is often biased because of differences in people's use of technology (i.e., digital divide) and individuals' behavioral patterns in providing types of information to the systems. If civic data is used by local governments in making informed decisions, these data-driven services could be skewed towards the heavy technology users, and not reflect citizens' diverse needs. If individuals share similar behavioral patterns or cultural norms by neighborhood in reporting civic issues, socio-economic or regional inequality could be exacerbated due to the uneven provision of service. This paper aims to explore these aspects of civic technologies by examining the relationship between community characteristics, individuals' data contribution behavior, and the formation of data types. We report results based on Boston's 311 data as a case study.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **633** | Submission: **11254** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 3:00PMET (UTC-4)**

STR Social - Europe PM Time Zone (all global regions invited)
STR Social - Europe PM Time Zone

Participant: **Michael J. Leiblein**, *Ohio State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **634** | Submission: **14135** | Sponsor(s): **(STR, TIM, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 4:00PMET (UTC-4)**

Formal Modeling in Management Research: Generating Insights for Theory and Practice

Formal Modeling in Management Research



Organizer: **Elena Plaksenkova**, *The Ohio State U. Fisher College of Business*
Organizer: **Liyue Yan**, *Robert H. Smith School of Business, U. of Maryland*
Speaker: **Olivier Chatain**, *HEC Paris*
Speaker: **Nan Jia**, *U. of Southern California*
Speaker: **Richard Makadok**, *Purdue U., West Lafayette*
Speaker: **Michael D Ryall**, *U. of Toronto*
Speaker: **Brian Wu**, *U. of Michigan*

The purpose of this PDW is to enhance participants' understanding of formal modeling, examine the role of formal modeling in management research, and explore how formal models can contribute to both management theory and practice. The PDW aims to promote the effective use and consumption of formal modeling to a larger audience, identify future avenues for the use of formal modeling in management research, examine the ways formal models can generate managerial implications, facilitate a conversation between experts and learners, and create a community of learning for those interested in formal modeling. The PDW consists of two parts: a 90-minute panel session and a 30-minute breakout room session. Invited participants are scholars who have extensive experience in formal modeling as producers, consumers or reviewers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **635** | Submission: **16620** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 3:30PMET (UTC-4)**

**TIM Distinguished Scholar Keynote-Patents, Innovation and Development:
Honoring Bronwyn Hall**
TIM Distinguished Scholar Keynote

Participant: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*

Presenter: **Hall Bronwyn**, -

Presenter: **Brian Silverman**, *U. of Toronto*

Presenter: **Megan MacGarvie**, *Boston U.*

Presenter: **Christian Helmers**, *Santa Clara U.*

Presenter: **Arvids A. Ziedonis**, *KU Leuven*

Presenter: **Rosemarie Ziedonis**, *Boston U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **636** | Submission: **12788** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 3:00PMET (UTC-4)**

Strengths and perils of hybrid teaching for international classrooms

Hybrid teaching for international classrooms



Presenter: **Katarzyna Bachnik**, *Hult International Business School*

Presenter: **Pamela Campagna**, *Hult International Business School*

Presenter: **Tessa Misiaszek**, *Hult International Business School*

Presenter: **Robert Neer**, *Hult International Business School*

Presenter: **Rajendra Shirole**, *Hult International Business School*

The global pandemic created unparalleled challenges for higher education – causing the majority of institutions to have to pivot to an online teaching format for the remainder of the Spring 2020 semester. Teaching at an international college with 85% of our students from outside the United States, we faced additional obstacles from evolving policies related to student visas to students zooming into class from time zones around the world. In the Fall, we launched a hybrid format of teaching undergraduate students, defined as students in the classroom and simultaneously on Zoom in multiple time zones around the world. The session will focus on actual teacher behavior inside a classroom that generates increased student satisfaction and its concomitant higher motivation and engagement. The goal of the session is to convey the collective learnings from our experiences – challenges and successes - over the past year teaching undergraduate students in hybrid format, which we will be accomplishing by delivering the session using the same technology from our technologically advanced classroom and using the teaching tools we leveraged in our teaching. We will also focus on ways we converted traditional “live” teaching experiences such as field trips, improving classroom engagement, and efforts used to ensure an equitable experience for the online and classroom-based students. The outcome of the session for participants will include a toolkit for how to create an engaged classroom environment in a hybrid setting with tactical ways to create learning experience for online students, as well as those in the classroom.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **637** | Submission: **11039** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:00PMET (UTC-4)**

The Student Case Writing Project: A How-To Guide for Instructors

The Student Case Writing Project

Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*
Presenter: **Karin Schnarr**, *Wilfrid Laurier U.*
Presenter: **Karen MacMillan**, *Wilfrid Laurier U.*
Presenter: **Brent D. Beal**, *U. of Texas at Tyler*

In this session, we will examine how to use case writing as a pedagogical tool to increase student engagement and learning. Case writing as a student assignment asks students to move from a mostly passive analyst role to take on a variety of roles – researcher, interviewer, writer, and, ultimately, teacher. We will address each component of the student case-writing process including: preparing students for case writing, customizing the assignment to fit class learning objectives, requiring incremental work, addressing unique challenges associated with case writing as a student project, facilitating peer critique, providing feedback on incremental assignments, grading finished cases, managing student teams, and assessing publication options. Importantly, we will outline how this project can be completed through remote learning.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **638** | Submission: **11237** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:00PMET (UTC-4)**

The Art Gallery Classroom: Using Art for Experiential Learning

The Art Gallery Classroom

Facilitator: **Anita Boey**, *Wilfrid Laurier U.*

Facilitator: **Binhua Eva Huang**, *Wilfrid Laurier U.*

Oftentimes, educators and students find it difficult to teach and learn abstract or challenging concepts. This session will explore the benefits of using art to teach and learn such abstract and challenging course concepts. Arts allow educators and learners to access abstract concepts, express personal connections to course concepts, all the while building a stronger community with peers. This session will feature the qualitative arts-informed methodology as a teaching and learning approach to undergraduate and/or graduate courses, highlighting its potential for contribution and limitations. Participants will be encouraged to join with the presenter for an interactive, hands-on activity, putting to practice arts-informed methodology in their own courses. Participants will take away from this session several strong approaches for integrating arts into their (virtual) classes, for example the “art gallery” activity that will be conducted in the session. Participants’ first-hand experience of creating art and teaching through their own artwork will be a valuable takeaway as they can leave the session with new ideas and inspiration for their own classes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **639** | Submission: **11880** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:00PMET (UTC-4)**

**Equity, Diversity, & Inclusivity Planning: Advancing Inclusive
Management Skills Begins Internally**
Equity, Diversity, & Inclusivity Planning



Presenter: **Aimee Williamson**, *Suffolk U.*
Presenter: **Brenda J. Bond**, *Suffolk U.*

Calls for racial justice, equity, and diversity have become more widespread and urgent for individuals, communities, businesses, and other organizations during recent years. Widely shared videos of police brutality against Black men and women, along with the disproportionate impact of the COVID-19 pandemic on communities of color, have shined a bright light on racial injustice issues, sparking more pervasive recognition, condemnation, and related calls to action. Organizations are making commitments to further their efforts through strategic planning efforts and dedicated Equity, Diversity, and Inclusion (EDI) plans. As management educators, we must ensure our students are prepared to equitably and inclusively manage and lead organizations in this environment. Doing so requires that we focus internally, ensuring our own academic department services and education practices are in line with our EDI values. This workshop will share with participants how to construct, implement, and track an EDI Plan at the department level, across curricula and non-curricular efforts, to work towards a more equitable, diverse, and inclusive environment for students, faculty, staff and community partners.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **640** | Submission: **11934** | Sponsor(s): **(CAR, OB, HR, RM, MOC, CM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:30PM - 4:30PMET (UTC-4)**

**Psych'ed Up for Business School: Preparing I-O
Psychologists for Business School Careers**
I-O Psychologists in Business Schools



Chair: **Kaitlin Busse**, *Baruch College & The Graduate Center, CUNY*
Chair: **Wiston Alexander Rodriguez**, *The Graduate Center & Baruch College, CUNY*
Chair: **Yochi Cohen-Charash**, *Baruch College & The Graduate Center, CUNY*
Chair: **Manuel F. Gonzalez**, *Baruch College*
Panelist: **Abby Corrington**, *Providence College, School of Business*
Panelist: **C. Allen Gorman**, *U. of Alabama at Birmingham*
Panelist: **Amy L. Kristof-Brown**, *U. of Iowa*
Panelist: **Lorianne D. Mitchell**, *East Tennessee State U.*
Panelist: **Frederick Morgeson**, *Michigan State U.*
Panelist: **Miguel Quinones**, *U. of Richmond*
Panelist: **Paul E. Spector**, *U. of South Florida*
Panelist: **Logan Macray Steele**, *U. of South Florida*

Given the substantial overlap between I-O psychology and various business areas (e.g., organizational behavior, human resource management, research methods), industrial-organizational (I-O) psychologists are increasingly pursuing business school careers (Aguinis, Bradley, & Brodersen, 2014). Despite the interest in this career path, there are limited resources to help prospective I-O psychologists learn about the nuances of working within a business school. I-O psychologists, who are typically trained within psychology departments, may encounter different requirements and culture when transitioning to business school environments. In this session, we seek to aid I-O psychologists interested in business school careers on these differences by providing insights on identifying and navigating such challenges. To this goal, we assembled a diverse panel of business school faculty with a psychology educational background who represent various ranks (i.e., Assistant, Associate, Full Professor), roles (i.e., faculty, Chair, Dean), and foci (i.e., from research, teaching institutions). The session will include short introductions, roundtable discussions, and a question-and-answer (Q&A) session, focusing on various aspects of working within a business school. We aim to benefit both job candidates and business schools by providing a realistic job preview of this career path, and a recognition of the differences between the disciplines both parties can expect to encounter.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **641** | Submission: **10634** | Sponsor(s): **(MSR, MED, SIM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:30PM- 4:00PMET (UTC-4)**

Bringing the wise, ethical manager back into management
Bringing the ethical manager back into management



Chair: **Payal Kumar**, *Indian school of hospitality*
Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Speaker: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*
Speaker: **Richard Peregoy**, *U. of Dallas*, *Satish & Yasmin Gupta College of Business*

We are both rational and emotional. As far back as 2002, John Kotter emphasized the critical role of emotions in successful change programs and in business education. In 2004, Mintzberg proposed that MBA programs need to rebalance teaching in the classroom with greater emphasis on the emotional, caring, feeling side of our nature. Yet a majority of programs continue to focus on developing logical and analytical left-brain thinking, rather than intuitive and emotional right-brain thinking. The Covid-19 pandemic has shown us that managers need to manage teams even when high turbulence hits our eco-systems, in ever-changing contexts, which requires creative thinking and emotional intelligence beyond exclusively pursuing the bottom line. What can we, as educators, do to bring the wise, ethical manager back into management, a manager who uses her full cerebral hemisphere as per contextual requirements? Through this PDW we aim to contextualize research that suggests that this is an essential stepping stone for leaders to grow and succeed in our current globalized economy and society. The purpose and expected outcome of this PDW is to advance participants' competency in developing self-awareness and working with emotions skillfully. Presenters will share experiential pedagogies that can be enriching such as meditation, emotional intelligence exercises and journaling. Furthermore, participants will be encouraged to delve into an emotional space through demonstrations of vulnerability, which is critical for developing self-awareness. By modeling these learnings in the classroom, it is hoped that faculty will favorably influence business students to draw on left and right-brain thinking, and to apply this as future leaders. Key words: Ethical leader, MBA pedagogy, self-awareness, left and right brain, TPN, DMN

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **642** | Submission: **11274** | Sponsor(s): **(RM, OB, MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 2:30PM- 4:00PMET (UTC-4)**

Interventions in Organizational Research: Lessons Learned, Best Practices, Future Directions

Interventions in Organizational Research

Organizer: **Elizabeth Trinh**, *U. of Michigan, Ross School of Business*
Organizer: **Susan J. Ashford**, *U. of Michigan*
Organizer: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
Organizer: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Panelist: **Allison S. Gabriel**, *U. of Arizona*
Panelist: **Theresa M. Glomb**, *U. of Minnesota*
Panelist: **Ellen Ernst Kossek**, *Purdue U.*
Panelist: **Klodiana Lanaj**, *U. of Florida*
Panelist: **Amy Wrzesniewski**, *Yale U.*
Panelist: **Kimberly A Wade-Benzoni**, *Duke U.*

Research in management and organizations aims to produce work that is theoretically grounded and practically useful. One promising and increasingly popular research method that strikes a balance between theory and practice is intervention-based research. Despite the potential of intervention-based research, several challenging questions currently limit the promise of this methodology: When should researchers use an intervention study? How do researchers design and implement good interventions? And how do researchers evaluate their results and make sound conclusions? In this symposium, we seek to provide important insight into the practice of intervention-based organizational research. Our symposium consists of a panel of six leading researchers who have rich and diverse experiences with designing and conducting empirical research using interventions. Our intent is that an audience interested in doing this kind of research will benefit from hearing about the choice points and reasoning of these scholars who have profound knowledge of and deep experiences with conducting interventions. This symposium will highlight important insights into the issues confronting scholars interested in using interventions in their research and provide guidelines and tips on effective intervention-based research, which we hope will guide future organizational research using interventions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **643** | Submission: **12906** | Sponsor(s): (AAT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 5:00PMET (UTC-4)**

**The Professional Doctorates Consortium for "Bringing the
Manager Back in Management"**
Professional Doctorates Consortium



Chair: **Emmanuel Monod**, *Shanghai SUIBE U.*
Chair: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Chair: **Christof Backhaus**, *Edinburgh Napier U.*
Distinguished Speaker: **Thomas G. Cummings**, *U. of Southern California*
Distinguished Speaker: **Denise M. Rousseau**, *Carnegie Mellon U.*
Panelist: **Anthony F. Buono**, *Bentley U.*
Panelist: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Panelist: **Robert P. Gephart**, *U. of Alberta*
Panelist: **Mark Hillon**, *Lafayette Institute*
Panelist: **Omayya Kuran**, *U. of Balamand*
Panelist: **Todd Matthews**, *Cabrini U.*
Panelist: **John Mooney**, *Pepperdine Graziadio Business School*
Panelist: **Tyrone Pitsis**, *Durham U.*
Panelist: **Maïte Rateau**, *ISEOR*
Panelist: **Aline Scouarnec**, *IAE CAEN NORMANDIE U.*
Panelist: **Peter Sorensen**, *Benedictine U.*
Panelist: **Therese F. Yaeger**, *Benedictine U.*
Panelist: **George W. Hay**, *Chicago School of Professional Psychology*

The objective of this PDW session is to respond to the call for relevance of the 2021 theme – Bringing the Manager Back in Management – through providing a platform sharing and conceptualizing the practices and scholarly work of professional doctorates. As professional doctorates gather executives from companies and institutions willing to increase their knowledge about research in management, they stand as an ideal platform for bringing the manager back to management research. Doing so, professional doctorate programs provide an opportunity for management researchers to understand the current challenges faced by managers in person, rather than reading surveys always liable to methodological bias. In a way, professional doctorates are giving voice to the managers in management research. They provide an occasion for management researchers to become the advocate of the managers in management research, starting research programs with the current problems faces by companies. However, despite the potential of professional doctorates for overcoming the gap between academic discourse and managerial realities, academic communities have made little attempts to engage with and establish relationships with professional doctorate students in a structured way. Through a doctoral consortium format, this PDW aims at providing a platform upon which academics and professional doctoral students can engage in a dialogue for mutual benefit. More precisely, the format intends to stimulate discussions of challenge-led professional doctorate research with leading academics from the AOM community. Furthermore, this platform would also increase the AOM impact on the practitioner world by attracting a growing number of companies and institutions to engage with AOM through professional doctorates.

In this PDW workshop, Professional Doctorate and DBA students will be given the opportunity to receive feedback from experienced academics with a particular view on publishing their work in academic and practice-oriented outlets. Participation is by invitation only, and requires an abstract to be submitted to the organizers by June 1st, 2021. For further information, please send an email to c.backhaus@napier.ac.uk, bonnet@iseor.com, or monod@suipe.edu.cn.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **644** | Submission: **12189** | Sponsor(s): **(AAT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM- 6:00PMET (UTC-4)**

**Publishing Responsible Research in Management: Celebrating
Accomplishments and Passing the Torch**
Publishing Responsible Research in Management



Organizer: **Alan D. Meyer**, *U. of Oregon*
Organizer: **Andrew H. Van de Ven**, *U. of Minnesota*
Organizer: **Anne S. Tsui**, *U. of Notre Dame*
Organizer: **Carrie R. Leana**, *U. of Pittsburgh*
Organizer: **Richard J. Klimoski**, *George Mason U.*
Organizer: **Jacqueline A-M. Coyle-Shapiro**, *London School of Economics*
Organizer: **Howard Thomas**, *U. of Warwick*
Organizer: **Donald Siegel**, *Arizona State U.*
Facilitator: **Denise M. Rousseau**, *Carnegie Mellon U.*
Facilitator: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Facilitator: **Blake E. Ashforth**, *Arizona State U.*
Facilitator: **Frances J. Milliken**, *New York U.*
Facilitator: **Jane E. Dutton**, *U. of Michigan*
Facilitator: **Thomas G. Cummings**, *U. of Southern California*
Facilitator: **Roy R. Suddaby**, *U. of Victoria*
Facilitator: **Bori Borbala Csillag**, *U. of Minnesota*
Facilitator: **Eryue Teng**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Facilitator: **Sadek Showkat**, *U. of Louisville*
Distinguished Speaker: **Jianwen Liao**, *Illinois Institute of Technology*
Distinguished Speaker: **Allan H. Church**, *PepsiCo, Inc*

Celebrating Winners: This is a two-part PDW. Part 1 will announce and celebrate the 21 winners and finalists of the 2021 Responsible Research in Management Awards, sponsored by AOM Fellows Group. [Click here](#) to view winning authors and links to their award-winning works. Authors of winning papers and books will summarize their work and engage in dialogue with PDW participants about the challenges and rewards of conducting research that is beneficial to society, credible, and useful to practitioners. Two executives who helped select the winners will explain what made these research studies especially valuable to them.

Passing the Torch: In part 2 of the PDW, participants will interact in small groups with authors of award-winning research studies, AOM Fellows, and executive reviewers. Discussions will address how important problems were chosen, challenges faced in doing and publishing the work, surprising or inspiring outcomes, and impacts on authors' research identity. Panels of award winners and Fellows who evaluated the works nominated for the award will reflect on lessons learned. Please join us to celebrate management research that changes the world for the better.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **645** | Submission: **17622** | Sponsor(s): **AAA**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

The Big Scam? What's Wrong with Business Schools, Business School Faculty, and the Study of Management *The Big Scam?*

Distinguished Speaker: **Sydney Finkelstein**, *Dartmouth College*
Program Chair: **Amy Hillman**, *Arizona State U.*

Industry after industry has seen disruption and transformation, yet business schools and business school faculty continue as they have for decades. The unfortunate result is our business model is dangerously out of tune with the expectations and demands of key stakeholders. The research we do seldom connects to the real challenges that managers encounter in their work, but even if it did these managers would barely know what the business school research enterprise is up to. The teaching we do continues to be seen by too many academics as a necessary evil, characterized by “commodity” teaching and a fundamental inattention to communicating and disseminating our ideas to wider audiences. And our employers – business schools – have enabled all of this via outmoded incentives systems and cultural norms while simultaneously ignoring warning signs of how our competitive advantage is eroding. The result: we are happily ensconced in our protective bubble while our schools, our jobs, and our research enterprise are in crisis.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **646** | Submission: **12801** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

**Authentic Leadership and the Stages of Career Development: A
Diverse Perspective**
Authentic Leadership, Diversity and Careers



Participant: **Louise Kelly**, *U. of La Verne*
Participant: **Karl Moore**, *McGill U.*
Participant: **Syed Eissa Hasheemi**, *The Chicago School of ProfPsych*
Participant: **PABLO RUIZ-PALOMINO**, *U. de Castilla-La Mancha*

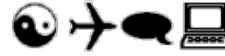
This symposium will explore how authentic leadership choices change according to the stage of life and career development of the leader as well as the organizational context. The symposium will consider the challenges and opportunities for authentic leadership that executives grapple with throughout their careers. We will use an interview format and in the actual panel, one of the professors will engage two CEOs in an interview on their authentic leadership choices throughout their career. One of the CEOs will be a senior Indigenous leader from the First Nations of Canada, and the other will be the former CEO of one of the world's largest aviation multinationals. The panelists will also consider issues of identity and authentic leadership for example in the context of women entrepreneurs. Many women entrepreneurs opt-out of corporate or industry positions to lead more authentically as entrepreneurs. However, female authentic leaders, as well as other underrepresented groups, both in corporate, or entrepreneurial contexts, face unique challenges. The panel will also consider issues of crucibles and life triggering events that contribute to authentic leadership development. Finally, the panel will discuss the building blocks of authentic leadership, specifically looking at emotional intelligence, mindfulness, and resiliency.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **647** | Submission: **13281** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

Methodological innovations for socio-political risk research
Methodological innovations for SPR research



Organizer: **Crystal Xiangwen Jiang**, *Bryant U.*
Participant: **Asda Chintakananda**, *National Institute of Development Administration (NIDA)*
Participant: **George O. White**, *U. of Michigan, Flint*
Participant: **Irem Demirkan**, *Loyola U. Maryland*
Participant: **Andreea Mihalache-O'Keef**, *Roanoke College*
Participant: **Aierken Gulidanan**, *Southern New Hampshire U.*
Participant: **Qin Yang**, *Robert Morris U.*
Organizer: **Tatiana Vashchilko (Lukoianova)**, *Haskayne School of Business, U. of Calgary*
Participant: **Yong Wang**, *Western New England U.*

This caucus targets to bring together scholars whose research include discipline-specific and interdisciplinary methodologies for studying socio-political risks (SPRs) and to provide a more granular understanding of methodological issues in complex, unpredictable and fast-changing global contexts.

This caucus meeting intends to offer a platform and forum for scholars to facilitate an interdisciplinary conversation over novel methodologies in examining SPRs and MNE strategic responses to the complexities of international and national operating environments. Considering the strong research interest in socio-political risks among AOM members, we'd like to use this caucus to connect the scholars who are specifically interested in the (1) the systematic examination of pros and cons of a range of novel qualitative and quantitative methodologies for advancement of SPR knowledge; (2) the identification of state-of-the-art analytical tools across disciplines to study different types of SPR in diverse contexts; and (3) theoretical enrichment of SPR scholarship with appropriate choices and applications of innovative methodological approaches.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Strategic Change, Adaptation, & Adjustment

Digital Session Chair: **Andrew Sarta**, *Ivey Business School*

MOC: **Technological Prisms: A Fuzzy-Set Analysis of Cognition, Robo-Advice, and Adaptation**

Author: **Andrew Sarta**, *Ivey Business School*

Directions of attention, particularly when directed toward new technology, is a critical component of incumbents adapting to technological change; however, new technology is often ambiguous at its core, skewing the interpretations associated with attending to technological change. As a result, organizations may attend to emerging technologies, but attention may differ between organization depending on how a single technological change is interpreted. Technological changes, therefore, are analogous to prisms that emit different signals with organizations recognizing few, but not all signals. Unique interpretations by organizations subsequently impact the adoption of technology and the degree to which organizations sufficiently adapt to technological change. I study the complex combinations of attentional direction, interpretations, and technological adoption by combining the computational method of topic modeling with a fuzzy-set Qualitative Comparison Analysis to uncover unique cognitive and decision-making combinations that lead to organizational adaptation. In the context of the Canadian Wealth Management industry, I outline unique cognitive interpretations of robo-advice, a technology that automates financial advice, among 15 incumbent organizations in combination with technological adoption decisions and find 3 unique paths to adaptation. The results highlight that not all directions of attention toward emerging technologies are fruitful for adaptation and that organizations hold the capacity to creatively adapt in the absence of both attention and technological adoption.

Paper is Available to Meeting Registrants Only.

MOC: **Understanding the Complexities of Psychological and Sociocultural Factors in Expatriates' Adjustment**

Author: **Sana Mumtaz**, *FAST National U. of Computer and Emerging Sciences, Islamabad*
Author: **Sadia Nadeem**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*

The literature has predominantly focused on socio-cultural factors for understanding expatriates' adjustment. The current study extends this discussion by incorporating the role of psychological factors in the expatriates' adjustment process using the anxiety uncertainty management (AUM) model. It also contributes towards understanding the mechanism of expatriates' adjustment over time. Using generalized qualitative methods, semi-structured interviews were conducted of 55 Chinese expatriates working in Pakistan. After the verbatim transcription of all the interviews, data were double coded by two researchers in the NVivo software, and analyzed using thematic analysis. The results highlighted the various socio-cultural and psychological factors that facilitated or inhibited the Chinese expatriates in their adjustment in Pakistan. The main psychological factors impeding adjustment included a lack of, or delay in, building cognition-based trust, identity crisis, and negative impact on self-esteem, while the factors facilitating psychological adjustment consisted of future career prospects, emotional support from host country nationals (HCNs), and affect-based trust. The current study contributes to the literature in the fields of sociology, psychology and international business by presenting two complementary models – the general model of adjustment and the AUM model of adjustment – for bridging the gap between socio-cultural and psychological adjustment factors of expatriates' adjustment in a cross-cultural context. In view of the findings, the researchers suggest 'mindfulness' as the optimum stage of adjustment for expatriates working in ethnocentric organizations.

Paper is NOT Available. Please contact the author(s).

MOC: **Navigating paradoxical tensions through the interplay of temporal structures**

Author: **Jack Lewis Fraser**, *Saïd Business School*

Organizations at the boundary of two institutional fields are often required to meet contradictory but interrelated demands. While transcendence – accepting both sets of demands as necessary and complementary – has been shown to be an important response to such paradoxes, achieving it places significant cognitive and behavioural strain on managers. Despite the importance of 'and/both' approaches for the survival of institutionally pluralistic organizations, we still know little about the practices that managers resort to when initial efforts to achieve transcendence break down. Through a longitudinal study of a joint-venture spanning two institutional fields, we demonstrate that managers can address otherwise insurmountable paradoxical tensions through an emphasis on the interplay of their temporal structures. By deconstructing conflicting demands into their respective temporal qualities of temporal depth – defined as the span into the past and future that they typically consider – and temporal horizons – measured by the frequency of milestones within this span – managers can process paradoxical demands in novel ways. Through a process of temporal work, managers on both sides of the institutional divide were able to negotiate a new, shared temporal depth that accommodated the temporal horizons of both sides. We show that this process enabled managers to achieve a form of transcendence, providing a structure within which to consider the demands on both sides as necessary and complementary, which was not previously possible. We suggest that 'zooming in' to focus on the complexity of temporal structures can unveil novel and surprising sensemaking processes amongst managers navigating paradoxes.

Paper is Available to Meeting Registrants Only.

MOC: **The Reputational Consequences of M&As**

Author: **Tian Han**, *Henley Business School, U. of Reading*
Author: **Abby Ghobadian**, *Henley Business School, U. of Reading*

In this study we theorise and test the mechanism through which mergers and acquisitions (M&As) affect the corporate reputation of acquiring firms. We theorise two channels – the outcome- and the intention-based channel. Further we argue that the announcement returns of M&As provide stakeholders with the outcome cues to make reputation judgements, and that M&As' deal characteristics signal the acquirers' intentions. Hence, the corporate reputation of acquiring firms will be enhanced if the acquisition outcomes or signalled intentions coincide with the stakeholders' interests. By conducting a content analysis on news articles, we produce firm-level reputation indexes based on the tone of news related specifically to the analyst comments. The empirical results largely support the hypotheses. We find that announcement returns are positively related to the corporate reputation of acquiring firms following the acquisition announcements. We also find that diversifying deals and acquisitions with a relatively larger size are likely to generate reputation gains for acquirers. As such, this study develops the reputation antecedent research, moreover, provides a more balanced assessment for M&A success by investigating the "soft" (i.e. reputational) consequences of M&As.

Paper is Available to Meeting Registrants Only.

Author: **Aoife Brophy Haney**, *U. of Oxford*

Author: **Fanny Frei**, *ETH Zürich*

Author: **Joern Hoppmann**, *U. of Oldenburg*

We investigate the drivers of individuals' perception of organizational capabilities in times of environmental change. Prior research suggests that organizations need to reconfigure their capabilities in times of environmental change and that the outcome of this process is strongly affected by which (potential) capabilities organizational members are aware of in the process of organizational change. Thus far, however, there is a lack of studies that provide systematic, quantitative evidence of how organizational members differ in their perception of organizational capabilities and why. To address this shortcoming, we draw on unique data from a two-stage survey among 357 organizational members of an incumbent electric utility company during the energy transition to test which factors influence whether organizational members perceive capabilities associated with the new versus the old world. We show that individuals who perceive changes in organizational routines and a more exploratory ideal organizational identity are more likely to perceive novel capabilities. Contrary to expectations, we do not find evidence that differences in the perception of the current organizational identity explain differences in capability perception. Our study advances the literature on the micro-foundations of capabilities, which has started to investigate the relationship between cognition and capabilities. Moreover, by shedding light on the antecedents of capability cognition, our study bears important implications for the literatures on organizational change and identity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dark-side Leadership Research: Humility, Narcissism, Dark Triad Traits, & Immorality

Digital Session Chair: **Dritjon Gruda**, *National U. of Ireland, Maynooth*

MOC: Leader Narcissism and Follower Engagement - A Machine Learning Approach  

Author: **Dritjon Gruda**, *National U. of Ireland, Maynooth*
Author: **Dimitra Karanatsiou**, *Aristotle U. of Thessaloniki*
Author: **Paul Hanges**, *U. of Maryland*
Author: **Jennifer Goldbeck**, *U. of Maryland*
Author: **Athena Vakali**, *Aristotle U. of Thessaloniki*

Although research interest in the dark triad traits, and in particular, leader narcissism, has been on the rise over the past few years, the prior literature has predominantly discussed leader narcissism from a leader-centric perspective. In this paper, we provide a relational-based perspective of leader narcissism by examining the interaction between follower personality traits and leader narcissism on follower engagement in an online context. We apply a machine learning (ML) approach to predict the personality traits of 424 leaders and 43,633 engaged followers and analyze hypothesized interactions using multilevel regressions, also accounting for leader demographic moderation effects, namely leader gender. Firstly, we find that the interaction between leader narcissism and follower agreeableness and follower neuroticism positively predicts follower engagement, while the interaction between leader narcissism and follower openness negatively predicts follower engagement. We do not find a significant interaction between narcissistic followers and narcissistic leaders with regard to follower engagement. Thirdly, we find that leader gender plays an important moderating role, in that male narcissistic leaders seem to benefit from more follower engagement from highly agreeable and neurotic followers. Limitations and implications are discussed and recommendations for future studies are outlined.

Paper is Available to Meeting Registrants Only.

MOC: Distinguishing Between Dark Triad Leaders Using Influence and Organizational Citizenship Behaviors   

Author: **Alexander Marbut**, *U. of Alabama*

Current trends in research suggest that the trait approach to leadership is in great peril. Theoretical divergence within personality psychology has generated a schism wherein some researchers claim that broader traits are best for predicting behavior, while others claim that narrower traits are best for predicting behavior. This divergence is herein identified as an argument that has been ongoing for nearly a century. It is argued that both sides have their merits and that the true danger lies in ignoring the other side, with special attention given to arguments that theoretically distinct traits are not distinct. These conceptual arguments are paired with Nicomachean Ethics to invert the dark triad and argue for the utility in distinguishing between how dark triad leaders exercise their leadership and impact their organizations through propensities toward different forms of prosocial behavior.

Paper is Available to Meeting Registrants Only.

MOC: Leaders on a moral pedestal     

Author: **Shiyu Yang**, *U. of Illinois at Urbana-Champaign*
Author: **Qiongjing Hu**, *Zhejiang U.*
Author: **Jihyeon Kim**, *Purdue U.*

Morality has long been recognized as critical to leadership. However, compared to a leader's (im)moral conduct in the professional domain (i.e., professional morality), there has been relatively less attention paid to leadership morality in the personal domain (i.e., private morality); whether and how much lay people care about the (im)morality in a leader's personal life remains largely underexplored. Drawing upon a culturally attuned perspective on leadership, in six studies (N = 1668) we found that compared to the individualistic culture of North America, the collectivistic culture of East Asia tends to place greater emphasis on a leader's private morality. Using both measurement of mediation and controlled experiments, we identified people's conception of an organization (i.e., declarative cultural knowledge) and thinking style (i.e., procedural cultural knowledge) as the mechanisms underlying the differences. Specifically, we found that compared to the North Americans, East Asians are more likely to adopt a relational (vs. transactional) view of an organization and think more holistically (vs. analytically), which in turn lead to greater importance ascribed to leadership private morality. This paper extends prior theory by advancing our understandings of how cultural knowledge shapes people's lay theories of leadership.

Paper is Available to Meeting Registrants Only.

MOC: The Potential Dark Side of Humble Leader Behavior: A Decision-making Perspective

Author: **Zhang Yue**, *Fudan U., School of Management*
Author: **Wei Hu**, *Renmin U. of China*

Extant research has demonstrated the positive effect of leader humble behavior is beneficial for employees, teams, and organizations. However, based on resource allocation theory, our research challenges previous wisdom by identifying the potential dark side of humble leader behavior. We propose that when environmental dynamism is high, humble leader behavior is negatively related to team decision-making speed, which in turn decreases team capability. Data from a multi-time and multi-source survey of 210 leader-follower dyads supported our hypothesized model. Our research reveals the perils of leader humble behavior and highlight the importance of examining environmental dynamism in this unique leadership process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **650** | Submission: **10386** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

OB Division Executive Committee Meeting
OB Division Executive Committee Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **651** | Submission: **17294** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

Managing Diversity in Organizations *Managing Diversity*



Digital Session Chair: **Aleksandra Joanna Kacperczyk**, -

OMT: **The Double-Edge Sword of a Female Political Leader: Diversity-Enhancing and Reducing Effect**  

Author: **Aleksandra Joanna Kacperczyk**, -

Author: **Sukhun Kang**, *London Business School*

Author: **Yongwook Paik**, *KAIST College of Business*

A firm's ability to attract and sustain diverse employees with respect to gender is critical to a firm's performance and long-term competitive advantage. Despite the potential influence of female political leadership on women's representation in the workplace, surprisingly little research has considered the effects of outside-firm female leadership. In this study, we theorize that the election of a top female political leader is a double-edged sword, leading to two countervailing effects. On the one hand, electing a top female political leader will generate a diversity-enhancing effect, thereby leading to a higher representation of women in upper-level positions in organizations. On the other hand, electing a top female political leader can also generate a diversity-reducing effect, thereby leading to a disproportionate outflow of women from wage employment to entrepreneurship. Finally, the strength of the two effects, diversity-enhancing and diversity-reducing, will arise differently under different conditions depending on employment experience. We test our theoretical arguments using a plausibly exogenous election result (i.e., the election of the first female president in South Korea) and find broad support for our hypotheses. Our study contributes to a nuanced understanding of the relationship between women's leadership and female representation in the workplace.

Paper is Available to Meeting Registrants Only.

OMT: **The Impact of National Culture on Firm Gender Diversity**   

Author: **Tatiana Lluent**, *ESMT Berlin*

Extant literature in organizational inequality shows that environmental forces affect firm gender equality outcomes. While there is evidence that national gender culture affects individual economic outcomes, little is known about the influence of national gender culture at the firm-level. In this article, I use the context of cross-border acquisitions to study how national culture shapes firms' arrangements towards gender equality as I explore how foreign acquisitions affect workplace gender equality at acquired firms. I use restricted-access employer-employee data from France matched to M&A data. I use a generalized differences-in differences approach to estimate the impact of acquirer national gender culture on gender equality outcomes at acquired firms after an acquisition. I find that firms acquired by acquirers from more gender egalitarian countries see a larger increase in female representation in management and larger decrease in gender pay gap post-acquisition, compared to firms that get acquired by acquirers from less gender egalitarian countries. This main effect is stronger when the post-acquisition integration process is more thorough and when a new CEO is appointed at the acquired firm.

Paper is NOT Available. Please contact the author(s).

OMT: **Are We Welcome or Not? Institutional Contradiction in Diversity and Inclusion Programmes**     

Author: **Tania Jain**, *London School of Economics*

This paper examines the limited success of diversity and inclusion programmes in organisations in recent times. In particular, we conceptualise a multi-level manifestation of the institutional contradiction between empowerment and marginalisation emerging from D&I programmes. The setting for this ethnographic study is a private school in New Delhi, India with class, gender, and religious desegregated classrooms. The intersectional actors we focus on are female Muslim worker class students for whom the institutional contradiction is most salient. In contextually theorising this contradiction, the paper contributes to the organisational diversity and institutional theory literatures. We propose an explanation for the failure of diversity programmes by revisiting the deterministic foundations of institutional theory and studying the institutional theory foundations of inequality.

Paper is NOT Available. Please contact the author(s).

OMT: **Board Diversity as Firms' Adaptation to Stakeholder Norms: The Roles of Social Embeddedness in India**

Author: **Suyash Garg**, *PhD Student*

Author: **Zhiang Lin**, *U. of Texas at Dallas*

Stakeholder norms influence firms' board composition including board diversity. However, less is known on how firms in emerging economies, specifically India—a heterogeneous institutional context where selection of directors exhibits distinct social embeddedness in firm-related network relations as well extra-network affiliations (e.g., religion/caste). Bridging the stakeholder perspective with the institutional perspective, we study Indian firms' board diversity as a strategic adaptation to stakeholder norms from developed economies. Using panel regression analyses on 842 firm-year observations between 2013 and 2018, we find that in the Indian institutional environment, such an adaptation is subject to social embeddedness in ongoing relationships between firms and governments/public agencies, as well as firms' positions in the interlocking network. The findings have important implications for corporate governance in emerging economies.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **652** | Submission: **13983** | Sponsor(s): **(ONE, SIM, MED)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 5:00PMET (UTC-4)**

Multi-Level Sustainability and Climate Management

Multi-Level Sustainability and Climate Management

Moderator: **Mark Starik**, *U. of Wisconsin System*
Panelist: **Patricia Kanashiro**, *Loyola U. Maryland*
Panelist: **Gordon P. Rands**, *Western Illinois U.*
Panelist: **Cathy A. Rusinko**, *Thomas Jefferson U.*
Panelist: **Eva Marie Collins**, *U. of Waikato*
Panelist: **Yipeng Liu**, *Henley Business School, U. of Reading*
Panelist: **Gabriela Gutierrez Huerter O**, *Assistant Professor, King's Business School*

Sustainability, or meeting the needs of the present without compromising the ability of future generations to meet their own needs, can be perceived to occur at many levels of human experience and scale. From the level of personal/individual sustainability in which a sole person's values and actions are considered, through United Nations Sustainable Development Goals and behaviors of our entire species globally, human decisions and actions about sustainability appear ubiquitous and present at many levels. How much, if any, fossil fuel should be consumed in one's home or workplace, community, nation, or anywhere on the planet, given the fossil fuel/global greenhouse gas-induced climate emergency the planet faces now and into the foreseeable future? Individual efforts to address climate and other sustainability issues seem paltry and their vast global challenges seems so daunting that resolution, if even possible, can be elusive. One approach to prevent being stymied into inaction and despair is to identify how problems can be managed at multiple levels of human organization, learning lessons at one level to be applied at others. For example, the health issue of tobacco smoking has been addressed at the individual level (via psychotherapy), at the organizational level (through the designation of non-smoking areas), and at the societal level (with public information campaigns of medical associations as examples). This workshop highlights several multi-level sustainability management values, practices, and outcomes, focusing a significant amount of attention on how the participants propose that the climate emergency issue be managed on at least two levels.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **653** | Submission: **13556** | Sponsor(s): **(STR, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

Health Care Meets Strategy: Examining Reconfiguration and Innovation in the Health Care Sector

Health Care Meets Strategy



Presenter: **Ambar La Forgia**, *Columbia U.*
Organizer: **Ambar La Forgia**, *Columbia U.*
Presenter: **Julia Bodner**, *Copenhagen Business School*
Organizer: **Julia Bodner**, *Copenhagen Business School*
Presenter: **Navid Asgari**, *Fordham U.*
Presenter: **Ram Ranganathan**, *U. of Texas at Austin*
Presenter: **Vivek Tandon**, *Fox School of Business, Temple U.*
Presenter: **Mathijs De Vaan**, *U. of California, Berkeley*
Presenter: **Jillian Chown**, *Northwestern Kellogg School of Management*
Presenter: **Dylan Boynton**, *Northwestern Kellogg School of Management*
Presenter: **Colleen Cunningham**, *London Business School*
Presenter: **David Hall**, *McKinsey & Company*
Discussant: **William G. Mitchell**, *U. of Toronto*
Discussant: **Thomas D'Aunno**, *New York U.*

The challenges facing the health care sector are not just clinical: strategic and organizational factors play a crucial role in the provision of effective and high-quality health care. This symposium investigates how health care processes, outcomes, and innovation are influenced by organization-level strategic decisions and corporate reconfiguration, and by physician-level decisions, such as referral relationships and adoption of new practices and technologies. The five papers showcase research that applies strategic and organizational management theory and methods to study the health care sector. Ultimately, this symposium helps develop a research agenda at the intersection between health care and strategy.

Divestment of Relational Assets following Acquisitions: Evidence from the Biopharmaceutical Industry

Author: **Navid Asgari**, *Fordham U.*
Author: **Ram Ranganathan**, *U. of Texas at Austin*
Author: **Vivek Tandon**, *Fox School of Business, Temple U.*

Seed Funding: Private Equity Investment, Fertility Clinic Reconfiguration, and Patient Outcomes

Author: **Ambar La Forgia**, *Columbia U.*
Author: **Julia Bodner**, *Copenhagen Business School*

Strong Ties and Vital Outcomes

Author: **Mathijs De Vaan**, *U. of California, Berkeley*

What Facilitates the Use of New Practices within Professional Specialties?

Author: **Jillian Chown**, *Northwestern Kellogg School of Management*
Author: **Dylan Boynton**, *Northwestern Kellogg School of Management*

The Limits of User Innovation: Physician Inventors, Medical Device Inventions, and AI

Author: **Colleen Cunningham**, *London Business School*
Author: **David Hall**, *McKinsey & Company*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **654** | Submission: **13932** | Sponsor(s): (STR, OMT, HCM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

Prescription for Healthcare Delivery: New Directions for Organizational Learning in Hospitals

Organizational Learning in Hospitals



Organizer: **John Joseph**, *U. of California, Irvine*
Organizer: **Alex James Wilson**, *U. of Minnesota*
Organizer: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*
Distinguished Speaker: **Amy C. Edmondson**, *Harvard U.*
Presenter: **Shirish Sundaresan**, *U. of North Carolina*
Presenter: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Participant: **John Joseph**, *U. of California, Irvine*
Presenter: **Alex James Wilson**, *U. of Minnesota*
Participant: **Jay (Jinwon) Park**, *U. of California, Irvine*
Presenter: **Jillian Chown**, *Northwestern Kellogg School of Management*
Presenter: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Jisoo Park**, *Carnegie Mellon U. - Tepper School of Business*

Now more than ever it is critical for scholars to deepen their understanding of organizational learning in hospitals: a setting that enables us to explore conditioning factors that make organizational learning especially difficult. Our symposium addresses both the theoretical and empirical gaps in our understanding of organizational learning in this crucial context. Our keynote speaker, Amy Edmondson (Harvard Business School), an expert on organizational learning in healthcare organizations, will explore key trends and issues for this important area of research going forward. The four empirical papers included in this symposium will examine the relationship between technology, structure, employee-driven innovation, failure experience, and learning in hospitals. We aim to open up new avenues of research for scholars interested in organizational learning and healthcare.

Please reach out to Sunkee Lee (sunkeelee@cmu.edu) for any questions on this symposium.

Decision Support Technology and Organizational Learning in U.S. Hospitals

Author: **Shirish Sundaresan**, *U. of North Carolina*
Author: **Isin Guler**, *U. of North Carolina, Chapel Hill*

Information Processing, Collective Learning, and Organization Design in Healthcare

Author: **John Joseph**, *U. of California, Irvine*
Author: **Alex James Wilson**, *U. of Minnesota*
Author: **Jay (Jinwon) Park**, *U. of California, Irvine*

The Risks of “Empowering” Frontline Professionals to Solve Organizational Problems

Author: **Jillian Chown**, *Northwestern Kellogg School of Management*

Curvilinear Effects of Failure Experience on Individual Learning in the Context of Heart Surgeons

Author: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Jisoo Park**, *Carnegie Mellon U. - Tepper School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **655** | Submission: **13653** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:00PMET (UTC-4)**

Techniques for increasing meaningful connections in the remote learning environment
Meaningful connections in remote learning



Participant: **Kyle Ingram**, *U. of California, Riverside*
Participant: **Hodar Lam**, *U. of Amsterdam*
Participant: **Jonathan Lim**, *U. of California Riverside*

In an effort to increase meaningful connections with students during a forced period of remote learning, the authors draw on social penetration theory, social exchange theory, and social presence theory in the design and implementation of techniques used in their respective courses. We theorize and discuss evidence revealing the capacity for mental health, assessment design, and technology to improve upon the student-professor relationship. Preliminary results reflecting the relationship between assessment design and student engagement will be unveiled.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **656** | Submission: **17619** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:00PMET (UTC-4)**

Active Learning Pedagogies in Management Education and Development Post-Pandemic: Mapping the Links and Looking Ahead *Active Learning Pedagogies*

Facilitator: **Lise Aaboen**, *NTNU*
Facilitator: **Belgin Okay-Somerville**, *U. of Glasgow*
Presenter: **Kate Elgayeva**, *U. of Minnesota, Duluth*
Presenter: **Ricardo Gabriel Flores**, *U. of Victoria*
Presenter: **Brett Paul Matherne**, *Georgia State U.*
Presenter: **Jon W. Beard**, *Iowa State U.*
Presenter: **Andrew Pueschel**, *Ohio U.*
Facilitator: **Karen MacMillan**, *Wilfrid Laurier U.*
Facilitator: **Vicki L. Taylor**, *Shippensburg U.*

Presenters will simulate active learning classroom components by infusing the session with experiential activities that connect learning technologies and social-emotional contexts of management education and development. Through the lens of evidence-based practices, participants will gain a better understanding of how to (1) structure active learning approaches in evolving classroom modalities, (2) leverage learning technologies supporting these approaches, and (3) cultivate a mindset for teaching effectiveness in a post-pandemic landscape.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **657** | Submission: **11020** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM- 4:00PMET (UTC-4)**

A How-To Guide for Taking the Case Method Live

Live Cases

Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*

Presenter: **Karin Schnarr**, *Wilfrid Laurier U.*

Presenter: **Brent D. Beal**, *U. of Texas at Tyler*

This session will introduce case writers to the concept of live cases, clearly describe how they differ from traditional case writing, provide a step-by-step guide to creating a live case, and suggest how they are most effectively used in a classroom. Our session will cover both live cases based solely on secondary data as well as those based on proprietary data provided by a live case partner company. Writing live cases with companies provides opportunities for live case writers to tailor the case to mimic real world examples, better preparing business students for scenarios they could face upon entering the workforce. Importantly, we will outline how live cases can be done remotely via ZOOM.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **658** | Submission: **13123** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM- 4:00PMET (UTC-4)**

Reimagining an Introductory Management Course: Lessons from a Self-Managed Teaming Impact Initiative
Self-Managed Teaming Impact Initiative



Participant: **Matthew Eriksen**, *Providence College, School of Business*
Participant: **Arati Srinivasan**, *Providence College*
Participant: **Thomas R. King**, -
Participant: **Morgan Perry**, *Providence College*
Participant: **Elyse Pereira**, *Providence College*

Teamwork, collaboration and interpersonal communication skills have been consistently ranked as the top skills companies look for in job applicants. We believe that in order to develop these teaming skills, faculty need to employ experiential learning opportunities in realistic settings that enable students to experience team development and management processes. Our primary objective in this session is to present how faculty can move away from lecture-based, content-centered learning to an experiential student-centered learning environment, one that facilitates students' development as managers, leaders, and team members. We will present the experience and impact of the introductory course we piloted including a discussion of possible faculty concerns and fears and how they could overcome these to incorporate a similar experience into their courses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **659** | Submission: **13259** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:00PMET (UTC-4)**

Engaging Students Using Social Media and Aristotelian Rhetoric as a Tool for Critical Thinking *Discovering Your Inner Aristotle*

Presenter: **Lucy Gill-Simmen**, *Royal Holloway, U. of London*

Abstract 'It is the mark of an educated mind to be able to entertain a thought without accepting it'. - Aristotle Critical thinking is knowing when to ask questions and knowing what questions to ask. Daniel Kahneman, in *Thinking: Fast and Slow*, suggests we are predisposed to jump to conclusions and employ cognitive bias, or selective hearing, to defend such conclusions (Kahneman, 2011). Indeed, many students are hesitant to think critically, yet such skills are highly sought after in the workplace. As such, this begs the question, as educators, how do we teach students critical thinking skills and how can we do this in an engaging and inspiring way? One way to do this is to draw on the work of Aristotle's rhetoric. Rhetoric is based on proofs, syllogisms and arguments, which activate the mental ability of humans and therefore promote creative and critical thinking. This session introduces a fun and out of the box technique to engage students in critical thinking drawing on Aristotelian rhetoric as a framework.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Earnings Over Time

Digital Session Chair: **Lusi Wu**, *U. of Electronic Science and Technology of China*

HR: The Moderated Curvilinear Relationship Between Work Experience diversity and salary

Author: **Lusi Wu**, *U. of Electronic Science and Technology of China*

Author: **Jian Gao**, *Northwestern Kellogg School of Management*

Author: **Tao Zhou**, *U. of Electronic Science and Technology of China*

Prior research on work experience diversity yields inconsistent findings regarding its effects on employment outcomes: some conclude that experience diversity discounts (e.g., Ferguson & Hasan, 2013; Zuckerman, Kim, Ukanwa, & Rittmann, 2003), whereas some highlight its benefits (e.g., Lazear, 2004; Custodio, Ferreira, & Matos, 2013). Using resume data of over one million individuals, the current study aims to account for this inconsistency by first differentiating functional diversity and industrial diversity in evaluating work experience diversity, and proposing an inverted U-shaped relationship between functional diversity and salary, which is moderated by industrial diversity. Specially, we focus on the socio-cognitive distances between different job functions and industries in assessing diversity. With all hypotheses supported by the results, our study provides a finer-grained understanding on how work experience diversity influences salary.

Paper is NOT Available. Please contact the author(s).

HR: Altruism and Inequality: How Pro-social Pay Discounts Offset the College Pay Premium

Author: **Nathan Wilmers**, *Massachusetts Institute of Technology*

Author: **Letian Zhang**, *Harvard Business School*

In an era of substantial labor market inequality, employers increasingly invoke pro-social mission, corporate responsibility and organizational purpose. Many commentators criticize these prosocial commitments as ineffectual and insincere. In this paper, we argue on the contrary that these employer commitments inadvertently reduce earnings inequality. Building on research on job values, we hypothesize that college graduates are more willing to sacrifice pay for pro-social impact. So employers' increased emphasis on pro-social job amenity will lower pay disproportionately for higher skill workers. We test this theory with data on the near-universe of online US job postings. We find that pro-social jobs which require a college degree post 10 percent lower wages than standard postings with exactly the same job requirements. Wages at pro-social, but low-education jobs, are no different from comparable regular jobs. This gap reduces the aggregate college wage premium by around 5 percent. We present a variety of supplementary evidence using resumes, survey data and an online experiment with hiring managers. The findings show that employers' embrace of pro-social messages can offset macro-level inequality.

Paper is Available to Meeting Registrants Only.

HR: Ties That Bind but Pay: The Consequences of Noncompete Agreements on Compensation

Author: **Kwan Seung Lee**, *U. of Houston, Victoria*

The author conducts an organizational-level analysis of how noncompete agreements (NCAs) and employee hiring paths may affect compensation. Instead of relying on a proxy measure of organizational NCA use, the author collected 423 instances of NCAs between Standard & Poor's 500 firms and their CEOs appointed during 1996-2015. Findings show that CEOs who signed an NCA receive more compensation than others without one and that among those who signed an NCA, external hires receive more compensation than internally promoted counterparts. More importantly, their compensation increase due to NCAs shows different patterns by hiring path. Compensation increases for NCA-signed external hires includes more cash but less equity compensation than those for internally promoted CEOs with an NCA. Revealing the separate and collective impacts of restrictive employment practices and employee careers on compensation, the author contributes to the literature on employee mobility and growing NCA research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **663** | Submission: **16665** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 4:30PMET (UTC-4)**

How to Get the Most of Your AOM Member Benefits (Sunday)

Member Benefit of the Day (Sunday)

Organizer: **Terese Loncar**, *Academy of Management*

Organizer: **Julia Vesei**, *Academy of Management*

Speaker: **Kerry Ignatz**, *Academy of Management*

Speaker: **Elisa Lovergine**, -

Speaker: **Steve Whalen**, *Academy of Management*

A daily overview of AOM member benefits and how to obtain them including overviews and Q&A about Publications, Meetings, DIG online communities, Career Services and more

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **664** | Submission: **16607** | Sponsor(s): **(MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 6:00PMET (UTC-4)**

Management History Executive Meeting *Management History Executive Meeting*

Program Chair: **Patricia McLaren**, *Wilfrid Laurier U.*
Division Chair: **Andrew Cardow**, *Massey U.*
Division Chair-Elect: **Roy R. Suddaby**, *U. of Victoria*
Professional Development Workshop Chair: **Leon Prieto**, *Clayton State U.*
Participant: **Daniel Wadhvani**, *U. of Southern California*
Participant: **Regina Greenwood**, *Nova Southeastern U.*
Participant: **Andrew D A Smith**, *U. of Liverpool*
Participant: **Jay J. Janney**, *U. of Dayton*
Participant: **Nicholous Mark Deal**, *Saint Mary's U., Canada*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **665** | Submission: **16555** | Sponsor(s): **(STR, TIM, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 6:30PMET (UTC-4)**

Strategy and Innovation Field Experiments: How to Design and Run Experiments with Firms

Strategy and Innovation Field Experiments



Organizer: **Hyunjin Kim**, *INSEAD*
Organizer: **Rembrand Michael Koning**, *Harvard Business School*
Speaker: **Charlotte Blank**, -
Speaker: **Eva Guinan**, *Harvard Medical School*
Speaker: **Karim R. Lakhani**, *Harvard U.*
Speaker: **Grace Lee**, *AES*
Speaker: **Lamar Pierce**, *Washington U. in St. Louis*
Speaker: **Nina Teng**, *London Business School*
Participant: **Jasjit Singh**, *INSEAD*

In this PDW, participants will receive practical insights on how to design field experiments with companies for strategy and innovation research. This 2.5-hour workshop will consist of two parts: (1) a 100-minute panel and Q&A session where 4 scholars in dialogue with 4 representatives from firms they have collaborated with successfully will share their experiences working together to design and run field experiments; (2) a 30-minute session where pre-registered PhD students and faculty will receive feedback on ideas for field experiments and advice on challenges that they are experiencing in collaborating with companies. By providing scholars with insights on how to collaborate on field experiments with firms and building connections between researchers who are interested in running experiments, this PDW aims to build and grow a community around field experimental research in strategy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **666** | Submission: **14792** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:30PMET (UTC-4)**

Open Innovation in Science: Involving Crowds in Setting Research Agendas? *Involving Crowds in Setting Research Agendas*



Organizer: **Susanne Beck**, *LBG OIS Center & Copenhagen Business School*
Organizer: **Marion Kristin Poetz**, *Copenhagen Business School*
Organizer: **Henry Sauermann**, *ESMT European School of Management and Technology*
Panelist: **Kévin Boudreau**, *Northeastern & NBER*
Panelist: **Linus Dahlander**, *ESMT European School of Management and Technology*
Panelist: **Louise Gunning-Schepers**, *U. of Amsterdam*
Panelist: **Muki Haklay**, *U. College London*
Panelist: **Simon Moberg Torp**, *U. of Southern Denmark*
Panelist: **Katrin Vohland**, *Natural History Museum Vienna*
Discussant: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Scientific research has for a long time been the domain of professional scientists, often working within the confines of academic or corporate labs. However, there are increasing calls from funding agencies, policy makers, and civil society to involve “crowds” and “citizens” in the research process. The hope is that such involvement can increase the productivity of research as well as the relevance and societal adoption of the knowledge that is produced. A growing number of crowd science projects now operate in fields as diverse as astronomy, biology, history, medicine, and physics. Results have been published in top tier journals such as Nature, Science, and PNAS. However, most of these projects “use” crowds for empirical tasks such as collecting and coding data (e.g., Zooniverse), or for problem solving (e.g., Foldit). There are only few efforts to involve crowds in earlier, “agenda setting” stages of scientific research such as the identification of research questions, the selection of problems that should be investigated, or the development, evaluation and funding of research proposals. To gain a deeper understanding of this emerging topic, distinguished panel members including scholars of science and science policy, as well as experts on crowdsourcing and open innovation, organizers of real-world efforts to involve citizens in agenda setting and interested AoM members discuss why crowd involvement in setting research agendas is, so far, more limited, whether crowds should get more involved in setting research agendas and if so, how this could be organized, and what the boundary conditions for crowd involvement in setting research agendas are.

Workshop experience will be best if participants use a computer with a keyboard to engage in the collective brainwriting part of the symposium.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **667** | Submission: **10556** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:00PMET (UTC-4)**

Using a 360-degree performance appraisal method to a cultivate high-performance learning culture
The 360-degree appraisal method in remote teaching



Facilitator: **Binhua Eva Huang**, *Wilfrid Laurier U.*
Facilitator: **Anita Boey**, *Wilfrid Laurier U.*

Remote teaching has posed a challenge for instructors to engage students and build a high-performance learning culture. In a face-to-face class, students' class engagement can be easily observed. In a remote class, it is often quite hard to tell whether students are fully engaged. This dynamic and interactive session will provide practical suggestions on how to build a high-performance culture and engage students using a 360-degree performance appraisal method in remote teaching. Through various activities of poll, chat, class discussion and breakout room, participants will learn how to: 1) set up different management roles in class; 2) design performance criteria; 3) conduct class manager evaluation, group leader evaluation, students self-evaluation, and instructor evaluation; 4) provide training to students in different roles; and 5) facilitate feedback and enhance communication between teachers and students. Participants will take away slides and samples of performance criteria, evaluation forms for the class manager, group leader, and students as well as some constructive feedback and communication examples between the instructor and students. These takeaways will help participants develop a tailored 360-degree appraisal approach which can enhance class engagement in a virtual class setting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **668** | Submission: **13706** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:00PMET (UTC-4)**

Entrepreneurship: A Strategic Approach *Entrepreneurial Strategy*

Chair: **Erin L. Scott**, *Massachusetts Institute of Technology*

Chair: **Scott Stern**, *Massachusetts Institute of Technology*

Panelist: **Abhishek Nagaraj**, *U. of California, Berkeley*

Panelist: **Vera Rocha**, *Copenhagen Business School*

Panelist: **Michael J. Leiblein**, *Ohio State U.*

Panelist: **Joshua Gans**, *U. of Toronto*

Building on over two decades of award-winning research, more than a decade of classroom development, and working with hundreds of start-ups, the Entrepreneurial Strategy framework not only synthesizes but reconceptualizes and reorients practical and academic insights to focus squarely on the practical and grounded choices facing founding teams. These course materials offer students and entrepreneurs a practical and systematic approach for how to undertake the process of exploring and evaluating the core choices that entrepreneurs need to make as they translate their ideas into a reality. By putting founder choices center stage, Entrepreneurial Strategy offers a guide for entrepreneurs as they make the key decisions shaping their ventures, and a process for making choices in a way that enhances the potential for venture scalability and success. This TLC@AOM session will introduce a range of new tools and techniques, including tools for the process of entrepreneurial decision-making (Test Two Choose One) and a novel start-up strategy template (The Entrepreneurial Strategy Compass). After an introduction to the framework and course materials, leading entrepreneurship and strategy educators will share their perspectives on incorporating these resources into their courses – a junior faculty who successfully launched the full course as a first teaching experience, experienced scholars who supplemented their established entrepreneurship and innovation strategy courses to enhance their courses, and an academic leader within an entrepreneurship program who used these materials to guide seed-stage, science- and technology-based startups. A series of breakout tracks will provide ample opportunity for participants' engagement and discussion.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **669** | Submission: **14218** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:00PMET (UTC-4)**

High Impact Practices: Preparing Students for the Global Workplace

High Impact Practices

Presenter: **Maureen Andrade**, *Utah Valley U.*
Presenter: **Rebecca Lindsay**, *Utah Valley U.*

This session will explore how High Impact Practices and their underlying elements can be implemented in management education to help students develop employer-valued skills such as communication, teamwork, critical thinking, and application of knowledge to real-world settings. Participants will analyze assignment examples, reflect on their current practices, and consider how to redesign an assignment to incorporate the elements of HIPs.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **670** | Submission: **15757** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:00PMET (UTC-4)**

Short Bursts: Quick Pedagogical Interventions for In-class Team-Skill Development



Quick Interventions for In-class Team-skills

Presenter: **Kimberly Carlson**, *Virginia Tech*
Presenter: **Elizabeth Jamison**, *Virginia Tech*

Many classes within business majors rely on team projects to prepare students for their future careers where most of them will work in teams. However, few faculty members can afford to spend much, if any, time teaching their students teamwork skills when "teamwork skills" fall outside the course curriculum. Relatedly, students often report struggling in team projects and report negative experiences from working in teams, such as poor communication and uneven workloads across team members. This is important because critical team skills have been found to have positive effects on team performance (Hanson 2006, Mennenga 2012). In Spring semester 2019, we conducted a study to test if it was possible to increase positive outcomes in students' team-based skills and satisfaction by providing several short interventions delivered throughout a semester. We surveyed participants in sixteen sections of a capstone business course with seven participating faculty. Four of the sixteen sections required six short (ten minutes or less) interventions designed to encourage positive team behaviors. All sections completed a survey at the end of the semester. Results indicate that treatment groups had greater positive impact with their team experience than the control groups in team-based concepts of trust, conflict, accountability, and satisfaction when compared to non-treatment groups. In this teaching and learning session, we will share our short-burst interventions to demonstrate how to incorporate these small but meaningful tools to improve team dynamics and management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **671** | Submission: **10388** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:30PM - 5:30PMET (UTC-4)**

OB Division Making Connections Committee Meeting
OB Making Connections Committee Meeting

Participant: **Elizabeth Margaret Campbell**, *U. of Minnesota*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **672** | Submission: **17278** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:30PM - 6:00PMET (UTC-4)**

Managing Stakeholder Pressure *Managing Stakeholder Pressure*



Digital Session Chair: **Georg Wernicke**, *HEC Paris*

OMT: One China: When Do Multinational Corporations Concede to Nationalistic Activism

Author: **Huidi Lu**, *Hong Kong U. of Science and Technology*
Author: **Kaixian Mao**, *Hong Kong U. of Science and Technology*
Author: **Lori Qingyuan Yue**, *Columbia Business School*

We extend King's (2008) corporate-context perspective that explains corporations' concessions to social movement activists into the international context in order to explain multinational corporations' concessions to nationalistic activists in their host countries. While King argues that both the market and nonmarket pressures in the corporate context make corporations more willing to concede to activists' requests, we suggest that the influence of nonmarket pressure can be divergent from that of market pressure because the former develops from a specific geopolitical context while the latter is universal. Conceding to nationalistic activism from an authoritarian country can be a liability to corporate reputation, and thus multinational corporations with good reputation or those facing non-market pressures from democratic countries are less likely to concede. We find support for our theory in a 2018 quasi-field experiment of the Global Fortune 500 firms that were targeted by Chinese nationalists for violating the "One China" principal in the regional indications on their websites. While targeted corporations that experience market performance declines are more likely to change their websites according to activists' requests, those with better reputation and those facing activism challenges from more democratic countries are less likely to do so.

Paper is Available to Meeting Registrants Only.

OMT: Policies Without Plans? Sequential CSR Responses and the Role of Resources for Policy Implementation

Author: **Nikolas Rathert**, *Tilburg U.*
Author: **Georg Wernicke**, *HEC Paris*

Research on organizational responsiveness to stakeholder pressure has often assumed that firms are capable of intentionally selecting symbolic or substantive responses as such pressures occur. As such, decoupling – gaps between policy adoption and implementation – results from strategic considerations by managers. In this paper, we rethink these assumptions and develop a theory of sequential responses to stakeholder pressure. We show that sequential responses – whereby firms exhibit time gaps between policy adoption and their implementation and decoupling is temporary – are a common empirical occurrence. Focusing on the key role of organizational resources, we hypothesize that the likelihood of sequential responses and the timing of implementation depend on the availability of structural and attentional resources that enable firms to implement policies faster. We find considerable support for our hypotheses using a sample of US firms in the issue domain of consumer safety.

Paper is NOT Available. Please contact the author(s).

OMT: Getting Ahead of Yourself: How to Close the Gap Between What Organizations Say and Do

Author: **Marlon Fernandes Rodrigues Alves**, *Federal Institute of Education, Science and Technology of São Paulo*
Author: **Larissa Marchiori Pacheco**, *Northeastern U.*
Author: **Nahyun Kim**, *Ivey Business School*
Author: **Oana Branzei**, *Ivey Business School*
Author: **Adriana Cristina Ferreira Caldana**, *U. of Sao Paulo (FEA-RP/USP)*
Author: **Neusa Santos**, *PUCSP*

In response to stakeholder pressures, organizations make public commitments to CSR and often fail to keep their promises. Much of the research on this topic is focused on decoupling activities, originating from the gap between CSR communication and CSR implementation. Little is known regarding whether and when the discrepancy between the two might be an instrument to improve or create future CSR. Departing from the idea that firms must stretch their time-horizons to match the scale of environmental issues, we take advantage of a setting that resembles a natural experiment and investigate the organizational responses to the Sustainable Development Goals Compass in the energy sector, from 2014 to 2018. Based on a multi-case investigation, we applied computer-aided text analysis to track CSR communication and fuzzy-set qualitative comparative analysis to track CSR implementation. We find three configurations that close the gap between communication and implementation: tempered exploration, tempestuous exploration, and turbulent exploration. Also, we find that increased long-term orientation and decreased continuity in communication predicts successful CSR implementation. Overall, our study suggests that communication is a stronger driver of attentional engagement patterns and that integration is a key activity for CSR implementation. Boundary conditions and future research suggestions are further discussed.

Paper is NOT Available. Please contact the author(s).

OMT: A Longitudinal Analysis of Board of Director Busyness and Firms' Ambidextrous Orientation

Author: **Mariano L.M. Heyden**, *Monash Business School*
Author: **Ralf Wilden**, *Macquarie Business School*
Author: **Sebastian Fourne**, *Wilfrid Laurier U.*
Author: **Valentina V. Tarkovska**, *U. of Witten/Herdecke*
Author: **Lane Matthews**, *Queen's U. Belfast*

Although studies highlight the informational upside of a board's connections to its external environment, we develop the idea of "busyness" as an important boundary condition in directors' (in)ability to apply their external knowledge to assist a focal firm. We relate this notion to the extent to which strategy is characterized by an ambidextrous orientation, which research links positively to performance, yet is also a particularly complex strategic orientation that imposes greater information processing demands (i.e., knowledge exchange and integration) on directors. Our results from a longitudinal panel analysis of publicly listed UK firms provide novel and robust evidence that busy non-executives have a negative influence on the ambidextrous orientation of firms, whereas busy executive directors do not seem to exert an influence. We further find that busy women directors show an inverted U-shaped relation with ambidextrous orientation. We discuss implications for busy boards as a microfoundational antecedent of ambidextrous orientation, the hidden cost of high-quality boards, cascading influences of different types of directors on firms' ambidextrous orientation, and managing the external workloads of different directors.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **673** | Submission: **16616** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:30PM - 5:30PMET (UTC-4)**

2021 TIM Emerging Scholar Award
2021 TIM Emerging Scholar Award

Participant: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

This session features the 2021 recipient of the highly competitive TIM emerging school award. The selected scholar will be announced. The session will feature a presentation by the award winner. There will be discussion about the award and selection criteria. Untenured scholars are encouraged to attend to learn more about applying for this award.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **674** | Submission: **15490** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 7:00PMET (UTC-4)**

Entrepreneurship Division Executive Committee Meeting
ENT Executive Committee Mtg

Organizer: **April Franco**, *U. of Toronto*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **675** | Submission: **12596** | Sponsor(s): (**MSR, OB, ODC**)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 7:00PMET (UTC-4)**

**Toward Mindful Management: On Mental Models, Implicit Biases,
and Spiritual Reflections**
Toward Mindful Management



Facilitator: **Joan F. Marques**, *Woodbury U.*
Participant: **Christina Walker**, *Lenoir-Rhyne U.*
Participant: **Svetlana S. Holt**, *Woodbury U.*
Participant: **Susan Brownlee**, -
Participant: **Adam Wood**, *Woodbury U.*
Participant: **Ayesha Sengupta**, *Ph.D. Candidate at Maharishi International U.*

The societal concerns of our times are not new, but have become painfully amplified in light of a global pandemic that changed everything we used to take for granted. As the managers of our lives, and in every setting where we exert a supervisory role, we now have an opportunity to elevate our awareness and induce constructive change. This PDW assumes that all participants to the annual AOM conference are managers, whether pertaining to their own lives or to supervisory positions of others. The PDW will explore in an interactive mode, three phenomena that impact human interactions, and therefore also managerial decisions: mental models, implicit biases, and spiritual reflections. The first two concepts are interrelated, and will be briefly discussed at the beginning of the session, after which some existing examples of these concepts will be discussed, followed by a process of deliberation on spiritual models toward improvement through greater mutual respect, acceptance, and inclusion.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **676** | Submission: **17440** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 6:30PMET (UTC-4)**

Ecology of Digital Platforms and Open Source Communities



Digital Session Chair: **Maximilian Schreieck**, *The Wharton School, U. of Pennsylvania*

OCIS: **Building Blocks of Digital Platform Ecosystems and Their Implications for Inter-Platform Governance**

Author: **Maximilian Schreieck**, *The Wharton School, U. of Pennsylvania*
Author: **Manuel Wiesche**, *TU Dortmund U.*
Author: **Jan Ondrus**, *ESSEC Business School*
Author: **Helmut Kremer**, *TUM School of Management, Technische U. München*

Digital platform ecosystems—sets of organizational actors that form around one or more digital platforms—have become hugely successful. However, there is still confusion about what digital platform ecosystems are and how they can be governed successfully by their orchestrators. What seems to be clear is that the most successful digital platform ecosystems such as the ones driven by Google, Apple, and Tencent include many digital platforms and not just one. To better understand digital platform ecosystems, we suggest breaking them down into three building blocks: (1) exchange platforms, (2) innovation platforms, and (3) community platforms. While only one of those could be enough to form a digital platform ecosystem, most successful digital platform ecosystems combine all three. This has implications for the orchestrator's approach to platform governance, which no longer addresses one digital platform but needs to consider the various digital platforms—a phenomenon we term inter-platform governance. By using the example of Tencent, we illustrate how breaking down the overall digital platform ecosystem into a system of inter-linked digital platforms helps to get a better understanding of platform governance.

Paper is Available to Meeting Registrants Only.

OCIS: **Understanding the Reactive Practices of Third-party Developers**

Author: **Jiali Qi**, *Stevens Institute of Technology*
Author: **Aron Lindberg**, *Stevens Institute of Technology*

Increasingly, building software systems by using third-party modules is recognized as a crucial success factor for the software industry. Much research looks at how software platforms should be configured to stimulate the development of third-party software. Yet, there is a lack of research on third-party software developers' actual activities in relation to the platform ecosystem they work within. As a result, our understanding of the platform-centric ecosystem is limited. This paper aims to understand the nature of third-party software developers' work by conducting a systematic investigation of this workforce from a practice perspective. In particular, we pay close attention to third-party software developers' behavioral responses towards platform changes. Through a case study, we identify four reactive practices enacted by third-party developers: recognizing, processing, adapting, and influencing. We generalize the observation into a model of the reactive mechanism. The study contributes to the theorizing of platform-centric ecosystems by highlighting the critical role of third-party developers.

Paper is Available to Meeting Registrants Only.

OCIS: **Network Effects in Public Blockchain Ecosystems: A Layer-Subsystem Perspective**

Author: **Yukun Yang**, *Georgia State U.*
Author: **Likoebe Maruping**, *Georgia State U.*

Existing research on platform-enabled ecosystems has placed a great deal of emphasis on platforms with centralized forms of authority while paying less attention to ones with highly decentralized forms. To unfold the functioning of decentralized platform-enabled ecosystems, we introduce layer-subsystems as an important structure of the public blockchain ecosystem. Informed by the theoretical perspective of value co-creation, we theorize how activities within each subsystem react to each other with distinct value co-creation processes and how subsystems interact on the same layer or across different layers. We collect weekly data of a leading public blockchain ecosystem and use a time-series analysis to examine our hypotheses. Our findings reveal that the network effects in the public blockchain ecosystem are unbalanced (mutual vs. unidirectional) and asymmetric (short-term vs. long-term). We also find that the within-subsystem effects tend to show immediately, while the between-subsystem across layers usually take time to manifest. We discuss both the theoretical and practical implications of these findings.

Paper is Available to Meeting Registrants Only.

OCIS: **Centralized Vs. Distributed Governance of Platform Ecosystems**

Author: **Zhen Zhu**, *China U. of Geosciences (Wuhan)*
Author: **Xinlin Tang**, *Florida State U.*
Author: **Ping Wang**, *U. of Maryland*

Platform-based ecosystems attract diverse independent actors to pool their creativity and generate complementary innovations that may bring more value to the users than they get from conventional, vertically integrated organizations. Yet, the generativity of platform ecosystems may also increase the variance in product quality, leading to user dissatisfaction and poor sales. This so-called "generativity tension," between innovation and quality, may be eased by effective governance. The literature on ecosystem governance focuses primarily on centralized control by platform owners. We contend that control may be distributed so ecosystem participants can also help control product quality. By analyzing international package tours at Trip.com, we have found that both centralized control (e.g., platform-assessed quality ratings) and distributed control (e.g., customer-generated quality ratings) can be effective in improving sales. Further analysis indicates that centralized control complements distributed control and their relative effectiveness reverses when the volume of customer reviews changes. This finding demonstrates that the utility of control in platform ecosystem governance lies in not just the intensity but also the spread of control among platform owner and ecosystem participants. Hence, the study expands the concept of distributed governance from its original focus on decision rights partitioning to the realm of control portfolio configuration, where managers can pursue opportunities to foster innovations without compromising quality in platform ecosystems.

Paper is NOT Available. Please contact the author(s).

Author: **Sabine Brunswicker**, *Purdue U., West Lafayette*

Author: **Satyam Mukherjee**, *Indian Institute of Management, Udaipur*

In Open Source Software (OSS) communities, coordination happens based on artifact-mediated interactions among geographically dispersed individuals. Prior literature on OSS and software evolution argues that the coordination structures that emerge from dyadic coordination relationships may emerge from endogenous non-random relational mechanisms. The objective of this research is to understand whether and how relational endogenous mechanisms predict the formation of coordination relationships in evolving networks of software developers. We implemented an Exponential Random Graph Model (p^*) and studied the significance of antecedent factors of coordination patterns among software developers. Our empirical analysis encompasses five years of development activity between 2012 and 2016 involving 619 developers in Nova, one of the oldest packages in OpenStack. In contrast to other network formation process, we find evidence of non-linear rather than linear preferential attachment among software developers. Knowledge similarity of two developers also has a significantly positive effect on the formation of coordination relationships. Both mechanisms unfold differently over time: While non-linear preferential attachment explains the formation of coordination relationships across different evolutionary periods, does knowledge similarity only sustain its effect in the early stages of OSS coordination. Our findings contribute to the scholarship on OSS and online communities more broadly.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **677** | Submission: **16711** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 6:30PMET (UTC-4)**

ONE Awards

ONE Awards

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **678** | Submission: **12163** | Sponsor(s): **(RM, HR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 7:00PMET (UTC-4)**

Getting Managers Better Data to Help Them Manage: A Workshop on Scale Development and Validation *Scale Development Workshop*



Organizer: **Stephanie L. Castro**, *Florida Atlantic U.*
Panelist: **Claudia Cogliser**, *Texas Tech U.*
Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Larry J. Williams**, *Texas Tech U.*

In all scientific fields, accurate measurement of the constructs we study is critical to the advancement of knowledge. Over the years, multiple reviews have criticized research in management for a general lack of attention to construct measurement validity, with particular criticism of survey measurement scales. We believe this criticism is accurate, and hope to improve the state of our field by providing researchers a simple, psychometrically-sound programmatic approach to help them establish construct validity for new scales (and evaluate the validity of existing scales). The first half of the session will focus on establishing a general understanding of construct validity as well as best practice approaches to evaluating construct validity. The second half of the session will be “hands-on”, conducted in small break-out groups, providing participants an opportunity to apply this information and work on their own measures as well as the ability to pose any questions they may have to facilitators.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **679** | Submission: **13541** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 6:00PMET (UTC-4)**

Discussions that Build Community, not just a Letter Grade - How to Stop being 'Darth Grader'

Discussions that Build Community



Presenter: **Tawnya Means**, *U. of Nebraska, Lincoln*
Presenter: **Brian Verdine**, *Yellowdig*

Creating and fostering a dynamic learning environment in management curricula is of paramount importance in today's management education. Unlike other business disciplines, management's multidisciplinary nature beseeches instructors to engage students on a variety of core competencies, all while trying to connect what is happening "in the text" to what the students are seeing from the "real world." Consequently, "discussion" becomes a crucial component of such courses. Whether it be via the LMS discussion boards, external tools or asynchronous platforms, and/or virtual synchronous sessions, many of the widely adopted practices are still leaving faculty looking for more opportunities to engage with students, especially ways to build social presence and encourage more student to student interaction. In this interactive session, the lead presenter will share experiences from teaching undergraduate and graduate management courses to solve the challenges of facilitating a community of conversations without micromanaging students. The resulting data from these courses (and other courses) will be used to highlight the differences in student behavior in different discussion paradigms. The session is especially relevant for any professor who finds they are spending too much time grading weekly discussions, for faculty teaching in courses who are struggling to engage with learners at-scale or at a distance, or for administrators exploring options to enhance online, remote, blended, and technology-enhanced synchronous and asynchronous courses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **680** | Submission: **15775** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 6:00PMET (UTC-4)**

**Introducing Failure As A Deliberate Instruction Design Strategy For
Enhanced Learning Outcomes**
Failure As A Deliberate Strategy For learning



Participant: **Sandeep Rambhatla**, *Amrita School of Business*

Participant: **Deepak Gupta**, *Amrita School of Business, Amrita Vishwa Vidyapeetham*

Engaging the 21st-century learner and measuring their competency requires an approach that is akin to the corporate world's practices. Traditional methods of direct assessments only measure what a student has learnt or not learnt and typically tap students recall or utmost basic demonstration of skills. They fail to capture the students learning progress along the epistemic frame of a profession. While in startups and large organisations failure is seen as an important ingredient for learning and success, in academia it generally has a negative connotation. I would like therefore showcase the possibilities of introducing failure as a deliberate instructional design strategy in classroom settings by designing epistemic games. The session would be a hands-on workshop, where participants will get an idea of designing a simple epistemic game, understand design considerations, and process of embedding failure opportunities for measuring learning outcomes. Participants will get an end to end of view of translating a managerial problem into an epistemic game that allows for failure and measures learning outcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **681** | Submission: **15996** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM- 6:00PMET (UTC-4)**

The Global Experience Initiative 
The Global Experience Initiative

Participant: **Iris Berdrow**, *Bentley U.*

This presentation describes a comprehensive curriculum design for global experiences that can be offered across all programs to all students. The Global Experience Initiative is a comprehensive program that supports faculty and students in offering and completing global experiences in a variety of modalities. The Global Experience Initiative incorporates the following components: Three student requirements: 1. A Culture in Business & Society Workshop 2. One of 5 suggested Global Experience Options 3. An End of Program Reflection Module Four supporting elements: 1. Global Experience Coaches for students on Study Abroad 2. Global Experience Workshop for faculty running Faculty Led Programs and Modern Languages Experiences 3. Program Coordinator for International Service Learning Experiences 4. End of Program Reflection coordinator This session will present the mandate for designing transformational learning experiences, describe each component of this initiative, and allow participants to consider how this might be useful in their own institutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **682** | Submission: **16045** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 6:00PMET (UTC-4)**

An Experiential Learning Group Project for Virtual or In-person HRM Courses
HRM Group Project



Presenter: **Jennifer Komar**, *Wilfrid Laurier U.*
Presenter: **Shawn G. Komar**, *Wilfrid Laurier U.*
Presenter: **Samantha Hancock**, *Wilfrid Laurier U.*

In this session, the authors will present an experiential learning group project primarily designed for introductory Human Resource Management (HRM) courses, but which can be adapted for specialized HRM courses. The project facilitates “hands-on” learning of the core concepts of an intro to HRM course (e.g., recruitment, selection, and performance appraisal) through an engaging and dynamic term-long process that sees students design and execute their own mini HRM system within the context of the classroom environment. The authors will describe the format of the project activities, reflection paper, and feedback needed to facilitate a successful experience for students both remotely and in-person. Key learning outcomes of the project include understanding the inter-connected nature of human resource activities, appreciation for the challenges involved in designing effective human resource practices that are valid and legally defensible, and practice of competencies required of human resource professionals. Session participants will take away a copy of the materials needed to facilitate the project and a rubric for grading the reflection paper.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Firm Identity, Values, and Climate

Digital Session Chair: **Katie Sinclair**, *U. of Dundee*

HR: Internal Employer Branding in Global Organisations: An Identity Perspective

Author: **Katie Sinclair**, *U. of Dundee*

Author: **Graeme Martin**, *U. of Dundee*

Author: **Stacey Bushfield**, *Edinburgh Napier U.*

An increasing number of organizations are turning to employer branding to attract and recruit potential applicants, as well as engage and retain existing employees. But what we know about the impact of employer brands on current employees and their organizational experience is limited. This study expands both theoretical and practical understandings of the employer brand concept by focusing on the experience of current employees. Through a qualitative case study situated in a global Medical Technology organization, our findings show how existing employees socially construct employer brands through their personal identity motives and identity work, leading to collective organizational identity work. By developing a process model, we found that industry identity can cause organizational members to form divergent views towards their employing organization as a place to work. We explore causes for these differences, and the process by which individuals experience employer brands through their personal, social and collective identity membership.

Paper is NOT Available. Please contact the author(s).

HR: Work Values in 21st Century Europe: Impact of Age and Generation

Author: **Iveta Ludviga**, *RISEBA U. of Business Arts and Technologies*

Author: **Joanna Niezurawska**, *WSB U. in Torun*

Author: **Nelson Duarte**, *Porto Politechnic*

Author: **Carla Pereira**, *CIICESI, ESTG, Politécnico do Porto*

Author: **Inese Sluka**, *RISEBA U. of Business Arts and Technologies*

The nature of work has changed over the last decades and a new generation of workers have entered the workplace. Understanding individuals' work values would help organizations to gain insight into what motivates their workers and create work environments that will enable their employees to be more productive. We aim to update the Minnesota Importance Questionnaire by adding new items related to the contemporary work values and to test it in the selected European countries Poland, Latvia, and Portugal (n=1195). Exploratory factor analysis found that seven workplace-related value dimensions: achievement, supervision, comfort, altruism, independence, excitement, and technologies. Our results show that the traditional work-related values of the four studied generations are similar. Only three out of seven values are impacted by generation - Independence is more important for older generations, while Excitement and Technologies are more important for younger generations.

Paper is Available to Meeting Registrants Only.

HR: "U-Turn not a Road-bump": Adaption and Validation of Group-level Safety Climate Scale

Author: **Muhammad Zeeshan Mirza**, *National U. of Sciences & Technology*

Author: **Mumtaz Ali Memon**, *NUST Business School National U. of Sciences & Technology*

Author: **Muhammad Umair Javaid**, *Lahore Garrison U.*

Author: **Masood Raza**, *National U. of Sciences & Technology*

Zohar's (2000) scale of group-level safety-climate has extensively been employed in a number of studies. However, contemporary literature raises serious questions on the inclusion of negatively worded items in a positive construct like safety climate. Despite these reservations, limited efforts have been made to address such a shortcoming. The present study aims to adapt and empirically validate Zohar's group level safety climate scale by converting the five negatively worded items into a positive tenner. First, an exploratory factor analysis (EFA) was conducted using one hundred thirty-five samples (135). The results showed good reliability of the revised scale. Subsequently, the revised scale which was also translated in Malay was then used in a time-lagged study on safety climate (T1) and safety behaviors (T2) with a sample of one hundred and seventy-three (173) production workers from six (6) oil and gas organizations operating in Malaysia. Partial Least Squares Structural Equation Modeling was used for data analysis. The results showed strong support for our hypotheses and confirmed the authenticity of our revised safety climate scale. The limitations of the study and future research directions are also discussed.

Paper is Available to Meeting Registrants Only.

HR: Employer Attractiveness from an employee perspective: A systematic literature review

Author: **Anke Dassler**, *Vrije U. Amsterdam*

Author: **Evgenia Lysova**, *Vrije U. Amsterdam*

Author: **Svetlana Khapova**, *Vrije U. Amsterdam*

Author: **Konstantin Korotov**, *ESMT European School of Management and Technology*

There is a growing interest in the concept of employer attractiveness. Yet, research appears to be unsystematic in how it conceptualizes and studies the phenomenon. In this paper, we argue that thus far most research on employer attractiveness has combined perspectives about employer attractiveness of both prospective employees and for exiting employees, making there-fore little differentiation with a reference to the question: For whom is the employer attractive? In this paper, we argue that this is problematic considering existing evidence signaling that there are differences in the employer attractiveness attributes between the two groups. With this paper, we aim to extend the literature on employer attractiveness by shifting the conversation to the perceptions of employees. We systematically review 48 articles on employer attractiveness from the employee perspective, and offer a model, capturing Inputs, Mediators and Outputs (IMO) of the concept. The paper concludes with a discussion of what our findings mean for future research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **684** | Submission: **16170** | Sponsor(s): (AAT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM - 2:00PMET (UTC-4)**

**Nevertheless She Persisted: Succeeding as a Woman
Academic**
Nevertheless She Persisted



Chair: **Sara B. Soderstrom**, *U. of Michigan*
Chair: **Maria Teresa Farkas**, *Imperial College Business School*
Speaker: **Vibha Gaba**, *INSEAD*
Speaker: **Sargam Garg**, *California State U. Sacramento*
Speaker: **Beth Ann Livingston**, *U. of Iowa*
Speaker: **Rena Seltzer**, *Leader Academic*
Speaker: **Ileana Stigliani**, *Imperial College Business School*
Speaker: **Bobbi Thomason**, *Pepperdine Graziadio Business School*
Speaker: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*
Facilitator: **Deirdre Anderson**, *Cranfield School of Management*
Facilitator: **Mane Beglaryan**, *College of Business and Economics, American U. of Armenia*
Facilitator: **Valentina De Marchi**, *Department of Economics and Management, U. of Padova*
Facilitator: **Lin Dong**, *U. of Birmingham*
Facilitator: **Elana Feldman**, *UMass Lowell*
Facilitator: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*
Facilitator: **Kim Jaussi**, *Binghamton U.-State U. of New York*
Facilitator: **Felice Klein**, *Boise State U.*
Facilitator: **Chia-yu Kou**, *Cranfield School of Management*
Facilitator: **Maura Mills**, *U. of Alabama*
Facilitator: **Shelley F. Mitchell**, *Hult International Business School*
Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
Facilitator: **Sarah M. G. Otner**, *Kingston Business School*
Facilitator: **Jo-Ellen Pozner**, *Santa Clara U.*
Facilitator: **Esther Sackett**, *Santa Clara U.*
Facilitator: **Shoshana Schwartz**, *Christopher Newport U.*
Facilitator: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Facilitator: **Katharina Stefanie Spraul**, *Technische U. Kaiserslautern*
Facilitator: **Laurens Bujold Steed**, *Miami U.*
Facilitator: **Gisa Todt**, *LMU Munich*
Facilitator: **Anna Katherine Ward**, *Virginia Tech*
Facilitator: **Elaine M Wong**, *U. of California, Riverside*

Women academics face challenging circumstances in their professional lives. Relative to their male colleagues, they can expect longer review times (Hengel, 2016), less credit for their research contributions when working in a team (Sarsons, 2017), biased evaluations of their teaching from students (Mengel, et al., 2017; Boring, et al., 2016), and cultures that are more likely to frame men through a professional lens and women through personal and physical lenses (Wu, 2017; Wolfers, 2017; Rivera, 2017). In the face of this rough terrain facing women in academia, it can be easy to lose sight of the institutionalized barriers to success as a women academic and personalize negative experiences. Through this PDW, we offer a three-pronged approach to helping women academics and allies broaden their sight to develop and grow a feeling of community, support, and self-efficacy. This approach has proven effective in overcoming barriers that prevent clear understanding of bias in business schools: barriers of isolation, ignorance, shame, and silence. This PDW builds off the success of the past three years of “Nevertheless she persisted” PDWs to bring focus on how we manage our own careers. Further, many speakers and facilitators will reflect on how success as a woman academic informs managerial practice and vice versa.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Innovations that Fly

Digital Session Chair: **Robert Anthony Edgell**, *State U. of New York Polytechnic Institute*

TIM: Innovation under Regulatory Uncertainty and the Role of Expectations: Evidence from the Drone Market

Author: **Virginia Herbst**, *Technical U. of Munich*
Author: **Joachim Henkel**, *Technical U. of Munich*

The regulatory uncertainty that characterizes many nascent markets is known to affect innovation activities. However, what we observe in studying the U.S. commercial drone industry, a sector that has recently seen the introduction of new regulations and that shows considerable innovation activity, contradicts existing theory. By combining quantitative analyses of 727 firms in the U.S. drone market with qualitative insights from interviews, we provide evidence that innovative startups enter the market despite uncertainty while established firms are hesitant to innovate, and that upon resolution of uncertainty the locus of innovative activity shifts to established firms that frequently acquire startups. We argue that firm type – startup vs. established firm – moderates the expectations that firms build in phases of uncertainty regarding future regulation, and how firms act on their expectations.

Paper is NOT Available. Please contact the author(s).

TIM: Institutionalizing Outer Space: A sociotechnical explication of the Comsat-Intelsat actor-network

Author: **Robert Anthony Edgell**, *State U. of New York Polytechnic Institute*
Author: **Jeffrey Olney**, *Oregon Health and Science U.*

Humans once again stand poised to institutionally transcend possible harmful economic and social stagnation arising from earthbound limitations by becoming a space faring species. The resurgent public interest in the economic and cultural potential of outer space reflects the convergence of actants such as advancements in technology, deepening public interest in expanding human presence, and concern about the earth's sustainability. Yet there exists limited institutional research about this important phenomenon. The aim of our sociotechnical research is to explicate critical institutionalizing effects of the historic Comsat actor-network since it was the first-ever attempt by humans to commercialize outer space. We use actor network theory (ANT) coupled with discourse analysis as our method. Our findings suggest that the Comsat-Intelsat network is a positive deviant case in that it is a unique public-private network which successfully initiates an institutional pathway to outer space. Our work provides a robust typology of institutions, syndicates, and actors involved in space commercialization. We highlight several Insights about various translation phases, actor relations, and assembling challenges. Moreover, we delineate and describe a framework of fourteen controversies then construct an anatomy of institutional work with five discourse topics and embedded narrative themes: Commercialization, stabilization, prognostication, systematization, and universalization. We theorize that successful space commercialization initiatives require all five discourses to be robustly and concurrently activated across multi-constituent heterogenous actor-networks.

Paper is Available to Meeting Registrants Only.

TIM: From Early Curiosity to Space Wide Web: Emergence of the Small Satellite Innovation Ecosystem

Author: **Yue Song**, *Auburn U.*
Author: **Devi R. Gnyawali**, *Virginia Tech*
Author: **Lihong Qian**, *Portland State U.*

Much of the existing literature on ecosystems has focused on established ecosystems, but we know little about how an ecosystem actually emerges and evolves in the first place. We layout four stages of ecosystem development, integrate two critical ecosystem concepts of multilateral interdependence and non-generic complementarity, and delineate a typical trajectory along which multilateral non-generic complementarity develops across the stages. We develop theoretical insights on how the gradual process of multilateral non-generic complementarity development enables materialization of a coherent, customer-centric, economic value proposition in an innovation ecosystem. To illustrate our theoretical framework, we conduct a longitudinal case study of the modern small satellite innovation ecosystem from its inception to now. Our analysis uncovers the dynamic process of how small satellites evolved from a seed innovation with unclear value proposition to become an innovation ecosystem that delivers strong modern space capabilities. Our paper provides deeper insight on ecosystem emergence and evolution and has important implications for ecosystem strategizing by firms both individually and collectively.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **686** | Submission: **16238** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 7:00PMET (UTC-4)**

**Implementing Free/Open Educational Resources into
Management Education**
Implementing Free/Open Educational Resources



Presenter: **Anthony Alan Pina**, *Sullivan U.*
Presenter: **Kenneth Allen Moran**, *Sullivan U.*

The rising cost of higher education presents challenges to the success of many students—particularly students of color and those from economically disadvantaged backgrounds. One strategy that is proving to be successful is the incorporation of free/open educational resources (OER) in place of expensive textbooks and add-on publisher resources. Emerging research within management education, and many other disciplines, indicates that the use of OER is associated with positive outcomes for students and faculty. Notwithstanding its successes, challenges and barriers to OER implementation remain. In this interactive session, the presenters will share research and best practices and demonstrations to promote the use of OER in management education. Participants will participate in a hands-on activity to help them find relevant OER for their own use. Participants will leave with over 50 sources for free/open educational resources that can be used to enhance education at their institutions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **687** | Submission: **16368** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 7:00PMET (UTC-4)**

Teaching Generation Z in a Post-Pandemic World   
Gen Z in a Post-Pandemic World

Participant: **Fran McKee-Ryan**, *U. of Nevada, Reno*

According to the Pew Center, “Generation Z” (Gen Z) includes individuals born in or after 1997. The typical college-age student today belongs to Gen Z, a generation defined by 9-11, the proliferation of technology and social media, political and racial unrest, and COVID-19. As plans emerge for post-pandemic online and in-person instruction, a return to campus life, and shifting economic and career realities, however, professors and administrators must identify the unique needs of Generation-Z students and formulate focused strategies to ensure their longer term education and career success. This interactive session is designed to 1) present research on the unique characteristics of Gen Z students and to explore the critical role of resilience in Gen Z students, 2) to discuss and identify best practices for Curriculum & Teaching in the post-pandemic world, and 3) to summarize key trends and highlight innovative practices for Career Development & Placement of Gen Z students.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **688** | Submission: **16440** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 7:00PMET (UTC-4)**

Teaching Ideation and Developing a Pitch in a Virtual Setting

Teaching Ideation in a Virtual Setting

Presenter: **Tammi Redd**, *Ramapo College of New Jersey*

This session will demonstrate the teaching technologies used in a virtual classroom for an ideation and innovation course. Developing oral communication skills, idea development, and how to organize an online platform for delivering a team “pitch” for the entrepreneurial classroom will be discussed. Participants will experience an abbreviated version of the ideation process, learn how to give, receive, and store feedback as data, as well as discuss techniques for analyzing the feedback received. By creating sales pitches as a team, participants will learn how incorporating an iterative presentation process which can be beneficial for both idea development and oral communication skills development. Qualitative data from two semesters in the form of student feedback and comments will be shared as well as sample student assignments.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **689** | Submission: **16053** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 7:00PMET (UTC-4)**

**Constructive Deconstruction: Engaging Productive
Discourses on Gender in Management Education**
Discourses on Gender in Management Education



Participant: **Julie Ellen Benesh**, *Chicago School of Professional Psychology*

Established and legitimate complexities of management and gender are reflected in practical problems of how to be an effective manager or report and pedagogical problems of how to provide management education in a way that is truly gender inclusive when organizations may themselves lack this sophistication. This workshop begins to deconstruct leadership as the human side of management, whether dependent or independent of gender, as well as to make gender-based perceptions more conscious and expose them to critical reflection and inquiry. It uses a dynamic, sense-making process that incorporates theoretical and empirical data with experiential learning that models a process that management educators can use in the classroom. Using a series of user-friendly two by two-grids, and a circumplex, augmented with popular media and simple reflective exercises this workshop demystifies conscious and unconscious, social and personal issues related to gender to create a map of a complex and dynamic terrain without oversimplifying or diluting it.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **690** | Submission: **16995** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 7:00PM- 8:30PMET (UTC-4)**

A Positive and Engaged Workplace

Digital Session Chair: **Ayushi Shukla**, -

HR: Developing Work Passion: an interactive study 

Author: **Ayushi Shukla**, -

The purpose of this study is to understand the personal and environmental factors that influence the development of employee work passion. Self-determination theory is used to study the antecedents of employee work passion in the presence of servant leadership. Specifically, this paper demonstrates that servant leadership moderates the relationship between conscientiousness and work passion and the relationship between strengths use and work passion. Both these relationships are also hypothesized to be mediated by employee's work self-efficacy. Data collected from 120 employees of an Indian manufacturing company is used and tested using Stata. This study contributes to the literature in several ways. First, it adds to the literature by establishing a Big-5 personality trait as an antecedent of work passion. Second, this is the first study that examines the influence of an employee-focused leadership style on work passion. Third, it answers calls made by scholars to study how personal and environmental factors together influence work passion.

Paper is Available to Meeting Registrants Only.

HR: Integrating Humanity into Human Resource Practices: Scale Development and Construct Validation

Author: **Qing Qu**, *Tsinghua U.*

Author: **Ping Ping Fu**, *U. of Nottingham Ningbo Chiina*

Author: **Qianqian Hu**, *Tsinghua SEM*

The purpose of this paper is to promote humanity as a key component of human resource practices to fill the gap in the literature and to meet the growing trend to soften human resource practices in the real world. We conducted three studies to explore humanistic human resource practices in companies, develop the full scale of "high humanity human resource practices" (HHHRP) and finally empirically validate the construct. The results show support for the 5-dimension HHHRP scale used as an antecedent of employee well-being and organizational citizenship behavior (OCB) through the mediation of perceived meaningfulness of work. Scale reliability and evidence for construct validity are reported. Implications for future research and practices are also provided.

Paper is Available to Meeting Registrants Only.

HR: Adapting to Organizational Change: The Role of Positive Affect Change 

Author: **Zhonghao Wang**, *Michigan State U.*

Author: **Jason Huang**, *Michigan State U.*

Author: **Xin-an Zhang**, *Shanghai Jiao Tong U.*

Author: **Ke Zhou**, *Shanghai Jiao Tong U.*

Job affect can influence work behaviors, especially in the context of organizational change that is characterized by challenges and uncertainties. As employees navigate the upcoming changes, they may experience changes of affective states in the adaptation process. Based on affective events theory (Weiss & Cropanzano, 1996) and broaden-and-build theory of positive emotions (Fredrickson, 1998, 2001), the present study investigates the role of positive affect change, beyond positive affect level, in providing additional resources to help employees adapt to organizational change initiatives. Using seven waves of monthly longitudinal data collected from 110 full-time sales employees at a Chinese regional bank that was undergoing reforms of its incentive structure, we found that increase in positive affect over 5 months was positively related to employee adaptive performance and negatively related to post-change counterproductive work behavior. Moreover, the joint effect of employee's task-contingent conscientiousness and intrinsic motivation predicted interindividual difference in intraindividual positive affect change, and their indirect effect on employee behavioral outcomes was mediated by positive affect change. The findings provide initial evidence of positive affect change in facilitating the process of employee adaptation.

Paper is Available to Meeting Registrants Only.

HR: Cultivating Thriving Environments: Exploring Self-Worth as a Key to Hiring and Developing Employees  

Author: **Kristen Thornton**, *Zillow Group, Inc*

Author: **Shannon Fletcher**, *Northwest U.*

The purpose of this paper is to present the results of a qualitative study with 17 senior leaders across eight industries exploring which employee behaviors contribute to a thriving work environment (i.e., one that is healthy and productive). The paper outlines six propositions based on prior literature and then examines how the exploratory study aligns and diverges from previous research. Fourteen behaviors emerged that described thriving employees (e.g., Engage the Mess, Play, and Contextual Awareness) and 13 behaviors were coded for non-thriving or toxic behavior (e.g., Manipulation, Entitled, and Isolated). The results of this study seek to close the gap between practical needs of companies to build a strong workforce and tangible behaviors that can be identified and developed.

Paper is Available to Meeting Registrants Only.

HR: In Search of an Ideal Modern Knowledge Worker

Author: **Ilona Toth**, *LUT U.*

Author: **Sanna Heinänen**, *LUT U., School of Business and Management*

Author: **Laura Olkkonen**, *LUT U., School of Business and Management*

What is the role of personal resources and challenging work role demands in work engagement development? We address this question through a mixed-methods research design using two studies. Both studies were conducted among highly specialized knowledge workers. Based on a literature review and a qualitative interview study (Study 1), we identified two personal resources and four challenging work role demands associated with work engagement development. In a consequent quantitative survey (Study 2), we developed and tested a theoretical model proposing that personal resources are positively related to work engagement development and that challenging work role demands moderate these relationships. We used hierarchical cluster analysis to divide our respondents (N = 391) into three work role clusters based on creativity, curiosity, flexibility, and self-reported initiative. Analysis of covariance was applied for testing the influence of entrepreneurial passion and life satisfaction on work engagement with the interaction of work role clusters. Our results confirmed that both personal resources and challenging work role demands are drivers of work engagement and that the drivers of work engagement significantly differ among individual knowledge workers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **691** | Submission: **17620** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 7:00PM - 7:30PMET (UTC-4)**

TLC Closing Session *TLC Closing Session*

Presenter: **Stefan Krummacker**, *Queen Mary U. of London*
Presenter: **Sarika Pruthi**, *San Jose State U.*
Facilitator: **Karen MacMillan**, *Wilfrid Laurier U.*
Facilitator: **Vicki L. Taylor**, *Shippensburg U.*

Don't forget to join us at the end of the day to participate in a TLC debrief and a communal farewell.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **692** | Submission: **12666** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 7:30PM- 9:00PMET (UTC-4)**

**Caught in the Middle: Understanding the Spiritual and Religious
Tensions Facing the Middle Manager**
Spiritual/Religious Tensions for Middle Managers



Organizer: **Christina Walker**, *Lenoir-Rhyne U.*
Organizer: **Susan Brownlee**, -
Organizer: **Sharlene Buszka**, *Daemen College*
Panelist: **Joan F. Marques**, *Woodbury U.*
Panelist: **Tim Ewest**, *Houston Baptist U.*

Middle managers occupy an essential position in organizations and have a profound impact on an organization's success. From a strategic perspective, middle managers often must hold organizational tensions. For example, they are responsible for implementing broad strategic plans developed by senior leaders while at the same time ensuring junior staff are accomplishing their tasks and feeling fulfilled in their roles. Research has shown a positive connection between workplace spirituality and employee engagement, employee health, and innovation. However, this may not be good news for middle managers who have to add the task of supporting workplace spirituality efforts to an already full plate of tension filled management. In light of the Academy of Management theme "Bringing the Manager Back in Management," we have gathered a panel to explore how academics and practitioners can respond with research and action to support middle managers as they hold this middle space.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Platforms

Digital Session Chair: **Johannes Meuer**, *ETH Zürich*

TIM: Beyond digital platforms: Exploring the design and competitive dynamics of cyber-physical platforms   

Author: **Johannes Meuer**, *ETH Zürich*
Author: **Giacomo Melegati**, *ETH Zürich*
Author: **Stefano Goiro**, *Enel X e-city*

Interest in platforms has rapidly proliferated during the last decade. Yet, research has thus far exclusively focused on purely digital platforms and has failed to offer insights into so-called cyber-physical platform that integrate the digital space with the physical world. In this paper, we introduce the notion of cyber-physical platforms and contribute to research on platforms by asking what cyber-physical platforms are. Additionally, through an in-depth case study of Yourban, the Enel X cyber-physical platform for municipalities and public administrations to integrate and manage smart city services, we explore how their essential features influence the technological architecture, competitive dynamics and ecosystem management of cyber-physical platforms. Our findings show how the physical components pose a significant entry barrier, protecting incumbents while limiting the growth potential of cyber-physical platforms. We also explain why density rather than network effects appear to be more important for cyber-physical platforms than for digital platforms and why platform openness is a necessity rather than a choice for platform providers. Together, our article provides contributions to research on platforms and outlines possible directions for future research.

Paper is Available to Meeting Registrants Only.

TIM: Local News, UGC and Professionals: Evidence from Citizen Journalism 

Author: **Jörg Claussen**, *LMU Munich & Copenhagen Business School*
Author: **Pedro Ferreira**, *Heinz College - Carnegie Mellon U.*
Author: **Tom Grad**, *Copenhagen Business School*
Author: **Ananya Sen**, *Heinz College - Carnegie Mellon U.*

Today many platforms host user generated content (UGC) and content by professionals side-by-side. However, their behavior is mostly studied in isolation. In this paper we study the spillover effects from UGC on content from professionals in the context of the news industry. We use an exogenous shock to the supply of user generated content to study spillover effects on the output of professionals as well as the implications for the business model of online platforms. Using data from an online news platform, we find that in response to the reduction in supply of user generated news, which mainly is driven by reduced output from experienced users, inexperienced professionals significantly increase their output. However, we find a decrease in overall content on the platform which is especially pronounced for local news. We further show that this likely has detrimental effects on the business model of the online platform with a decrease in viewership and articles as well as an increase in the number of paid professionals. Thus, our work contributes to the literature of user generated content and online platforms as well as the literature on local news.

Paper is Available to Meeting Registrants Only.

TIM: Peer-to-Peer Platforms and the Substitution of Incumbents' Complementary Assets

Author: **Tim Meyer**, *LMU Munich School of Management*
Author: **Erdem Yilmaz**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

In this paper, we study how the entry of peer-to-peer platforms affects incumbents' performance by changing the way incumbents transact with consumers. We argue that the increasing supply of potential substitutes for incumbents' core assets on peer-to-peer platforms results in increasing competitive pressure, which pushes incumbents to find new ways to promote their own core assets. At the same time, with the entry of peer-to-peer platforms, more offerings are available for consumers on digital platforms, and their incentives to look for opportunities to transact through digital platforms increase. Together, these two effects result in a shift towards more business between incumbents and consumers being done on digital platforms. This, in turn, poses a major challenge for incumbents because digital platforms act as a substitute for the complementary downstream assets that many incumbents have traditionally benefited from to capture (and protect) value in the market. Using data from the hotel industry in the state of Texas, we show that peer-to-peer do not only affect incumbents operating in the same market segment, but also those whose complementary downstream assets will become less valuable as more business is shifted to digital platforms.

Paper is Available to Meeting Registrants Only.

TIM: Limits to Decentralized Modular Evolution in Large Digitally Enabled Systems  

Author: **Robert C. Wood**, *San Jose State U.*
Author: **Joel West**, *Keck Graduate Institute*

Recent research on digitally enabled systems has emphasized modular approaches that lead to decentralized innovation. Yet there are reasons to believe that some digital systems cannot evolve optimally under fully decentralized modular architectures, and important opportunities for value creation may exist through building of more centralized systems. We explore the nature of such opportunity by examining the development of systems for cancer radiation therapy, where ability to cure with safety improved dramatically as a leading firm developed a more comprehensive system, taking a considerable degree of control over modular evolution. At least three characteristics of the radiation therapy industry could have slowed advance if modular evolution had not been more centrally directed: first, unmanaged, incompletely specified interfaces coupled with rapid change and the need for increasing doses of dangerous radiation could have caused injuries; second, the inability of players with key capabilities to develop their products and expand adequately could have prevented them from providing full value as independent firms, and third, difficulties in providing comprehensive customer support for a highly modularized system could have reduced customer benefits. We conclude that in today's digital economy, opportunities for firms to achieve strong performance through creation of centrally directed modular systems is likely to be significant.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **694** | Submission: **16639** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 8:00PMET (UTC-4)**

Careers Division Social - Additional Day/Time
Careers Division Social - Additional Day/Time

Organizer: **Denise Mary Jepsen**, *Macquarie Business School*
Organizer: **Mirit K. Grabarski**, *U. of Western Ontario*
Organizer: **Megha Yadav**, *U. of Wisconsin, Milwaukee*

In the spirit of promoting camaraderie amongst our members to help us all feel more connected, we plan on having an additional social gathering where you can catch up and chat with your CAR friends via Gather.town. This is an informal social event that is open for everyone who wants to join - even if you also to to our other social!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Qualitative Studies of Cognition and Affect

Digital Session Chair: **Koustab Ghosh**, *Indian Institute of Management, Rohtak*

OB: Slackwire While Cleaning the Dirt: How Emotional Caregivers “Make Sense” in Emotional Dirty Work   

Author: **Koustab Ghosh**, *Indian Institute of Management, Rohtak*
Author: **Ayesha Irum**, *Indian Institute of Management, Rohtak*

Though we have witnessed a growing interest in emotional dirty work, little is known about how occupational agents work and construe meaning out of emotional labor mandated by their occupation. The purpose of this study is to examine how the emotional caregivers as the agents of cleaning emotional dirt experience ambivalence related to occupation and make a sense out of it. Undertaking a qualitative inquiry through twenty-one in-depth interviews of counselors, we find that the agents' ambivalence towards the occupation is managed through both individual and collective sensemaking processes which are performed at the personal, occupational-group, and social level respectively. This work as the first of its kind converges the literature on ambivalence, sensemaking and emotional dirt. Additionally, we demonstrate through our study that emotional dirty occupations represent a unique interface between the occupational agents' emotional dirt and emotional labor.

Paper is Available to Meeting Registrants Only.

OB: Consent and dissent among platform-based workers: How symbolism steers Uber drivers' motivation   

Author: **Corentin Curchod**, *U. of Edinburgh*
Author: **Stephanie Giamporcaro**, *Nottingham Trent U.*
Author: **George Kuk**, *Nottingham Trent U.*

Online platforms have opened up new opportunities for workers who strive to become 'their own boss', while creating new constraints and difficult working environments that fall outside traditional, more secure employment relationships. This article investigates the mechanisms through which workers on online platforms consent to their working conditions, and the mechanisms that motivate their dissent. Interviews with 58 actors linked to the expansion of Uber in Cape Town, South Africa, revealed that platforms are loaded with meaningful symbols, and that symbolism plays a great role in the motivation of platform workers. Our findings contribute new theoretical insights about how platforms, by enacting several interactions simultaneously, convey meanings and emotions that either coalesce into workers' positive perception of their working conditions, or collapse into negative behavior and demotivation.

Paper is Available to Meeting Registrants Only.

OB: A Moral Perspective of Performance Pressure: The Role of Moral Decoupling 

Author: **Julie N.Y. Zhu**, *U. of Macau*
Author: **Long Wai Lam**, *U. of Macau*
Author: **Yan Liu**, *Wuhan U.*
Author: **Wenqi Jiang**, *Wuhan U.*

Performance pressure is becoming prevalent among employees. Previous studies have yielded important insights about how performance pressure influences employees. However, they did not take moral mechanisms into account. Our research attempts to extend the understanding of performance pressure from a moral perspective. Specifically, we hypothesize that performance pressure is related to employee expediency via moral decoupling. We further hypothesize dialectical thinking and moral identity as moderators for the mediating role of moral decoupling. The analyses of data collected from 229 employees in three waves support all the hypotheses but one (the moderating role of moral identity). Our research makes several contributions to deeper understandings of performance pressure and unethical behavior, and have implications for management as well.

Paper is Available to Meeting Registrants Only.

OB: Life in Limbo: Identity Bootstrapping in the Kutupalong Refugee Camp 

Author: **SMMusa**, *Erasmus U. Rotterdam*
Author: **Luca Berchicci**, *Erasmus U. Rotterdam*

Drawing on extended ethnographic fieldwork in the Kutupalong Rohingya Refugee camp in Bangladesh, we use grounded theory approach to develop a process model of identity bootstrapping observed amongst some refugees. Refugees face continuous challenges to keep their lives meaningful and identities vital. When most refugees fall victim of mortification, some come out successful in constructing a positive identity against the totalitarian assaults on their self-concepts. To the Rohingya refugees, identity bootstrapping involves their active search for a 'dignified' and 'meaningful' identity that differentiate themselves from thousands nameless others. We theorize that a successful identity bootstrapping requires constructing a figured world in presentism that inspires agentic actions to develop identity resistance to face identity assaults and elaborate on prospective identities to claim a valued identity in the camp. We show that to construct a positive identity and keep it alive in the camp context one needs to continuously improvise one's ideational as well as material resources and at the same time create new identity resources to secure an identity. We argue that in the contested space, that is a refugee camp, identity bootstrapping becomes refugees' expression of resistance, resilience, and an attempt to regain some lost sense of self-worth. While not every refugee manages to engage successfully in identity bootstrapping, we document several cases in which individuals manage to reconstrue a positive identity even amongst the deleterious conditions found in Kutupalong. Keywords: Refugee Camp, Total Institution, Identity Bootstrapping, Identity Resistance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **696** | Submission: **17428** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 8:00PM - 9:30PMET (UTC-4)**

Autocratic and Ethical Leadership

Digital Session Chair: **Sirio Lonati**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

OB: Support for Autocratic Leadership: Context, Culture, and Transmission 

Author: **Sirio Lonati**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Differences in national culture are commonly invoked to explain cross-country variability in the support for autocratic leaders, that is, leaders who concentrate all decision power in their hands. However, national culture—broadly defined as the prevailing beliefs that are transmitted across generations in a country—correlates with many other contextual factors (e.g., formal institutions), making it complex to isolate purely cultural effects from related confounds. To model how national culture affects the support for autocratic leadership over time and across contexts, this study employs an empirical strategy based on migrants' data, that is, individuals with different cultural backgrounds who now live in the same country. I first construct a novel measure of support for autocratic leadership using secondary data, showing its correlation with validated measures of autocratic organizational leadership, centralized organizational structures, and acceptance of hierarchy. Then, I show that migrants' support for autocratic leadership correlates with the culturally-endorsed autocratic implicit leadership theories prevalent in migrants' countries of birth. Additional analyses on children of migrants confirm a similar pattern, suggesting also an inter-generational transmission of the support for autocratic leadership. These relationships—based on more than 7,000 individuals representing more than 50 national cultures—hold after controlling for several covariates and country fixed effects, and indicate that deeply held cultural beliefs can affect the support for autocratic leadership even in the case of substantial and swift contextual changes.

Paper is NOT Available. Please contact the author(s).

OB: The Choice of a Leader: CEO Sociopolitical Activism as a Signal of Authentic leadership  

Author: **Moritz Appels**, *U. of Mannheim*

Moral approaches to leadership have flourished mirroring employees' increasing demand for meaningful work. Yet, extant theory provides little guidance on how employers could signal such leadership to job seekers. To fill this void, this paper focuses on CEO authentic leadership and investigates the signaling efficacy of salient value expressions by the most externally visible leader of a company. Drawing from signaling theory and the literature on follower attributions of authentic leadership, the authors propose CEO sociopolitical activism as an effective signal for CEO's authentic leadership. Two experiments, including a parallel design for causal mediation inferences, support that authentic leadership attributions to the CEO mediate the positive impact of CEOs' activism on employer attractiveness perceptions by job seekers. Value congruence of the CEO and job seeker is further identified as a contingency to this mediation, thus illuminating its role both for CEO activism and authentic leadership perceptions. This paper contributes to signaling theory and leadership research as well as to practitioners seeking to benefit a social cause without jeopardizing their bottom line.

Paper is NOT Available. Please contact the author(s).

OB: Moral identity: why perceived self-interested work environment facilitates leaders to omit rewards 

Author: **Jih-Yu Mao**, *Southwestern U. of Finance and Economics*

Author: **Xinyan Mu**, *Southwestern U. of Finance and Economics*

Author: **Fong T. Keng**, *Nanyang Technological U.*

Author: **Jack Ting-Ju Chiang**, *Peking U.*

A self-interested work environment is characterized by employees prioritizing personal interests and gains before those of the organization and the larger collective. Although it is not uncommon for employees to act self-interestingly, self-interested values are largely against those of moral leaders who have a high regard for organizational and others' welfare. The current study draws on moral development and person-environment fit theories to examine how leaders with a strong moral identity are likely to react to perceptions of a self-interested environment. We suggest that perceptions of a self-interested environment are likely to result in moral dissatisfaction for leaders with a strong moral identity, who subsequently omit employees' rewards in order to remedy the self-interested values that pervade the work environment. The results of a time-lagged, multi-source survey study provide support for our hypotheses. Insights for theory, practice, and future studies are also discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovative Power of Digital Platforms and Ecosystems



Digital Session Chair: **Jiantao Zhu**, *U. of Science and Technology of China*

OCIS: **Unraveling the Effects of Experience-Based Faultlines in E-Sports Teams: An Empirical Analysis**

Author: **Jiantao Zhu**, *U. of Science and Technology of China*
Author: **Zhao Cai**, *U. of Nottingham Ningbo China*
Author: **Fei Liu**, *Copenhagen Business School*
Author: **Yijing Li**, *UNSW Sydney*
Author: **Eric.T.K. Lim**, *UNSW Sydney*
Author: **Chee-wee Tan**, *Copenhagen Business School*
Author: **Hefu Liu**, *U. of Science and Technology of China*

Carolyn Dexter Award Nominee

Electronic sports (e-Sports) is gaining popularity with more and more individuals participating as players or spectators. To win in professional tournaments, the deliberate selection of team players with diverse experience is necessary to ensure an element of surprise while maintaining a certain degree of coordination. Building on the faultlines perspective, we posit experience-based faultlines as a focal determinant of team performance in e-Sports tournaments. Through a comprehensive review of extant literature, we derive a typology of experience attributes that are implicit to e-Sports teams and from which experience-based faultlines could emerge. Analyzing data gathered from a leading e-Sports platform on 71,195 teams, this study yields novel insights into how experience-based faultlines affect team performance. Particularly, we discovered an inverted U-shaped relationship between experience-based faultlines and team coordination effectiveness, which in turn exerts a significantly positive impact on team performance. Additionally, results revealed an inverted U-shaped relationship between experience-based faultlines and team coordination instability, which in turn exerts a significantly negative impact on team performance. Implications for faultlines theory, experience, and team coordination research are discussed.

Paper is Available to Meeting Registrants Only.

OCIS: **Establishing And Maintaining Legitimacy For Digital Platform Innovations**

Author: **Julian Lehmann**, *Vrije U. Amsterdam*
Author: **Karl Werder**, *U. of Cologne*
Author: **Yash Babar**, *U. of Wisconsin, Madison*
Author: **Nicholas Berente**, *U. of Notre Dame*

Platform organizations continually seek novel ways to generate value for multiple sides of their markets and need to attract different stakeholder groups to become and remain successful. As such, they continually generate new innovations and need to establish these innovations as viable and legitimate. The introduction of new innovations, however, poses new challenges to platform organizations as they need to legitimize them towards various, diverse stakeholders. In this study, we conduct a qualitative case study of a highly innovative and fast-growing esports platform to unpack four distinct processes through which the platform organization draws on its existing legitimacy to generate legitimacy for new innovations. These four processes are legitimacy by inheritance, legitimacy by association, legitimacy through amplification, legitimacy through recombination. This research unpacks these processes how platform organizations establish and manage legitimacy for novel innovations towards various stakeholders, and theoretical implications for the literature on digital platforms and organizational legitimacy.

Paper is Available to Meeting Registrants Only.

OCIS: **How Do Boundary-Shifting Moves in Digital Innovation Shape Competitive Responses**

Author: **Hengqi Tian**, *Georgia State U.*
Author: **Arun Rai**, *Georgia State U.*
Author: **Jing Zhao**, *China U. of Geosciences (Wuhan), Wuhan, China*

OCIS Best Student Paper Award Finalist

To better guide app developers to effectively innovate and compete in hypercompetitive app markets, we (i) draw on the digital innovation literature to advance a novel conceptualization of boundary-shifting moves (BSMs) and (ii) integrate it with the lens of competitive dynamics to theorize the relationships between BSMs and rival response speed, as well as the distinction between existing rivals vs. new rivals in responding to different types of BSMs. We choose 260 iOS apps from Apple's App Store in China from January 2011 to December 2019 as our empirical context. We operationalize our variables by combining data from multiple data sources and applying text mining methods. We use Cox proportional hazard models to evaluate our theoretical model. Our findings reveal that BSMs consist of (i) functionality addition moves that add new functionalities to expand the scope and personalize the interactions of an app and (ii) stack modularization moves that encapsulate functionalities through standardized interfaces at high- vs. low-level of an app's technology stack. Furthermore, we substantiate that new rivals respond expediently to functionality addition moves while existing rivals do so to moves related to technical functionality modularization. The research findings on asymmetric competitive response patterns in digital innovation have significant implications for theory and practice related to digital innovation and competitive dynamics.

Paper is Available to Meeting Registrants Only.

Author: **Nibu John Thomas**, *IIT Madras*

Author: **Juho Hamari**, *Tampere U.*

Author: **Rupashree Baral**, *IIT Madras*

Author: **Hariharan Sukumar**, *IIT Madras*

Gamification has become one of the most significant techno-social trends of the last decade. It has been employed to positively affect human behavior and society at large through affording “gameful” psychological states and behaviors through “gameful” design. However, there appears to exist a little consensus on what “gameful experience” means and how it can be conceptualized and operationalized. Therefore, this paper reviews the current corpus of literature that has attempted to conceptualize gameful experience in various ways. Consequently, this paper proposes a parsimonious conceptual definition of “gameful experience” and aids further research on gamification and other game-related experiences. As the success of gamification depends on the quality of gameful experience, it is essential to delve deeper into this construct and the proposed definition could mark a beginning towards this.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **698** | Submission: **15244** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00PM - 9:30PMET (UTC-4)**

Emotions, Algorithms and the Future of Work *Emotions, Algorithms and the Future of Work*

Chair: **Fade R. Eadeh**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Jonathan Gratch**, *U. of Southern California*
Participant: **Mindy Krischer Shoss**, *U. of Central Florida*
Participant: **Nathanael Fast**, *U. of Southern California*

Technology driven by algorithms is finding its way into multiple pockets within organizations. Some view the incorporation of algorithms as a means of avoiding the “problems” created by human emotion, such as bias, boredom, or modulation in performance. However, a growing body of research points to the importance and benefits of incorporating emotion into organizational life. Can algorithms and emotions co-exist? If so, how?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Influences on Employee Outcomes

Digital Session Chair: **Haina Zhang**, *U. of Aberdeen*

HR: Relational Leadership and Work-life balance: The Moderated Mediating Role of Relational Energy

Author: **Haina Zhang**, *U. of Aberdeen*

Author: **Wei Sun**, *School of Management, Shandong U.*

Author: **Guiyao Tang**, *Shandong U.*

Work-life balance is becoming increasingly important to employees in contemporary society with demands from different roles in life. This paper investigates how employees' work-life balance can be improved by examining relational perspectives of leadership and human energy. By drawing on social contagion theory, our research provides a theoretical framework to investigate the moderating mediation effect of influences of relational leadership on work-life balance through the mediating role of relational energy and the moderating role of core self-evaluation. The findings from a three-wave survey of 432 employees demonstrate that relational leadership exerts a positive effect on employees' work-life balance through the mechanism of employees' relational energy. Core self-evaluation strengthens this mediating effect of relational energy on the relationship between relational leadership and work-life balance in such a way that the mediating effect is stronger with high core self-evaluation. The paper offers both theoretical importance by confirming the novel energizing pathway for employees' work-life balance and its boundary condition (i.e., employees' core self-evaluation) and managerial implications for how employees' work-life balance can be enhanced through managers' leadership practice.

Paper is NOT Available. Please contact the author(s).

HR: How Digital Transformation Influences Employee Outcomes: The Moderating Role of CEO Experience

Author: **Joonghak Lee**, *U. of Reading*

Author: **Youngsang Kim**, *Sungkyunkwan U.*

Author: **Steven Kim**, *California State U., Monterey Bay*

This study examines whether a firm's use of digital transformation influences employee work-related outcomes such as affective commitment, psychological safety, and change-oriented organizational citizenship behavior and how chief executive officer (CEO) challenge experience alters the relationship between digital transformation and the employee outcomes. Based on 947 employees nested in 46 subsidiary firms, our multilevel analysis shows that, on average, the usage of a firm's digital transformation is negatively related to employee's affective commitment and change-oriented organizational citizenship behavior. However, we find that the negative effects of digital transformation on the three employee outcomes are buffered when the firms have a CEO with more challenge experiences. Our theory and findings suggest that the employment of CEOs with more challenge experiences can play an important role in weakening the negative effect of digital transformation on employee outcomes under the fourth industrial revolution, contributing to the literature on digital transformation, stress, and CEO experiences.

Paper is Available to Meeting Registrants Only.

HR: How Does CEO Entrepreneurial Orientation Impact on Employee Innovative and Proactive Behavior?

Author: **Yueyue Liu**, *Nanjing U.*

Author: **Danxia Wei**, *Nanjing U.*

Author: **Meng Xi**, *Nanjing U.*

CEO entrepreneurial orientation is a recent important issue in entrepreneurship research. Drawing on the attention-based theory and institutional logics, this study aims to contribute to the innovation implication of CEO entrepreneurial orientation. To be specific, we argue that CEO entrepreneurial orientation positively predict employee innovative and proactive behavior via adopting human resource management (HRM) practices; and the indirect effect of CEO entrepreneurial orientation on employee innovative and proactive behavior via increased HRM practices is moderated by HRM importance and employee self-efficacy. Using a multi-level and multi-source sample from 90 Chinese firms with 90 firm-level data and 1062 individual-level data, this study found CEO entrepreneurial orientation positively led to HRM practices, employee innovative and proactive behavior; the indirect effect CEO entrepreneurial orientation on employee proactive behavior via HRM practices is strongest when both human resource management importance and employee self-efficacy are high. Our study makes important contributions to entrepreneurial orientation literature and has important practical implications.

Paper is Available to Meeting Registrants Only.

HR: How and When Does Leader Humility Enhance Employee Proactive Career Behavior

Author: **Jie Zhong**, *Harbin Institute of Technology*

Author: **Chao Ma**, *The Australian National U.*

Author: **Zhen-Xiong Chen**, *Australian National U.*

Author: **Li Zhang**, *Harbin Institute of Technology*

In this research, we drew upon implicit leadership theory to examine the joint effects of leader humility, follower power distance, and follower narcissism on proactive career behavior via perceived leader competence. Specifically, we proposed that leader humility would be perceived as more competent for the employees with lower power distance; we also proposed two competing predictions about the interactive effect of leader humility and follower narcissism on leader competence from two different theoretical perspectives (i.e., opposite-attraction perspective vs. similar-attraction perspective). We tested our hypotheses using a multi-waves and time-lagged survey with 281 subordinate-supervisor dyads from 87 teams. The results of our studies demonstrate that the followers with low power distance and low narcissism are more likely to perceive higher leader humility to be more competent and thus increase their proactive career behavior. We discuss the theoretical and practical implications of these findings.

Paper is NOT Available. Please contact the author(s).

Author: **Frederik Hesse**, *U. of St. Gallen*

Author: **Hendrik Huettermann**, *U. of St. Gallen*

Author: **Heike Bruch**, *U. of St. Gallen*

Despite the increasing usage of information and communication technology (ICT) at the workplace the effects of leaders' after-hours work-related smartphone use on organizational norms and employees' well-being are unclear. Moreover, previous research on ICT usage has focused nearly exclusively on the individual level of analysis. Building on climate models of organizational functioning and the conservation of resources theory, we develop and test an organizational-level model which explains how and when leaders' after-hours work-related smartphone use is likely to influence employees' well-being. We hypothesized a positive indirect relationship via the new construct climate of universal availability which is moderated by employees' collective boundary control. Hypotheses were tested using large-scale survey data from 11,703 employees and 99 HR-representatives collected in 99 German small-and-medium-sized companies from multiple industries. Findings support the assumed relationship: Leaders' after-hours work-related smartphone use affects collective emotional exhaustion through the climate of universal availability. The positive indirect effect is weakened when employees' collective boundary control is high. Critical implications for future theorizing and research on leaders' ICT usage are discussed. Keywords: leadership; technology; electronic communication; well-being

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Styles

Digital Session Chair: **Eunhee Bae**, *U. of Washington*

OB: How Followers Navigate Leader Self-Disclosure: Examining Leader Self-Disclosure Depth

Author: **Eunhee Bae**, *U. of Washington*

Self-disclosure, the act of sharing information about the self to others which can at times entail intimate information, provides disclosers with many advantages such as increased intrinsic reward and feeling closer to recipients. However, previous research on self-disclosure has not taken into account the perspective of recipients who are obligated to reciprocate to the discloser regardless of whether they find the disclosure favorable or not. This unforeseen cost from the recipient perspective is even more accentuated within the workplace where relationships are formed involuntarily based on assignments and hierarchy, and where the pursuit of instrumental goals takes precedence before that of socioemotional goals. Thus, high depth self-disclosure, or self-disclosure with intimate information, may not be an effective relationship behavior within the workplace as currently theorized. In this paper, I theorize on the consequences of leader self-disclosure depth within the workplace, a context where instrumental motives outrank the socio-emotional motives. Drawing from social exchange theory, I posit that a leader disclosing high depth information to a follower influences the follower recipient to experience LMX or role overload as a function of the degree to which the information shared is scarce. Furthermore, I explain how these perceptions motivate interpersonal citizenship behavior and interaction avoidance, respectively. Overall, I establish a distinct recipient-based model of self-disclosure.

Paper is Available to Meeting Registrants Only.

OB: Implicit Motives and Visionary Leadership

Author: **Hugo M. Kehr**, *TUM School of Management, Technical U. of Munich*
Author: **Falk Julian Voigt**, *TUM School of Management, Technical U. of Munich*
Author: **Maika Rawolle**, *HMKWU. of the Applied Sciences Berlin*

An unresolved question in visionary leadership research is, why do visions need to be high in imagery in order to cause affective reactions and be motivationally effective? Research in motivation psychology has shown that pictorial cues can arouse a person's implicit motives. It would thus be reasonable to expect that pictorial cues from vision-induced imagery arouse a follower's implicit motives just like a real image. Hence, our fundamental proposition was that a vision high in imagery arouses a follower's implicit motives. We developed the proposition that arousal of implicit motives, in turn, moderates the effects of a vision on a follower's intrinsic motivation and subsequent vision pursuit. We also integrate the special case of negative visions into our theorizing, with the central proposition that a negative vision arouses a follower's implicit fear motives, and that aroused implicit fear motives moderate the indirect effects of the negative vision on the follower's vision-induced fear-related behaviors through increased avoidance motivation. Lastly, based on the distinction between mono- and multithematic visions, the latter of which with the potential to arouse more than one implicit motive simultaneously, we outline the expected interactive effects of a follower's implicit motives as moderators of the vision-intrinsic motivation-vision pursuit effect chain.

Paper is Available to Meeting Registrants Only.

OB: How good can bad leaders be? The opportunity costs of leader selection

Author: **Matthieu Légeret**, *ORGANIZATIONAL BEHAVIOR*
Author: **Benjamin Tur**, *U. of Lausanne, HEC Lausanne*

Although a large body of research investigates what characterizes good leaders and how to best select them, internal promotions in organizations often yield underperforming leaders. The leadership literature provides several explanations for why "bad" leaders exist. However, all this work builds on the premise that the choice of an inefficient leader is a failure of the selection process. In this paper, we take a different stance and suggest that—in some cases—organizations might select underperforming leaders because it is efficient to do so. In essence, we argue that selecting a leader within a fixed group of individuals is similar to allocating any other limited resource. Leader selection has an opportunity cost because the leader is no longer available as a follower. We identify cases in which it is optimal not to select the most competent individual as leader. Finally, we propose to use tournament theory to efficiently select leaders and discuss how to set incentives within a group to identify competencies and to select the most appropriate leader accounting for the context in which the group operates.

Paper is Available to Meeting Registrants Only.

OB: The Indirect Effects of Reluctant Staying on Laissez-faire Leadership and Leader Delegation

Author: **Xueqing Fan**, *Rutgers U.*
Author: **Danni Wang**, *Rutgers Business School*
Author: **Fuxi Wang**, *U. of International Business and Economics*
Author: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*

Leaders who desire to leave their current organizations are sometimes forced to stay. The leadership behaviors of these leaders are underexplored in prior research. Building on proximal withdrawal states theory and the theories of the meaning of work, this study examines how and when laissez-faire leadership and delegation emerge among leaders who are reluctant to stay in their current organizations. Using three-wave data from 100 leaders and 313 employees, we found that reluctant staying was indirectly associated with laissez-faire leadership via reduced perception of task significance and indirectly associated with delegation through increased bottom-line mentality. Moreover, we found that job clarity strengthened the indirect effects of reluctant staying on the two types of leadership behaviors. We discussed the implications of our findings for theory, practices, and future research regarding how to manage leaders who stay reluctantly in the organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **701** | Submission: **16617** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:00AM ET (UTC-4)**

TIM Café 2 *TIM Café 2*

Organizer: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Thomas M. Kluter**, *IESE Business School*

Introducing the Community and Today's Sessions at AoM 2021. For those new or unfamiliar with AOM join us for a conversation about the Technology and Innovation Management community (TIM). Bring questions or ideas along, or just enjoy a joint café session with a TIM Executive member discussing the community. We will also highlight some of the key TIM sessions of the day.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Career Adaptability

Digital Session Chair: **Mohammed Al Waqfi**, *United Arab Emirates U.*

CAR: **Career adaptability as a predictor of job search intentions and career readiness in the UAE**   

Author: **Mohammed Al Waqfi**, *United Arab Emirates U.*

Author: **Hayfaa A. Tlaiss**, *Alfaisal U.*

Author: **Kilani Ghoudi**, *United Arab Emirates U.*

This study examined the career construction theory in an Arab Middle Eastern context by assessing the effects of career adaptability on job search intentions and career readiness of young adults. Given the widespread interest of researchers and career counselors in the career construction theory and the career adapt-abilities scale (CAAS) recently, it is believed that the CAAS has a potential to be used as a tool for internationalization of career development research and practice. The current paper contributes to the existing literature in this field by 1) validating the Arabic version of the CAAS scale, and 2) examining the effects of career adaptability on job search intentions and career readiness of young adults. Using data from a sample of 635 senior students at two universities in the United Arab Emirates (UAE), this study found that the CAAS-Arabic Form is valid in this context. The findings indicate that career adaptability has a positive impact on two measures of career readiness including career decidedness and perceived employability. The findings also indicate that career adaptability, as expected, predicted two relevant career adaptive responses in this context including intentions to seek Wasta and willingness to work in the private sector (WWPS). We further found that WWPS mediates the relationship between career adaptability and perceived employability. Theoretical and practical implications of these findings are discussed.

Paper is Available to Meeting Registrants Only.

CAR: **The Sound of Music in Job Search: Music Preferences, Career Adaptability, and Job Search Outcomes**  

Author: **Bin Ling**, *Hohai U.*

The purpose of this research is to explore the mediation mechanism of how music preference may influence personal stress and knowledge-skill development when searching for a job based on the theory of career adaptation. We designed a two-wave procedure to collect data and test our hypotheses (a sample of 337 participants attended at the first wave while 240 among them attended the second wave). A total of 182 participants were kept as our final sample after matching two samples. The findings revealed that: (1) music preference and its dimensions had negative effects on job search stress and positive effects on knowledge-skill development; (2) music preference and its dimensions (except for upbeat and conventional) had positive effects on career adaptability; (3) career adaptability played significant mediating effects on the links between musical preference and job search stress and knowledge-skill development. However, at dimensional level of music preference, the mediation effect of career adaptability on job search stress and knowledge-skill development only existed for the intense and rebellious and the energetic and rhythmic dimension.

Paper is Available to Meeting Registrants Only.

CAR: **Downshifting: A Career Construction Perspective** 

Author: **Raymond C.H. Loi**, *U. of Macau*

Author: **Yan Liu**, *Wuhan U.*

Author: **Huihui Tang**, *U. of Macau*

Author: **Hang Yue Ngo**, *Chinese U. of Hong Kong*

Downshifting is a phenomenon that has attracted growing attention during the last two decades. However, we still have limited knowledge about what downshifting means, why it occurs, and how it affects individuals in both career and life domains. In this paper, we conceptualize downshifting as the career decision by which an employee either takes a downward movement in the career ladder or changes to a less paid career with the aim to achieve meaning in life. Drawing upon career construction theory, we develop a conceptual model to examine its antecedents and outcomes. Downshifting is viewed as a discretionary vocational behavior, which is expected to be affected by some person-relevant variables, including eudaimonic orientation, internal locus of control, and career adaptability. We also propose that downshifting enhances individuals' career satisfaction and life satisfaction. Our discussion advances understanding about the motivation behind downshifting as well as its consequences for individuals.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **703** | Submission: **17486** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00AM - 5:30AMET (UTC-4)**

Minority Entrepreneurship

Digital Session Chair: **Muhibul Haq**, *Huddersfield Business School, U. of Huddersfield*

ENT: Toward a Culture-Induced Entrepreneurship Model in Ethnic Minority Microenterprises  

Author: **Muhibul Haq**, *Huddersfield Business School, U. of Huddersfield*
Author: **Martin Johanson**, *Huddersfield Business School, U. of Huddersfield, UK*
Author: **Julie Davies**, *Manchester Metropolitan U.*
Author: **Leo Dana**, *Montpellier Business School*

We respond to calls in Entrepreneurship Theory and Practice for theorizing on ethnic minority microentrepreneurship (Miller & Le Breton-Miller, 2017; Welter, Baker, Audretsch et al., 2017; Wiklund, Wright, & Zahra, 2019) and adopting qualitative research methods (Van Burg, Cornelissen, Stam et al., 2020). Building on the resource-based view and thematic analysis of 43 in-depth interviews with owner-managers and employee-managers, we offer a novel culture-induced entrepreneurship model. Our model shows that coethnic culture shapes human capital resources which in turn inform microenterprise sustainable success. We provide nuanced insights for scholars, policymakers, and practitioners to frame challenges for post-pandemic recovery.

Paper is Available to Meeting Registrants Only.

ENT: The best of two worlds? Ethnic minority entrepreneurs and family in entrepreneurial activities

Author: **Leona Achtenhagen**, *Jonkoping International Business School*
Author: **Marcela Ramirez-Pasillas**, *Jonkoping International Business School*

Ethnic minority entrepreneurs navigate between at least two different cultures. This can bring a number of advantages for their entrepreneurial endeavors, not least if those are based on ethnic-specific competences, such as ethnic cuisine. But they can also represent a challenge, for example when peers from the same group expect preferential treatment. Prior research has often pointed at the important role of family involvement for ethnic minority entrepreneurs, but has typically considered the family and/or business as the unit of analysis. In this study, we instead focus on the level of ethnic minority entrepreneurs and explore their perceptions about the role of family for creating and sustaining entrepreneurial activities. Based on an interview study with 34 ethnic minority entrepreneurs in Sweden, we identify three patterns and coping strategies for navigating between different cultures and expectations. These patterns include entrepreneurial ethnic loners, ethnic offspring entrepreneurs and ethnic recourse entrepreneurs.

Paper is NOT Available. Please contact the author(s).

ENT: Business Group Competitive Advantage & Export Performance: The Case of Africa's Minority Entrepreneur    

Author: **Mahdi Tajeddin**, *Sobey School of Business, Saint Mary's U.*
Author: **Michael Carney**, *Concordia U., Montreal*

To facilitate interfirm trust and exchange, business groups typically organize along an axis of solidarity such as kinship, religion, or political identity. In this paper, we consider whether business group solidarity based upon the minority identity of affiliate owners can be a basis for business group competitive advantage. Based upon World Bank enterprise surveys in 24 sub-Saharan African countries of over 8000 firms, we identify uncharacteristic affiliate performance effects upon the self-identified ethnicity of firm owners. We find affiliates owned by Indian, Middle-Eastern, and European entrepreneurs do not show the expected superior export performance compared with indigenous African owned firms. A finding suggests that long-established and exclusionary ethnic groups may either become less exclusive, consistent with the mixed embeddedness thesis. In contrast, our findings show that Chinese owners of group-affiliated firms significantly outperform both independent firms and other business group affiliates with non-Chinese owners. We contribute to understanding the origins of business group heterogeneity and the evolving basis of entrepreneurs' competitive advantage.

Paper is Available to Meeting Registrants Only.

ENT: Push-Pull Theory in Black and White: racial differences in entrepreneurship during the Great Recession 

Author: **Rachel Atkins**, *NYU Stern*

Though African Americans suffered disproportionately high unemployment, housing, and wealth losses during the Great Recession, little is known about the recession's impact on black entrepreneurship. In this study I use data from the PSID to estimate the difference in probability of starting a business before and after the recession for black and white households. I find that while the likelihood of starting a business declined for whites after the great recession there were no statistically significant changes in the rate of firm starts among blacks. Furthermore, there is evidence of the recession push hypothesis at work for white but not black entrepreneurs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Learning 2

Digital Session Chair: **Kai Zeng**, *School of Management, Zhejiang U. of Technology*

ENT: Coworkers' Entrepreneurial Performance and Employee Entrepreneurship: A Social Learning Perspective

Author: **Kai Zeng**, *School of Management, Zhejiang U. of Technology*
Author: **Duanxu Wang**, *Zhejiang U.*
Author: **Cindy Millman**, *Birmingham City Business School, Birmingham City U., Birmingham, UK*
Author: **Zhengwei Li**, *School of Management, Zhejiang U. of Technology*
Author: **Yujing Xu**, *School of Management, Zhejiang U. of Technology*

How employee entrepreneurship spreads through interpersonal influence (interaction between coworkers and employee) in organization becomes an important issue which remained unsolved. Drawing on social learning theory, the purpose of this study is to test and verify how former coworkers' entrepreneurial performance impact current employee entrepreneurship, what role does employee's entrepreneurial self-efficacy play and what the role will be when it is vary in the similarity of entrepreneurial resources between coworkers and employee and employee's risk propensity. Surveys data collected from 218 full-time employees working in China at two different time points with three-week interval. This study found that employee's entrepreneurial self-efficacy mediated the positive relationship between coworkers' entrepreneurial performance and employee entrepreneurship intention. And this mediating effect was exacerbated by the similarity of entrepreneurial resources and employee's risk propensity. Moreover, a joint moderated mediation model of similarity of entrepreneurial resources and employee's risk propensity was supported. Theoretical contributions and practical implications were discussed.

Paper is Available to Meeting Registrants Only.

ENT: The Impact of Novelty Creation and IPO Success on Exploration Behavior in Serial Entrepreneurship

Author: **YoonKyung Kim**, *KAIST*
Author: **Hyun Ju Jung**, *KAIST*

Serial entrepreneurs are presumably influenced by prior venture experience, which helps improve their performance in subsequent venture. However, the impact of prior venture experience on serial entrepreneurs' behavior in subsequent venture has not been specifically studied. Therefore, we explore how prior experience influences serial entrepreneurs' behavior in subsequent venture, especially exploration behavior. We find that the greater the novelty creation in prior venture, the more the local search in subsequent venture. However, due to IPO success, serial entrepreneurs may do fewer local search in subsequent venture, and the effect of prior venture's novelty creation on exploration behavior decreases. Using data on entrepreneurs and ventures around the world as well as patent data, we find support for our theories. The results have meaningful implications for the study on serial entrepreneurship and a broader impact on the study on organizational learning.

Paper is Available to Meeting Registrants Only.

ENT: When Does Entrepreneurial Failure Help the Next Tech-Based Start-Up?

Author: **DAEHYUN KIM**, *KAIST College of Business*
Author: **Wonjoon Kim**, *KAIST*
Author: **Aaron Chatterji**, *Duke U.*

How entrepreneurs respond to previous start-up failure has important implications for subsequent start-up performance. As part of the research about entrepreneurial failure experience, prior researchers have examined the antecedents of learning from entrepreneurial failure. We extend the literature by focusing on changes in business model and technology after a previous start-up failure, which are crucial antecedents to understand learning mechanisms from entrepreneurial failure. To understand whether a failed entrepreneur who changed a business model or technology shows a performance advantage in a subsequent start-up or not, we build our hypotheses based on a behavior theory of firms. Using data on early-stage technology-based firms, we find several notable results. First, start-ups that change their internal business aspects (business model or technology) after previous start-up failures perform better than other start-ups that do not change their business model after previous start-up failure. Second, start-ups that change internal business aspects (business model or technology) after previous start-up failure show higher performance than other start-ups that change internal business aspects (business model or technology) after previous start-up success. Thus, the results have important implications for the study of learning antecedents from entrepreneurial failure experience.

Paper is NOT Available. Please contact the author(s).

ENT: Prospecting, balancing and reversing: entrepreneurial learning from positive and negative events

Author: **Michela Loi**, *U. of Cagliari*
Author: **Emanuele Castriotta**, *U. of Cagliari*
Author: **Elona Marku**, *U. of Cagliari*
Author: **Maria Chiara Di Guardo**, *U. of Cagliari*
Author: **Gerardo Patriotta**, *U. of Warwick*

This study investigates the entrepreneurial learning process by focusing on events' valence assessment by entrepreneurs and connecting it to subsequent emotional and behavioral reactions that culminate in new knowledge. Current studies are nebulous in representing how everyday events, different from failure, might generate learning, from its criticality recognition to reactions' trajectories enacting learning. Our work addresses this gap by exploring the experiences of 38 entrepreneurs through in-depth interviews. By unfolding micro-dynamics that relate critical events to the learning process, integrating events valence, and elucidating its affective influence on entrepreneurial learning, this study brings new insights for an event-based theory of entrepreneurial learning.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Orientation 2

Digital Session Chair: **Jeldrik Pulm**, *Chair of Innovation Management, TU Dortmund U.*

ENT: After Going Public: How Entrepreneurial Orientation Turns into Strategic Decisions

Author: **Jeldrik Pulm**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Steffen Strese**, *TU Dortmund U.*

Initial public offerings (IPOs) provide an opportunity for firms to shake off financial constraints. This new access to resources enables newly public firms to finance growth through acquisitions. At the same time, liberation from financial constraints enables firms to follow their entrepreneurial orientation (EO). However, it remains unclear how EO translates into strategic decisions and shapes acquisition strategies precisely when constraints are relaxed at the IPO. Consequently, this study aims to investigate the relationship between EO at the IPO and the acquisition behavior of newly public firms. We argue that firms with a high level of EO thoroughly choose their strategy and engage in resource-intensive actions that they rate as valuable. Based on this, we hypothesize that these firms acquire more selectively but more intensely. Moreover, we hypothesize that boundary conditions such as the competitive environment and rivals' strategic flexibility moderate this relationship. We empirically investigate our hypotheses for a sample of 2,292 IPOs between 1996 and 2014 resulting in 11,316 firm-year observations. We find support for our hypotheses. This study advances the literature on how strategic orientations—such as EO—shape the strategies of newly public firms. Our study has practical implications for shareholders and investors of IPO firms.

Paper is NOT Available. Please contact the author(s).

ENT: The Combined Impact of EO and GO on Firm Profitability under Different Institutional Contexts

Author: **Jingxu Zhao**, *Xi'an Jiaotong U.*
Author: **Chengli Shu**, *Xi'an Jiaotong U.*
Author: **Feifei Jiang**, *Xi'an Jiaotong U.*

To benefit from green entrepreneurship, firms need to simultaneously possess an entrepreneurial orientation (EO) and a green orientation (GO) which in fact may conflict with each other as they aim to address potentially contradictory interests from different stakeholders. This study develops a contingent view of the effects of interaction between EO and GO on firm profitability by considering three institutional factors—provincial government opacity, provincial gross domestic product (GDP) per capita, and religious intensity—as boundary conditions. The results obtained by analyzing first- and second-hand data support a non-significant interaction effect of EO and GO; such an interaction effect was positive when firms are located in provinces with low GDP per capita or in places with low religious intensity, but was negative when provincial government opacity is low or when religious intensity is high.

Paper is Available to Meeting Registrants Only.

ENT: Growing up but still be entrepreneurial? The entrepreneurial orientation–performance relationship

Author: **Lena Murawski**, *U. of Passau*
Author: **Suleika Bort**, *U. of Passau*

The relationship between entrepreneurial orientation (EO) and performance has received significant attention within entrepreneurship research. Yet, the mechanisms that underpin the EO-performance relationship are not fully understood. Recent developments such as an improved theoretical understanding of the manifestation and pervasiveness of EO highlight the need for a more nuanced understanding of EO by investigating nonmanagerial employees' behaviors and attitudes of EO. Via an in-depth case study of a high-tech venture in Germany, we examine a set of proactive, innovative, and risk-taking behavioral patterns that contribute to the proliferation of EO within firms as they grow. Our study reveals that the employee's more inwardly focused orientation is directed towards coping with challenges the firm faces during growth-related organizational transformations, rather than introducing innovations in the business or experimenting with opportunities. We conclude that EO is an individual-level construct and a key element in the causal link between organizational performance.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial orientation, experience, and opportunity identification of smallholder farmers

Author: **Etriya Etriya**, *IPB U.*
Author: **Victor Egbert Scholten**, *Delft U. of Technology*
Author: **Emiel F.M. Wubben**, *Wageningen U.*
Author: **Onno Omta**, *Wageningen U.*

Although previous studies on agricultural entrepreneurship have paid attention to the role of farmers' knowledge in identifying opportunities, the findings remain inconclusive in explaining how entrepreneurial-oriented smallholder farmers utilize knowledge integrated with their experience to identify opportunities coming from business environmental changes. This paper investigates the mediating effect of entrepreneurial orientation on the relationships between experience (in linking to modern markets, suppliers, and supporting organizations) and opportunity identification of vegetable farmers in West Java, Indonesia. The data obtained from a survey of 302 vegetable farmers in West Java, Indonesia. The results of partial least squares-structural equation modeling (PLS-SEM) analysis demonstrate that entrepreneurial orientation mediates the relationships between farmers' experience (in linking to modern markets and supporting organizations) and opportunity identification. These findings confirm that being entrepreneurial oriented enables smallholder farmers to benefit from environmental changes by using their experience to identify opportunities. This paper contributes to the literature of agricultural entrepreneurship by addressing the mechanisms enabling smallholder farmers to identify opportunities beyond their existing farm businesses.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Equity 2   

Digital Session Chair: **Jing Zhang**, *Old Dominion U.*

ENT: Did Government Venture Capital Fund Innovative but Less Profitable companies? Evidence from China  

Author: **Jing Zhang**, *Old Dominion U.*
Author: **Yueqi Fan**, *City U. of Hong Kong*
Author: **Ye Liu**, *Nanjing U.*

Governmental venture capital (GVC) is a typical dual-purpose hybrid entity, which aims to increase social welfares as well as making profits for investors. Yet little is known about how the dual purposes shape GVC's investment strategies that interact with private venture capital's (PVC). Applying a two-sided matching model, we develop a structural model to examine whether GVCs invested in innovative but less profitable companies that ignored by PVCs. Using the data of Chinese VC industry in 2000-2012, we find supports for our hypotheses. These fresh results suggest that GVC commendably fulfill their social mission while pursuing economic benefits in a competitive environment. Moreover, GVCs are at least not worse than PVCs in nurturing companies in term of achieving IPO/M&A, and they support company innovation effectively in term of patent application.

Paper is Available to Meeting Registrants Only.

ENT: The Willingness of PVCs to Invest GVCs Backed Ventures: The Role of Institutional Logics 

Author: **Yifei Song**, *U. of Nottingham, China*
Author: **Jin Chen**, *U. of Nottingham, China*
Author: **Haibo Zhou**, *U. of Nottingham, China*
Author: **Weiqi Dai**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*

It is important to evaluate whether public direct intervention in the form of governmental venture capitalists (GVCs) have bridged the equity gap by stimulating more investments from private venture capitalists (PVCs). However, empirical evidence for this relationship is inconclusive. Drawing on institutional logic perspective and organizational tensions literature, we hypothesize that PVCs are less likely to invest in a venture whose prior round is backed by GVCs, owing to the conflicts or tensions between PVCs' professional logic and GVCs' state logic. To substantiate our argument, we further examine two moderators that revise either GVCs' or PVCs' conformity to their logics: limited partnership (LP) and VC status. We hypothesize that the negative relationship between GVCs' investments and follow-on PVCs' investments will be weakened when the GVC is less complied with the state logic by taking the form of LP and delegating the investment decisions to professional fund managers. In contrast, the negative relationship will be strengthened when the follow-on PVC holds a superior status in the VC industry which reinforces its professional logic. The results based on a sample of 2,680 VC investment deals rendered strong support to our hypotheses. Our study adds to the literature by providing a nuanced perspective of logic tensions to explain why public direct intervention in entrepreneurial finance may impede follow-on investments from private sectors.

Paper is Available to Meeting Registrants Only.

ENT: Heterogeneity in search and investment behavior among corporate venture capital units

Author: **Raj Krishnan Shankar**, *Nord U. Business School*
Author: **Magnus Schüeckes**, *U. of Mannheim*
Author: **Tobias Gutmann**, *EBS Business School*

There is growing need to understand how heterogenous organizational search behaviors manifest. This is especially critical when executed beyond organizational boundaries. Corporate venture capital (CVC), a well-established form of corporate engagement with startups, is one way in which such search is empirically implemented. Prior CVC research implicitly assumes CVC manifestations to be homogenous which limits our understanding of how and why organizations run CVC programs and to what end. Our qualitative study of five CVC units reveals that corporations manage CVC via one of two distinct pathways—order-taker or free-bird. Our two-pathway model deconstructs the core CVC processes, explains how and why the two pathways result in different outcomes, and provide indications of greater heterogeneity and hybridity within CVC designs. Our findings have implications for the advancement of CVC, external corporate venturing, and organizational search literatures.

Paper is Available to Meeting Registrants Only.

ENT: Corporate Venture Capital (CVC) Investment Timing, Strategic Misalignment, and CVC Value Addition

Author: **Jukyeong Han**, *U. of Kansas*
Author: **Minyoung Kim**, *U. of Kansas*
Author: **Jongkuk Lee**, *Ewha Womans U.*

This study investigates the relationship between CVC investment timing and CVC value addition. Drawing on the path dependence theory, we theorize that timing of CVC investment influences the extent of strategic misalignment between CVCs and ventures, which would, in turn, affects the extent of CVC value addition. We maintain that there is a U-shape relationship between CVC investment timing and CVC value addition. Results of empirical analysis with data of 450 US-based biotechnology ventures corroborate the main thesis of the current study that CVCs' investment timing plays an important role in influencing performance and behavioral outcomes of CVC value addition.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **707** | Submission: **14757** | Sponsor(s): **(OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00AM - 5:30AMET (UTC-4)**

Overqualification at Multiple Levels of the Organization

Overqualification at Multiple Levels



Organizer: **Wuyang Chen**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Organizer: **Lynda Song**, *Leeds U. Business School*
Discussant: **Miriam Erez**, *Technion - Israel Institute of Technology*
Participant: **Qin Su**, *Sun Yat-Sen U.*
Participant: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Presenter: **Fulei Chu**, *Capital U. of Economics and Business*
Participant: **Yuxin Liu**, *Capital U. of Economics and Business*
Presenter: **Bingjie Yu**, *Hong Kong Baptist U.*
Participant: **Kenneth S Law**, *Chinese U. of Hong Kong*
Participant: **Yolanda N. Li**, *Lingnan U.*
Participant: **Guohua Huang**, *Hong Kong Baptist U.*
Participant: **Fang Liu**, *School of Management, Guangzhou U.*
Participant: **Melody J. Zhang**, *City U. of Hong Kong*
Presenter: **Chenggang Duan**, *Xi'an Jiaotong U.*
Participant: **Jinxin Li**, *Guangzhou U.*
Presenter: **Shelly Lev-Koren**, *Technion - Israel Institute of Technology*

Overqualification is an essential topic in the management field (Erdogan & Bauer, 2021; Feldman, 1996). Scholars debated the mixed effects of overqualification mostly on the individual level (Lee, Erdogan, Tian, Willis, & Cao, 2020). Although several studies recently started to focus on this topic from the team level (Hu, Erdogan, Bauer, Jiang, Liu, & Li, 2015), research on overqualification at within-person and firm levels is still lacking. Echoing Sierra (2011)'s call on multilevel examination and considering the cross-level effects overqualification caused in reality, we prepare this symposium to understand how overqualification manifests itself and has impacts across levels in the organizations. We organize this symposium with five papers, and each represents a critical research question at various levels of analysis. Another noticeable element of this symposium is that we took time into consideration, in the examples of looking at newcomers' socialization, dyadic support over time, and leadership emergence.

Newcomer Overqualification and Performance Trajectory: A social Capital Change Perspective

Author: **Wuyang Chen**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Perceived Overqualification, Changing Self-Efficacy and Strategic Scanning Behavior

Author: **Fulei Chu**, *Capital U. of Economics and Business*

How Does the Overqualified Employee Become a Leader? A Dual-strategy Model

Author: **Bingjie Yu**, *Hong Kong Baptist U.*

Support Me or Undermine Me: Supervisor Reactions to Overqualified Employees

Author: **Chenggang Duan**, *Xi'an Jiaotong U.*

Does Prior Technological Knowledge Facilitate or Inhibit the Learning Process of New Ventures?

Author: **Shelly Lev-Koren**, *Technion - Israel Institute of Technology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Achieving Humanism and Work Life Balance

Digital Session Chair: **Hamid Roodbari**, *U. of Sheffield*

ODC: An Integrated Realist Evaluation Model to Evaluate Organisational Interventions

Author: **Hamid Roodbari**, *U. of Sheffield*
Author: **Karina Nielsen**, *U. of Sheffield*
Author: **Carolyn Axtell**, *U. of Sheffield*

Organisational interventions are the recommended approach for improving employees' health and wellbeing, but evaluating these complex interventions is challenging. Realist evaluation is a promising approach to evaluate interventions; it aims to answer the question of 'what works for whom in which circumstances?' by studying how the mechanisms of an intervention work in a certain context to bring about certain outcomes in Context-Mechanism-Outcome (CMO) configurations. Based on realist evaluation, Nielsen and Abildgaard (2013) proposed a five-phase model to evaluate organisational interventions. We extend the five-phase model to capture more intervention components and align better with realist evaluation. First, to include further crucial intervention components to evaluate, we integrate the content of the RE-AIM framework into the five-phase model. Second, we provide guidance on when and how to develop and test CMO configurations for each intervention component. Thus, we develop an 'integrated realist evaluation model'. Also, we review the most recent evidence in the literature regarding the intervention components and develop an example of a CMO configuration for each component. As such, this article contributes to the understanding of 'how to' evaluate complex organisational interventions that can be used to design, implement, and evaluate future organisational interventions.

Paper is Available to Meeting Registrants Only.

ODC: Smart working experiences in the Public Sector before and after the COVID-19 pandemic

Author: **Andrea Tomo**, *U. of Napoli Federico II, Italy*
Author: **Lucio Todisco**, *U. of Napoli Federico II, Italy*
Author: **Paolo Canonico**, *U. degli Studi di Napoli Federico II*
Author: **Gianluigi Mangia**, *U. degli Studi di Napoli Federico II*

The paper explores the strengths and weaknesses of Smart Working before and after the COVID-19 emergency in the public sector. In more detail, the aim is to understand how the spread of COVID-19 influenced public employees' perception of smart working and its application during the pandemic. We interviewed 27 public employees from Italian local and central administrations already employing smart working before the pandemic to deepen positive and negative aspects of smart working and how these changed after the spread of COVID-19. The findings highlight a widespread positive impact on organizational flexibility and the degree of response and resilience of Italian public organizations to the health emergency. However, some critical factors emerged, such as the right to disconnect and the impact on work-life balance. In doing so, the paper provides many theoretical, managerial and policy implications relatively to the use of smart working in public administrations.

Paper is Available to Meeting Registrants Only.

ODC: Creating Mindfulness at Stressed Environment Work-Places through a Self-Training Intervention

Author: **Shilpi Kalwani**, *PhD Research Scholar BITS Pilani*
Author: **Jayashree Mahesh**, *Birla Institute of Technology & Science, Pilani*
Author: **Anil Kumar Bhat**, *Birla Institute of Technology & Science, Pilani*

Does it take a pandemic to make us realize when our mind is full of anxiety and when we need to protect ourselves by being alert in a state of mindfulness at stressed environment workplaces? With an explosion of scholarly interest in the concept of mindfulness and its uniqueness from the allied concepts in management learning, the effectiveness of organizational mindfulness interventions need further investigation (Reb and Atkins, 2015). There is a lack of convenient and effective mindfulness interventions that could be applied at the futuristic workplaces (Lomas et al., 2017). We attempt to design and test a self-training mindfulness intervention. In this paper we discuss at the outset the importance of mindfulness in constantly evolving organizations and then outline our research study where the effectiveness of the designed self-training intervention is statistically tested. Our intervention comprises of a 4-week module that was introduced among a group of 117 respondents that included doctors, nurses and medical staff from a government hospital. Their mindfulness scores were recorded before and after the implementation of the 4 weeks' intervention module using the MAAS (Mindfulness Attention and Awareness Scale). The results indicate that the mindfulness intervention caused a significant increase in the mindfulness quotient enhancing overall employee wellbeing. This intervention can be an important tool in enhancing the wellbeing of employees in current organizations that are shrouded by high levels of uncertainty and stress. Keywords: Futuristic Workplaces, Mindfulness, Positive Intervention, Wellbeing, Stress

Paper is Available to Meeting Registrants Only.

ODC: How to Live? How to Manage? : Theory V and Self-realization

Author: **Boo-Ho Rho**, *Sogang U.*

The problem with the current management is low engagement and high stress. This phenomenon occurs perhaps because people don't know how to live. We have to live a life of self-realization. Thus, the purpose of management should be the self-realization of people. Self consists of character and talent. Self-realization is the development of character and talent. The development of talent depends on the character. Character is determined by values that are developed through "consciousness reform". Consciousness reform is basically contemplating life asking fundamental questions like what's the right way to live a life. It is important to develop and reinforce character after consciousness reform for the management of self-realization. Factors responsible for character reinforcement are vision, autonomy, culture, recognition, and leadership. A new management model explained above is proposed as Theory V. Theory V supports the idea that an organization has to be a community organization where people work together harmoniously with a shared vision. Theory V is a more humanistic management model than Theory X and Theory Y because it treats people as an end, makes them work with intrinsic motivation, and engages them on a spiritual dimension.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CSR and Employee Issues

Digital Session Chair: **Anna Marrucci**, *U. of Pisa*

SIM: How Do Employee Underpayment and CSR Shape Labor Productivity: A Signal Incongruence Perspective

Author: **Frank Deng**, *Northwestern Polytechnical U.*
Author: **Jia Ming**, *Northwestern Polytechnical U.*
Author: **Zhang Zhe**, *Xi'an Jiaotong U.*

Extant research in management and strategy is increasingly recognizing the benefits of employee corporate social responsibility (CSR) on regulating employee behaviors and the drawback of pay gap (PG) between top executives and employees on eliciting the perception of distribution unfairness as well as evoking employees' negative emotions. However, few studies have considered the two factors together and explored their interaction effects on employee behaviors. In this paper, we treat PG and employee-related CSR disclosure as two incongruent signals employees may refer to as indicators of how organizations treat them and examine their influence on employee productivity. Building on signaling theory, we propose that the consequence of incongruent signals depends on the diversified CSR activities. Specifically, while PG arouses a silent issue of unfairness among employees and decreases employee productivity through generating negative emotions, economic-based CSR disclosure directly rectifies this issue to mitigate the negative relation between PG and employee productivity. By contrast, relationship-based CSR disclosure has no such effect. We find support for our hypotheses through an empirical analysis based on a sample of Chinese public listed firms and a laboratory experimental study. Thus, this study contributes to the literature on the interpretation of incongruent signals and the specificity of the insurance-like effect of CSR.

Paper is Available to Meeting Registrants Only.

SIM: Professional Identity Development of Interns

Author: **Reem Ahmad Karaja Obeid**, *U. of Almeria*
Author: **Ana Maria Bojica**, *U. of Granada*
Author: **Pilar Jerez-Gómez**, *U. of Almeria*

Through a qualitative study of 23 interns (students during or after their first internship made abroad), we examine how interns construct their professional image in the workplace, how they discover and respond to various types of conflicts using new strategies for image management and how it relates to different forms of outcomes and their professional identity development. We found that interns' image discrepancies (identity devaluation and positive discrepancy), resulting from interns' expectations about their professional image, drive interns to engage in new impression management strategies (in-group differentiation, assimilation and positive image maintenance) to meet expectations related to their desired professional image. We discovered a number of outcomes in terms of self-discovery, self-confidence, interpersonal and career management. Building on these findings, we present a process model of professional identity discovery that manifests how interns' image management leads to possible identity development. Implications of our findings for both theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

SIM: CEO Social Class Perception and Employee-Related CSR: Evidence from Chinese Privately Owned Firms

Author: **Ma Zicheng**, *Lingnan U. / Sun Yat-sen U.*
Author: **Heng Liu**, *Sun Yat-Sen U.*
Author: **Wenwen An**, *Guangdong U. of Technology*
Author: **Liang Wang**, *U. of San Francisco*

Despite recent progress, the existing literature still contains inadequate knowledge about the internal determinants of employee-related corporate social responsibility (CSR), particularly regarding the effect of the chief executive officer (CEO). Integrating upper echelon theory with social class literature, this study examines how CEO social class perception may influence private firms' employee-related CSR. Based on a unique dataset from the Nationwide Private Firms Survey of China, this study empirically identifies that higher CEO social class perception will promote a higher level of employee-related CSR activities in private firms. Additionally, this positive impact of CEO social class perception on employee-related CSR may be amplified among younger firms and firms with a smaller amount of intangible resources. Our study contributes to the current literature by enriching our understanding of the antecedents of employee-related CSR from the perspective of the CEO's cognition of his/her social class and revealing the related informative boundary conditions.

Paper is Available to Meeting Registrants Only.

SIM: Caring for or Involving the Employee? The Multiple Pathways of Internal CSR Making Work Meaningful

Author: **Ramona Demasi**, *U. of Zurich*
Author: **Christian Stutz**, *U. of Jyväskylä School of Business*
Author: **Sybille Sachs**, *U. of Applied Sciences, Zurich*

Research suggests that, if an employer assumes responsibility for its workforce's interest, work becomes more meaningful for individual employees. Yet, unexplored issues remain regarding how and when such organizational practices—commonly termed “internal CSR”—create conditions that enable individuals to find meaningful work. To elucidate these issues, we build a theoretical framework that captures the multiple pathways of how internal CSR engenders meaningful work. Our central argument is that employers should approach internal CSR from two distinct perspectives—a caring or an involving one—if they strive to foster meaningfulness. Either approach is undergirded by varying degrees of control and care that are ever-present in employer-employee relationships. Our framework further explains why either approach is more or less effective under different conditions, varying on New Work affordances and employee expectations. Overall, this paper unites as of yet disconnected efforts of meaningful work and micro-CSR scholars, and reorient their focus to differences in New Work affordances and aspects of control and care in employer-employee relationships.

Paper is Available to Meeting Registrants Only.

Author: **Anna Marrucci**, *U. of Pisa*

Author: **Cristiano Ciappei**, *U. of Florence*

Author: **Lamberto Zollo**, *U. of Florence*

Author: **Riccardo Rialti**, *U. of Pisa*

Emergency-related transformative situations require businesses to react with courage and rapidness to address the incipient challenges. The recent COVID-19 crisis deeply affected world's economies, consequently imposing a re-thinking of work activity and a re-organization of work environments themselves. The proliferation of virtual relationships, as a response to the digitalization of work, could increase the distance between the economy and real life. Companies are relational networks having a central role in the development of our society; indeed, if companies lost the profound human meaning of cohesion and innovation, the fabric of the society itself would be lost. Virtual relationships have disrupted existing routines. Therefore, social distance has increased the employees' alienation. In this division between emergency situations and social development, the necessity to rediscover the role of human relations, conceptualized as relational goods, has emerged. Starting from this gap, the research aims to observe how relational goods -which derive from inter-subjectivity and reflexivity deriving from social relationships in the workplace- could increase the willingness to share information with colleagues and reduce turnover intention. Covariance-based structural equation modelling (CB-SEM) was used on a sample of Italian SME employees to empirically validate the Relational Goods construct and test the hypothesized relationships. Theoretical and managerial implications were provided to highlight significant avenues for future research on reflexive and inter-subjective relationships on the workplace.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sourcing Ideas: Partners and others

Digital Session Chair: **Linde Colen**, *UHasselt*

TIM: The guiding role of collaboration partner in firms' entry into new research areas

Author: **Linde Colen**, *UHasselt*

As science is continuously evolving, it is essential for the sustainability of firms' competitive position to recognize and act upon opportunities in new research areas. Firms are likely unequipped to process the overwhelming amount of, often, incomplete scientific output on their own. Hence, they might benefit from social connections to scientists who can pass through helpful information by, either, being active in the research area themselves or by knowing others who are. This study examines the role of these social connections on firms' ability to act upon scientific developments. The empirical analysis examines the entry behaviour of 133 biopharmaceutical companies within 290 disease areas between 1995 and 2002. The results signal that outsiders, scientists who do not publish in the area themselves, are inferior access points for information due to a lack of affinity, credibility, and information flow. In contrast, the information gathered from insiders - scientists actively publishing within the focal area - appear to strongly influence firms' probability on entry. While this information can directly originate from the insider, it can also reach the firm indirectly originating from the insider's co-authors in the area. In respect to this indirect information, the results signal that insiders are effective brokers, arguably thanks to their affinity with the area and the peer-review character of the scientific community. In sum, the study suggests that firms with ties to highly-connected insiders are more likely to pursue opportunities within a new research area.

Paper is Available to Meeting Registrants Only.

TIM: New partners crowd out old partners: the moderating role of network chasm

Author: **Wei Chen**, *School of Business, Renmin U. of China*

Author: **Yan Yan**, *School of Business, Renmin U. of China*

Both the entry and withdrawal of partners have received considerable attention in the venture capital (VC) literature. However, they have been viewed as more or less isolated dynamic choices. In this study, we filled this research gap by analyzing the relationship between new partner addition and old partner withdrawal in VC syndicates. We hypothesized a U-shaped relationship between the syndicate's portfolio similarity with new partners and its old partners' withdrawal possibility. Furthermore, we considered the negative moderating role of partner network characteristics, namely, the relational and structural chasm. We tested our hypotheses using the U.S. VC data during 1985–2016.

Paper is NOT Available. Please contact the author(s).

TIM: In search for new knowledge: When does hiring foreign R&D workers foster exploration?

Author: **Wolf-Hendrik Uhlbach**, *Copenhagen Business School*

Author: **Paul-Emmanuel Anckaert**, *SKEMA Business School, U. Côte d'Azur, GREDEG*

This paper examines how firms' recruitment of high-skilled foreign R&D workers affects firm-level exploration. We argue that by hiring foreign R&D workers, firms are more likely to gain access to novel and complementary knowledge, which will foster exploration. Examining a sample of 376 Danish R&D active firms over the period from 2001 to 2013, we show the effect is most pronounced when foreign R&D hires originate from geographical backgrounds that are represented to a lesser extent within firms' incumbent R&D workforce. Moreover, we show that this effect holds, even when the cognitive distance between these new hires and firms' incumbent R&D workforce is low. Finally, we highlight the temporary nature of this "exploration premium" as these results only hold for newly hired foreign workers.

Paper is Available to Meeting Registrants Only.

TIM: Initiating adoption through salespeople: Stronger selling capabilities are not always better 🌐 🖨

Author: **Herbert Endres**, *U. of Regensburg*

Author: **Julia Auburger**, *U. of Regensburg*

Author: **Roland Helm**, *U. of Regensburg*

Customers often have a critical attitude towards a new product and resist its adoption because of the associated uncertainties. One barrier is the initial stage of the customers' product adoption process, the customers' adoption of knowledge about the new offering, which has hardly been studied. It is mainly the salespeople who can mitigate the uncertainties perceived by the customer. Therefore, we focus on salespeople's selling capability, i.e., the capability of individuals to perform salespeople's tasks, addressing the two research questions: (i) "What degree of selling capability serves customers' knowledge adoption best?", and (ii) "How does customers' innovativeness and the perceived degree of innovation affect the impact of the selling capability on customers' knowledge adoption?" For this purpose, we collected survey and objective innovation purchase data from business customers of a German professional electrical tool's supplier. Our study provides three major contributions. First, we reveal that there is an optimum level of selling capability that should not be undercut nor exceeded. Second, we find that salespeople need to adapt the use of selling capability on two contingencies: the perceived degree of innovation and innovativeness of the customer. Third, we empirically prove that customers' knowledge adoption mediates the relationship between salespeople's selling capability and in-novation purchases. Sales managers, innovation managers, and marketing managers have now a more profound understanding in initiating new product adoption through salespeople.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

🖨 Teaching-oriented 🌐 Practice-oriented 🌐 International-oriented 🗨 Theme-oriented 🖨 Research-oriented 🗨 Diversity-oriented
🖨 Selected as a Best Paper

Ecosystems 3    

Digital Session Chair: **Daxin Sun**, *Shanghai Jiao Tong U.*

ENT: The enabling power of transport infrastructure: A case of entrepreneurship in China

Author: **Daxin Sun**, *Shanghai Jiao Tong U.*
Author: **Saixing Zeng**, *Shanghai Jiao Tong U.*

Prior literature on economic geography highlights the role of transport infrastructure in shaping economic growth, while its implications for entrepreneurship have received less attention. Shedding new light on the decision-making processes of entrepreneurs, this paper examines how transport infrastructure affects entrepreneurship and explores potential mechanisms beyond the focal relationship. Based on the construction of high-speed railways (HSRs) in China, we find that local cities' connections to HSR networks increase the probability of individuals' entrepreneurship. Furthermore, we find that this positive relationship will be stronger for people with fewer social networks and no migration experience, revealing a substitute effect of HSRs. Our study contributes to the literature on transport infrastructure and research on entrepreneurship ecosystems by linking HSRs and personal decision making in entrepreneurship. We also provide a more comprehensive understanding of the information asymmetry and complementary asset mechanisms involved, which in turn explains the spillover of improved transport infrastructure. Finally, the findings of this study provide insight into the geography of entrepreneurial policies in coordinating "regional" transportation and "local" entrepreneurs.

Paper is NOT Available. Please contact the author(s).

ENT: What about my family? The role of negative family feedback in entrepreneurial opportunity evaluation 

Author: **Izuchukwu Evans Mbaraonye**, *U. of Nebraska, Lincoln*
Author: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*
Author: **Varkey Titus**, *U. of Nebraska, Lincoln*

Scholars have discussed numerous potential explanations for why entrepreneurial opportunities ultimately go unexploited (Kirzner, 1997; Shane & Venkataraman, 2000). In particular, research on entrepreneurs' decisions to exploit opportunities has shown promise by examining the impact of entrepreneurs' life characteristics (Aldrich & Cliff, 2003), specifically as they relate to family demands (Hsu, Wiklund, Anderson, & Coffey, 2016). Representing a vital social institution within which entrepreneurs operate, the influence of family elements such as family structure and infrequent life events have been supported as playing crucial roles in the entrepreneurial process (Jaskiewicz, Combs, Shanine, & Kacmar). However, research into the impact of family characteristics has done little to consider how the frequent, dynamic feedback presented by the family unit might also affect resulting assessments of opportunities. As such, we draw insights from family systems theory (Bowen, 1978) to propose that entrepreneurs' assessments of new venture opportunities depend on relevant feedback from family members. Additionally, we implement moral foundations theory (Bavelas & Segal, 1982) to suggest that this relationship is moderated by the value placed by entrepreneurs on key facets of their moral foundations. Utilizing a sample of entrepreneurs from a Midwest-based entrepreneurial ecosystem, an initial study and potential implications are discussed.

Paper is Available to Meeting Registrants Only.

ENT: Towards a Strategy for Resource Mobilization to Generate High Funding during New Venture Creation  

Author: **Ann-Carolin Ritter**, *Technical U. of Munich*
Author: **Theresa Treffers**, *TUM School of Management, Technische U. München*
Author: **Andreas Hein**, *Technical U. of Munich*
Author: **Jörg Weking**, *Technical U. of Munich*
Author: **Sebastian Hermes**, *Technical U. of Munich*
Author: **Dr. Markus Böhm**, *Technical U. of Munich*
Author: **Helmut Kremer**, *TUM School of Management, Technische U. München*

Even though funding is important for new venture creation, new ventures often struggle to secure funding. Additional complexity arises because new ventures mobilize resources from different actors in an ecosystem during new venture creation and collaborations with different actors are shown to influence funding decisions. Our study addresses this challenge and explores how new ventures can form a strategy to mobilize resources from different actors to generate high funding during new venture creation. Building on innovation ecosystem research, our study particularly explores the type of resources (physical, human and relational resources) that other actors in an ecosystem provide and the combinations of resources provided by different actors during new venture creation that support or hinder funding. Following an explorative two-step research approach, we conducted a qualitative content analysis based on interviews with 49 entrepreneurs of new ventures and a fuzzy set qualitative comparative analysis based on a survey with 42 entrepreneurs of new ventures. Our results show that actors with an established ecosystem (e.g., established firms) are more relevant for new ventures when creating the dimensions market and offering than less established actors (e.g., other new ventures). Furthermore, new ventures generate more funding when considering the diversity of actors in market, offering, operations, and organization instead of collaborating with convenient actors. Overall, this study contributes to research on entrepreneurial resource mobilization and innovation ecosystems by presenting a framework towards a strategy of how entrepreneurs mobilize resources from multiple different actors to generate high funding and by presenting possible solution paths.

Paper is NOT Available. Please contact the author(s).

Author: **Crista Plak**, *U. of Limoges*

Author: **Aki Harima**, *U. of Bremen, Germany*

Author: **Vincent Lagarde**, *U. of Limoges*

Refugee camps often develop an idiosyncratic space for entrepreneurial activities, which enrich not only the life of camp inhabitants but also the local economy. In resource-scarce settings, refugees utilize their entrepreneurial capacity to develop businesses. Their entrepreneurial activities are intertwined with the camp contexts and the economy in surrounding areas, which result in the emergence of a unique entrepreneurial space. However, in previous studies, interactions between entrepreneurial agents and spatial factors are not thoroughly investigated. By highlighting the uniqueness of refugee camps, this study aims at understanding the evolution of a refugee-camp entrepreneurial ecosystem. We selected the Umkulu refugee camp in Eritrea as the empirical case. Based on 30 in-depth interviews and field observation, we identified two opposite mechanisms from the resource perspective that thrive or hinder the refugee-camp entrepreneurial ecosystem's evolution. This study advances the understanding of refugee camp economies and the ongoing scholarly discussions on spatial contexts' role in entrepreneurial activities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Positive Leader Behavior and Dysfunctional Outcomes



Digital Session Chair: **Jessica (Yongyi) Liang**, *school of management, Jinan U.*

OB: Investigating the Relationship Between Leader Group Prototypicality and Intergroup Conflict

Author: **Jessica (Yongyi) Liang**, *school of management, Jinan U.*
Author: **Haibo Wang**, *Jinan U. Management School*
Author: **Ming Nick Yan**, *Jinan U.*
Author: **Hanjing Chen**, *Guangdong U. of Foreign Studies*

Although a number of studies have examined the positive effects of leader group prototypicality, the negative effects have been understudied. Drawing from social identity theory, this study investigates the potential dysfunctional effects (i.e., intergroup conflict) and contextual factors of leader group prototypicality. Multi-phase, multi-source, multi-level survey data showed that leader group prototypicality would engender intergroup conflict via intergroup distinctiveness. Further, the leaders' benchmarking behaviour moderated this indirect effect. In particular, leader group prototypicality resulted in higher intergroup distinctiveness and intergroup conflict only when the leaders' benchmarking behaviour was higher rather than lower. Implications for the leadership literature and management practices are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Crowns Too Heavy: How Top Managers' Empowerment Leads to Middle Managers' Abusive Supervision

Author: **Zhijun Chen**, *Shanghai U. of Finance and Economics*
Author: **Wang Yating**, *Shanghai U. of Finance and Economics*
Author: **Siyu Tian**, *College of Business, Shanghai U. of Finance and Economics*
Author: **Mingjian Zhou**, *Harbin Institute of Technology at Shenzhen*

A plethora of studies have shown the benefits of empowering leadership on organizational effectiveness, including positive implications to the person being empowered. As an extension, our study joins in this discussion by demonstrating and theorizing an unexpected effect of top managers' empowering leadership upon middle managers' abusive supervision toward frontline employees. Integrating the consent-based theory of power and a self-regulatory perspective, we propose that middle managers will perceive a strong performance pressure in facing top managers' empowering leadership, which then activates their abusive supervision toward their own followers. Results from one scenario manipulation and a multilevel field study provided consistent support for our predictions and further showed that these effects were more pronounced when the middle manager supervised a team with performance deficiency. Implications of our study for the leadership research are discussed, accordingly.

Paper is Available to Meeting Registrants Only.

OB: Not the Time to Be Humble: The Dark Side of Humble Leader Behavior in Uncertain Environments

Author: **Zhang Yue**, *Fudan U., School of Management*
Author: **Jih-Yu Mao**, *Southwestern U. of Finance and Economics*
Author: **Shengming Liu**, *Fudan U.*

While previous studies have demonstrated that humble leader behavior is effective in organizations, we challenge this positive conclusion by investigating specific circumstances under which such behavior can have a potential "dark side." Based on implicit leadership theory, we explore how humble leader behavior in uncertain environments affects perceived leader indecisiveness and effectiveness. Results from an experiment and a field study show that humble leader behavior is negatively related to leader effectiveness, as demonstrated by the followers' perceived leader indecisiveness when environmental uncertainty is high. Our research reveals the potential cost of humble leader behavior under high-uncertainty environments, thus contributing to literature on humble leader behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **713** | Submission: **17443** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 5:00AM - 6:30AMET (UTC-4)**

Knowledge Creation and Digital Platforms

Digital Session Chair: **Nastaran Hajiheydari**, *U. of Sheffield*

OCIS: **Why People Collaborate in Civic Crowdfunding Platforms: Configurational Analysis of Citizens Profile**

Author: **Nastaran Hajiheydari**, *U. of Sheffield*
Author: **Mohammad Soltani Delgosha**, *UWE Bristol*

Digital platforms are revolutionising how value is created and exchanged. The convergence of anytime-anywhere has fuelled the emergence of online networks that recently expanded their domain into promoting collective actions for addressing common issues and creating public goods. This paper taps on the less studied type of social mission platform and seeks to advance our understanding of users' participation in Civic Crowdfunding Platforms (CCPs). To this aim, we utilised theoretical multiplicity approach for developing a configurational theoretical framework that integrates two dominant behavioural theories (VBN and TPB) to empirically test citizen's motive for participating in a CCP. By adopting person-centred approach and using fuzzy set qualitative comparative analysis (fsQCA) for examining 537 respondents' data, this study explores the constellations of causal factors underlying citizens' participation in CCPs. The results demonstrate that our integrative proposed model of values, beliefs, norms and demographic variables can explain the variance of citizens' motive for engaging in a CCP. This empirical study contributes to the CCP literature by highlighting how the conjunction of socio-psychological and demographic variables forms citizens' participation in a civic campaign. We propose a configurational emergent model that enhances our understanding of different citizens' profile who collaborate in a CCP. Through bridging the body of knowledge on configurational perspectives and behavioural theories, this study uncovers five latent profiles (Social Justice Advocates, Communal Citizens, Benevolent Supporters, Self-centered Contributor and Outcome-oriented Volunteers) that characterise bakers of civic crowdfunding projects. By examining several equifinal pathways, this study also contributes to practice by proposing pragmatic knowledge on the combination of factors that are essential in stimulating collaboration in CCPs.

Paper is Available to Meeting Registrants Only.

OCIS: **Knowledge co-creation for a complex concept on a digital platform**

Author: **Kirsimarja Blomqvist**, *LUT U.*
Author: **Matti A. Vartiainen**, *Aalto U.*

This study examines temporary expert group knowledge co-creation on digital platforms. Our ethnographic study focuses on digital organizing and more specifically on temporary expert team knowledge co-creation on a digital platform. Based on the rich data from micro-level digital traces, we study how a complex concept is co-designed. Temporary team's knowledge co-creation process is supported by project leads' weaving work and co-created digital scaffolds. The emerging concept design is a result of the cyclical knowledge co-creation process where experts apply their personal knowledge in repeating cycles leading to complex concept co-design. Experts share their personal knowledge by inspiring and informing others with the help of visual artifacts. Visual artifacts become boundary objects when others engage in a digital dialogue through articulating, asking and challenging the knowledge co-creation process supported by socio-emotional communication. Research contributes to digital organizing of expertise by providing a nuanced understanding of the knowledge co-creation process and the use of digital artifacts as boundary objects in asynchronous collaboration for complex problem solving.

Paper is Available to Meeting Registrants Only.

OCIS: **ambiguous, misinterpreted, but essential: conceptualization of the "digital mindset"**

Author: **Yannick Hildebrandt**, *Otto-Friedrich U. Bamberg*
Author: **Daniel Beimborn**, *U. of Bamberg*

The way people how act and think is mentioned frequently as one of the most essential factors to consider regarding successful digitalization. However, although we frequently talk about the 'digital mindset', the literature lacks a distinct, holistic and detailed definition of what this way of thinking is actually representing. Through an analysis and synthesis of the fields of psychology and digitalization literature, this conceptual paper pursues the goal to address the question of how a digital mindset can be conceptualized from a holistic perspective. As a re-sult, three main findings contribute to the research of the human side of digitalization and pave the way for future research avenues. First, a general definition of digital mindset is formed as thinking patterns, epitomized through cognitive processes, filters, and core convictions of humans constituted of cognitive mechanisms and knowledge structures, that affect and foster digital innovation and transformation to accomplish digitalization. Secondly, 19 concrete thinking patterns are derived that typify a digital mindset and can be differentiated between newly developed thinking patterns and remained or modified thinking patterns. Thirdly, the conceptualization reveals that the development of a (digital) mindset is based on knowledge as a prime component.

Paper is Available to Meeting Registrants Only.

OCIS: **Predictors and outcomes of individual knowledge on early-stage pandemic**

Author: **Yash Chawla**, *Wroclaw U. of Science and Technology*
Author: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*
Author: **Laurent SCARINGELLA**, *Rennes School of Business*
Author: **Ewa Lazarczyk Carlson**, *Reykjavik U.*
Author: **Marco Greco**, *U. of Cassino and Southern Lazio*
Author: **Paulo Duarte Silveira**, *Polytechnic Institute of Setubal, Portugal*
Author: **Eduardo Pestana De Aguiar**, *Federal U. of Juiz de Fora, Brazil*
Author: **QingYang Shen**, *Chengdu U. of Information Technology, China*
Author: **Markus Will**, *Zittau/Görlitz U. of Applied Sciences, Germany*
Author: **Anna Kowalska-Pyzalska**, *Wroclaw U. of Science and Technology*

This study explores how individuals obtain knowledge, perceive information sources, behave, and form opinions while facing a pandemic at an early stage. We develop a conceptual model linking the predictors of individuals' knowledge with people's behavior and opinions. The model is empirically tested through a large-scale global survey of 15,552 respondents from 123 countries. Our results indicate that relying on one source of information does not lead to favorable behavior towards curbing the pandemic. Furthermore, we need to educate people and control misinformation spread on policy and social network platforms to curb emergencies collectively.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Corporate Investment & Corporate Investment Decisions

Digital Session Chair: **Stijn Kelchtermans**, *KU Leuven*

TIM: Dipping a Toe? The Relation between CVC Investments and Entry into New Technology Domains

Author: **Stijn Kelchtermans**, *KU Leuven*
Author: **Hamzeh Obeid**, *KU Leuven*
Author: **Maarten Rabijns**, *KU Leuven*

Existing research has prescribed corporate venture capital (CVC) investments as effective tools for firms to explore new technologies. However, it remains unclear to what extent firms can use CVC investments to build capabilities to create technology in previously unfamiliar domains as this requires that they go through an extensive learning process. This paper argues that CVC investment not only allows exploring new technologies but sets in motion a chain of learning events linked by four stages in a knowledge absorption framework, and which is moderated by investee quality and the presence of other corporate investors. We test our propositions using a panel of 244 large pharmaceutical firms that make 847 unique CVC investments during 2000-2015 in ventures patenting in technology domains in which the firms were not active in the 5 years preceding the investment. We show that firms who make CVC investments in ventures active in technology domains which are unfamiliar to them, have a higher likelihood to subsequently start patenting in these new domains. Furthermore, we show that this likelihood is positively moderated by the average quality of the investee, the presence of investment syndicates and the relatedness of the technology to the firm's existing knowledge base. These results add to the literature on CVC investments and technological entry by furthering our understanding on the role of CVC investments not only as a tool for technological exploration, but also as an effective vehicle for technological exploitation through learning.

Paper is NOT Available. Please contact the author(s).

TIM: Corporate Venture Capital, Big Data, and Privacy Regulation

Author: **Meitong Li**, *Harvard Business School*

Firms face a choice over the types of assets they own, especially complementary assets with specificity when making corporate venture capital (CVC) investments. As data has become an increasingly important type of asset, this paper explores the role of data in the formulation of CVC investments. Due to constraints arising from the context in which data is collected, and the intended use of the data, we find that data can enhance complementarities between competitors. Using a regulation in China, which prohibits transactions of personal data, as an exogenous shock, we find that, as the cost of obtaining data increases, more CVC investments are made between former competitors. Furthermore, we find this effect to be stronger for companies that are already using data as their core asset, and this effect can be mitigated by the availability of other information acquisition channels, such as common ownership between the company pair.

Paper is Available to Meeting Registrants Only.

TIM: Angels and Demons: The Negative Effect of Employees' Angel Investments on Corporate Innovation

Author: **Santanu Kundu**, *U. of Mannheim*
Author: **Clemens Mueller**, *U. of Mannheim*

A firm's economic value of patents decreases by 3.3% - 5% when its employees are investing their personal wealth in start-ups. We refer to such angel investors employed at public corporations as angel employees. We establish causality with matching and instrumental variable regressions, which rely on quasi-exogenous competition in the early-stage financing market. The negative relationship is stronger for angel employees in innovation-related roles, if the linked start-ups are more time consuming, and for exploratory patents. Start-ups financed by angel employees are more likely to successfully exit. Our results indicate that angel employees divert time and effort from their employers to their personal start-up investments. Overall, we highlight unexplored negative effects of angel investors in our economy.

Paper is Available to Meeting Registrants Only.

TIM: Blinded by the Person? Field Experimental Evidence from Idea Evaluation in a Multinational Company

Author: **Linus Dahlander**, *ESMT European School of Management and Technology*
Author: **Arne Thomas**, *ESMT Berlin*
Author: **Martin Wallin**, *Chalmers U. of Technology*
Author: **Rebecka Cedering Ångström**, *Stockholm School of Economics*

Seeking causal evidence of how the relationship between proposers and evaluators affects idea evaluation outcomes, our field experiment manipulates the process in which innovation managers evaluate ideas proposed by their colleagues in a large multinational company. We vary the information that the managers receive on the proposers, creating two conditions: (1) a blind evaluation, where managers receive no proposer information, and (2) a non-blind evaluation, where they receive the proposer's name, organizational unit, and location. We analyze how blind evaluation changes scores and whether the effect depends on order, gender, organizational unit, and location. We find little evidence that blinding substantially changes idea evaluations, discuss how the non-finding may arise, and how it enriches cumulative knowledge on corporate idea evaluations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **715** | Submission: **10987** | Sponsor(s): (AAT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 6:00AM - 7:30AMET (UTC-4)**

From “Scientific Activist” to “Activist Scientist”
From “Scientific Activist” to “Activist Scientist”



Organizer: **Katrin Heucher**, *U. of Michigan*
Organizer: **Sara B. Soderstrom**, *U. of Michigan*
Organizer: **Amanda Nicole Williams**, *ETH Zürich*
Organizer: **Johannes Meuer**, *ETH Zürich*
Panelist: **Andrew H. Van de Ven**, *U. of Minnesota*
Panelist: **Paul S. Adler**, *U. of Southern California*
Panelist: **Gail Whiteman**, *U. of Exeter Business School*
Panelist: **Jonas Haertle**, *PRME Secretariat / United Nations Global Compact Office*
Facilitator: **Garima Sharma**, *Georgia State U.*
Facilitator: **Jill Waymire Paine**, *IE Business School*
Facilitator: **Steven Kennedy**, *Rotterdam School of Management, Erasmus U.*
Facilitator: **Katharina Dittrich**, *Warwick Business School*
Facilitator: **Juliane Reinecke**, *King's College London*
Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
Facilitator: **Hannes Leroy**, *Erasmus Research Institute of Management*

A growing number of management scholars aim to combine their academic research with real-world impact, through taking a stance on pressing societal issues and combining activism with scientific rigor (e.g., Tihanyi, 2020; Alvesson et al., 2017). Scholars' focus can vary from prioritizing their “activist” role or their “scientist” role. In this PDW, we explore how research may engage in societal change not only through the traditional instruments of activism (e.g., protests, demonstrations, public education) but also through the traditional instruments of science (e.g., conducting scientific research to advance knowledge). The purpose of this PDW is to initiate a more structured discussion about being in the spectrum from “Scientific Activist” to “Activist Scientist” with the aim of establishing rigorous methods for engaging closely with managers as a commonly accepted practice. We do so by offering a platform for scholars to debate and discuss its different forms of such activities with each other. We structure the PDW in two parts. Part 1 is a panel of three leading management researchers as well as a practitioner panelist who have engaged in different types of science and activism. Part 2 includes several breakout-room roundtable discussions that allow emerging researchers as well as scholars that are new to the area to dive deeper into the different aspects. Overall, the PDW aims to empower researchers to effectively engage with practitioners and design research to better serve practicing managers to deal with the challenges they face.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning, Developmental Opportunities and Careers

Digital Session Chair: **Julian Decius**, *Paderborn U.*

CAR: The Hen-Egg Problem of Informal Workplace Learning & Work Design: The Mediating Role of Job Crafting

Author: **Julian Decius**, *Paderborn U.*
Author: **Niclas Schaper**, *U. of Paderborn*
Author: **Andreas Seifert**, *U. of Paderborn*

Informal workplace learning (IWL) is the predominant form of vocational learning. In striving to foster IWL, the focus of previous research has been on work design: According to the active learning hypothesis from the Job-Demand Control Model, job control and demands will lead to learning. IWL research has so far agreed with this assumption but has hardly investigated it longitudinally. The alternative active shaper hypothesis suggests that engagement in learning leads to more job control and demands. The underlying process may be proactive behavior such as job crafting. In this article we present the results of two longitudinal studies. In Study 1, we use a cross-lagged panel design with structural equation modelling to analyze our two-wave data with a 1.5-year interval among 129 blue-collar workers. The results show that IWL leads to job control and demands; the reverse causal direction is not significant. Hence, study 1 provides support for the active shaper hypothesis. In study 2, we use three-wave data with a 3-week interval among 79 white-collar workers to examine potential mediating effects of job crafting within the relationship of IWL on work characteristics. We found full mediation effects of task crafting and relational crafting for the “IWL ? Job control” relationship, but no effect of cognitive crafting. However, we did not find any mediating effects for the “IWL ? Demands” relationship. The findings contradict the predominant active learning hypothesis and have broad implications for workplace learning research and personnel development in organizations.

Paper is Available to Meeting Registrants Only.

CAR: Female Leadership Program Evaluation in Higher Education: A Strategy for Female Career

Author: **Annie He**, *U. of Leeds*
Author: **Katie Leeman**, *U. of Leeds*

This article explored female under-representation on leadership role and female career development in the context of higher education in the United Kingdom. Despite female participation continuously growing in global workforce and female leadership value being recognized, there was a disproportionately high rate of male on senior role and a scarcity of theoretical basis for female leadership building. Especially in higher education field, obstacles for women advancement have received less attention due to the perception of female dominance in this field. Organizations have delivered various training programs to develop female leadership capacity. However, the evaluations of such programs were generally unsatisfactory. The return on organization and impact on personal development still remain unclear. This study was based on interview results of 11 female leaders who have participated in leadership training program in a Russell group university. Kirkpatrick model was adopted in this study to evaluate program effectiveness. Findings presented that female leaders shared humble leadership style and they were benefited from leadership training program by enhancing professional skills, building network and motivating leadership aspiration. Results also suggested leadership program played a pivotal role in building confidence and developing female career. This paper additionally gave the suggestions about how to better design and evaluate female leadership program.

Paper is Available to Meeting Registrants Only.

CAR: Out of the Shade, into the Light: Star Absence as an Opportunity for Non-Stars

Author: **Arne Thomas**, *ESMT Berlin*

To develop a deeper understanding of how star employees affect their colleagues, this paper investigates temporary star absence and its effect on the productivity of non-stars. Exploiting quasi-experiments induced by injuries of star players in the National Basketball Association (NBA), I analyze changes in the offensive output of non-star players while the star is absent and after he has come back. Compared to the pre-absence phase, non-stars increase their offensive output while the star is absent. After long absences, this effect becomes lasting and non-stars can sustain an increased level of production even when the star has come back. Further analyses reveal that junior employees particularly benefit from star absence, especially those in the middle of the talent distribution. The key mechanism underlying these effects is that non-stars get more opportunities to perform in the absence of the star. Star absence thus provides new development possibilities for employees who are usually overshadowed by the dominant star.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

New Product Development

Digital Session Chair: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

ENT: “Do as we say and you’ll be successful”: Accelerators as Organizations of Entrepreneurial Dressage

Author: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

Author: **Matthias Wenzel**, *Leuphana U. Lüneburg*

Author: **Jochen Koch**, *European Uni Viadrina, Frankfurt (Oder)*

Entrepreneurs in educational organizations such as accelerators are those who create the new, the yet-to-come that differs from the here-and-now. But how do these organizations actually help them to accomplish this process? This paper extends the burgeoning literatures on accelerators and entrepreneurship by exploring the practices of becoming an entrepreneur in an accelerator. Based on a Foucault-inspired discourse analysis of ethnographic data gathered at a Berlin-based startup accelerator, we identified three practices—observing, exercising, and punishing—through which the accelerator’s staff ensured that startup founders would adopt a specific dominant style of entrepreneurship, one that reproduces growth-oriented and profit-focused themes. Through such powerful disciplining, they were able to make founders comply with such a style of entrepreneurship. The main contribution of our study is to advance an understanding of accelerators as organizations of entrepreneurial dressage. Furthermore, we add to the understanding of the mundane power dynamics of entrepreneurship through which actors mobilize dominant entrepreneurship themes to help others learn to become entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: Telling “White Lies”: How Rationalized Knowledge Hiding Influences New Product Development

Author: **Chang Xiong**, *Xi’an Jiaotong-Liverpool U.*

Author: **Leven Jianwen Zheng**, *U. of Liverpool*

Knowledge hiding studies have largely focused on its dark side, while we theorize the potential positive effect of rationalized knowledge hiding in the context of entrepreneurial firms’ new product development speed. By extending and integrating theoretical perspectives of rationalized knowledge hiding and trust, we theorize that rationalized knowledge hiding accelerates the new product development speed of entrepreneurial firms that has been cognized as a critical component that matters firm survival and growth. To test this assumption, we developed and analyzed a pair data of founder-CEO and the founder-CTO of 137 high technology entrepreneurial firms in China. The empirical results suggest that CTO’s rationalized knowledge hiding in CEO accelerates the new product development speed of high technology entrepreneurial firms. Our analysis also shows that such acceleration would be slower when a CEO’s affective trust in the CTO is higher, while the acceleration would be faster when a CEO’s cognitive trust in CTO is higher. Overall, we theorize that rationalized knowledge hiding produces positive effect on the new product development speed of entrepreneurial firms.

Paper is Available to Meeting Registrants Only.

ENT: Unpacking the Negative Impact of Initial Informality on Innovation: The Roles of R&D and Training

Author: **Dawit Assefa**, *U. of Messina*

Author: **Ching T. Liao**, *NEOMA Business School*

Author: **Bisrat Misganaw**, *NEOMA Business School*

This article identifies the underlying mechanism explaining why firms starting unregistered (initial informality) are less innovative. We argue that resource allocation patterns developed during a firm’s early stage are likely to persist. Firms with initial informality are less likely to invest in R&D and employee training compared to firms starting registered. This explains their low innovativeness. Using data from the World Bank Enterprise Survey, we analyze firms from 30 countries in Sub-Saharan Africa. Our empirical evidence shows that R&D investment and employee training mediate the negative relationship between initial informality and innovation. This finding has significant policy and managerial implications. While transitioning from informal to formal firm status, it is essential to put in place policy instruments encouraging investment in R&D and employee training. Nascent entrepreneurs should take into consideration the lasting impacts of initial informality on firm development when making decisions.

Paper is Available to Meeting Registrants Only.

ENT: The Formation and Evolution of a Startup’s Intellectual Property Strategy

Author: **Alexander Fink**, *Swiss Federal Institute of Technology Zurich, ETH*

Author: **Stephan M. Wagner**, *Swiss Federal Institute of Technology Zurich, ETH*

Startups face a tension to simultaneously protect and share intellectual property (IP) in a collaboration. In this grounded theory study, we examine how startups deal with this tension to protect their IP. To this end, we investigate the formation and evolution of the IP protection (IPP) strategy. We draw on a unique longitudinal dataset that comprises 70 interviews as well as observational and archival data. We show that startups’ IPP strategies are not predetermined but evolve dynamically. Startups may change their protection strategy entirely with the formation of a collaboration with a key customer.

Paper is Available to Meeting Registrants Only.

ENT: Meant to be a generator or adaptor: How founder birth order influences innovation?

Author: **Leven Jianwen Zheng**, *U. of Liverpool*

Author: **Youqing FAN**, *Western Sydney U.*

An individual’s birth order has been suggested as one of fundamental and engrained human early-life family-domain experiences that shape his or her behaviors in adulthood. In spite of the importance of birth order, very little understood at how birth order influences an individual’s innovation preferences. By integrating sibling rivalry theory and social identity theory, we propose that later-born founders generate more product innovation generation, while earlier-born founders produce more product innovation adoption. We further theorize that the former relationship will be negatively moderated by the extent of sibling rivalry and positively moderated by founder social identity, while the later relationship will be positively moderating by both the extent of sibling rivalry and founder social identity. Based on the analysis of 186 high technology entrepreneurial firms, the empirical results support our theorizing and provide valuable practical implications for entrepreneurs to link their childhood experience with their entrepreneurial goals in product innovation. Our theorizing and findings advance understanding in both birth order and entrepreneurial innovation literatures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Sustainability 1 

Digital Session Chair: **Pi-Shen Seet**, *Edith Cowan U.*

ENT: Transforming Self-Employability & Entrepreneurship for Mothers via Mobile Sharing Economy Platforms 

Author: **Pi-Shen Seet**, *Edith Cowan U.*

Author: **Helen Cripps**, *Edith Cowan U.*

Author: **Uma Jogulu**, *Edith Cowan U.*

Author: **Mehran Nejati**, *School of Business and Law, Edith Cowan U.*

This research focuses on the extent sharing economy transforms employability for women impacted by domestic and reproductive work. We explore the experience of mothers, of how digital peer-to-peer (P2P) platforms can affect their real and perceived employability by unlocking human capital, through technology acceptance. It incorporates a case study research design with the Gioia methodology. A semi-structured telephone survey collected data to explore the decisions around usage of a new mobile P2P app, aimed to support employability among mothers. Analysis was conducted inductively using Leximancer, thematic analysis and Partial Least Squares Structural Equation Modelling (PLS-SEM). We found that mothers experience high rates of continued labor market attachment on a casual or part-time basis, difficulty in juggling family and work, and high levels of concern both about future employment/ entrepreneurial opportunities and expected stress in balancing dual roles of carer and earner. While they are interested in using new sharing economy technologies to reduce skills deterioration and improve signaling, there were both technology and non-technology related barriers. These included trust and security, life-stage mismatch, time poverty and limitation of service offerings. This exploratory study contributes to research by illustrating how sharing economy platforms can offer women a means to overcome the issues of signaling and skills deterioration in relation to aspects of human capital theory, and additionally, how the social interactions between mothers, through technology adoption, can provide a basis for improving future self-employment and entrepreneurship. Keywords: Self-employment, mumpreneurship, self-perceived employability, sharing economy, P2P platforms, technology acceptance, signaling, skills deterioration.

Paper is Available to Meeting Registrants Only.

ENT: Sustainable Entrepreneurs: What Drives Them to Engage in Different Crowdfunding Types? 

Author: **Ghassan Yacoub**, *IESEG School of Management*

Author: **Paulami Mitra**, *assistant professor*

Author: **Tiago Ratinho**, *IESEG School of Management*

Author: **Faustine Fatalot**, *IESEG School of Management*

The crowdfunding of entrepreneurial opportunities has received a growing and emergent scholarly interest in primarily tackling the antecedents and consequences of crowdfunding success as well as entrepreneurial characteristics that attract crowdfunding. However, there is limited knowledge on the crowdfunding of sustainable entrepreneurship and particularly the reasons that drive sustainable entrepreneurs to participate in crowdfunding. This issue is timely and merits special attention given the urgency and relevance of sustainable development for companies and society alike in the years to come. Based on data collected from sustainable entrepreneurs based in France, this study investigates the drivers that lead sustainable entrepreneurs to engage in crowdfunding. Building on our qualitative case study, we develop a conceptual framework outlining the key drivers and additional drivers that guide sustainable entrepreneurs to crowdfunding types. We discuss contributions, implications and future research on the crowdfunding and sustainable entrepreneurship literature.

Paper is NOT Available. Please contact the author(s).

ENT: Motivation for Sustainability in Family Businesses: A Latent Profile Analysis

Author: **Maike Gerken**, *U. of Witten/Herdecke*

Author: **Robin-Alexander Ernst**, *U. of Witten/Herdecke*

Author: **Marcel Hillsbeck**, *U. of Witten/Herdecke*

Author: **Pramodita Sharma**, *U. of Vermont*

Author: **Sanjay Sharma**, *U. of Vermont*

Research on sustainability in family firms has become increasingly multifaceted with the number of influencing factors that promote sustainability activities. The purpose of this study is to explore the motivation for sustainability using latent profile analysis. The analysis identified three distinctive profiles among a family firm sample of N=387. The results show that each of these profiles has different priorities in adjusting sustainability strategies. While reactive family firms primarily consider sustainability to be a cost factor, proactive family firms combine business model innovation and sustainability and see it as an opportunity to give back to society, while profiting economically. Family firms that are stuck in the middle commit only to selected areas of sustainability because they face significant resource restrictions. Findings demonstrate the importance of the authentic motivation to sustainability that requires family businesses to base all economic activity on sustainability, without disregarding certain areas of sustainability.

Paper is Available to Meeting Registrants Only.

ENT: Exploring Managerial and Social Media Practices in Family Businesses: Effects on Performance

Author: **Timothy Pett**, *Rollins College*

Author: **Laurent Sie**, *ESC Pau Business School*

Author: **Kip Kiefer**, *Rollins College*

Author: **Gautam Nagpal**, *ESC Pau BS & UPPA, E2S UPPA, CNRS, TREE, Pau, France*

Author: **Frederic Dosquet**, *ESC Pau Business School*

This study examines the influence of high performing organization (HPO) management principles and social media marketing strategies on firms' performance, as reflected in firms' triple bottom line (TBL). The study examines profit, planet and people – and whether or not HPO managerial and social media marketing strategies present differences in TBL performance outcomes for firms that are family businesses relative to those that are not family businesses. Employing a survey of 392 businesses, we conduct confirmatory, factor and regression analyses to explore the impact of managerial practices and social media marketing on firms' performance (family and non-family) exploring both financial and non-financial outcomes. Findings suggest that HPO managerial practices and social media marketing strategies influence TBL outcomes and that performance outcome differences do exist between family and non-family firms. A discussion regarding practice implications, study limitations, prospective future research directions and concluding thoughts are provided.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **719** | Submission: **17552** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 6:00AM - 7:30AMET (UTC-4)**

Technology Transfer

Digital Session Chair: **Young-Choon Kim**, *Ulsan National Institute of Science and Technology*

ENT: **Commercialization Speed and Licensing Performance: Evidence from of University-Originated Invention**

Author: **Young-Choon Kim**, *Ulsan National Institute of Science and Technology*
Author: **Yoon-Ho Jeong**, *Korea Evaluation Institute of Industrial Technology*
Author: **Kyung Baek Toni Min**, *Ulsan National Institute of Science and Technology*

This paper examines the relationship between innovation speed and performance in the context of commercialization of university-originated inventions. Focusing on the commercialization speed, defined as the rate of speed at which a lab-scale invention can be developed for commercial sales, we investigate whether there is any systematic association between commercialization speed and the revenue generated by university-originated inventions. Analyzing a sample of inventions from Stanford University, we find that commercialization speed of the invention, measured by pre- and postlicensing speed, is indeed positively associated with its licensing revenue. We also find that the positive relationship between postlicensing speed of commercialization and licensing revenue is contingent on the inventor's orientation for university-industry collaboration. We discuss the implications of our findings as well as the future avenue of research in technological commercialization.

Paper is Available to Meeting Registrants Only.

ENT: **The Effects of Academic Entrepreneurship on Scientific Research Productivity: Evidence from NSF**

Author: **JuYeong Lee**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*
Author: **Byungchae Jin**, *Korea Advanced Institute of Science and Technology (KAIST)*

A call to action by the National Academy of Sciences to close the gap between academia and practice has changed the innovation landscape in academic research, encouraging academic scientists to have an entrepreneurial mindset. While there is a widely accepted belief that individual scientific entrepreneurs play a key role in closing the knowledge gap between academia and practice, it is necessary to empirically understand how the rising trend of academic entrepreneurship changes scientists' research directions because policymakers and universities widely advocate academic entrepreneurship. We assess the impact of academic entrepreneurship training program on a scientist's research productivity by using a unique set of data from the National Science Foundation Innovation Corps (I-Corps) program. The results show that scientists who participated in the I-Corps file for more patents but publish fewer articles in academic journals. This research makes two contributions. First, it sheds light on how entrepreneurship rearranges the future research directions of entrepreneurial faculty. Second, the findings provide insight for policymakers that potential sides effects should be considered for the future regulatory compliance.

Paper is Available to Meeting Registrants Only.

ENT: **Policies for Innovative Entrepreneurship: Exploration and Exploitation at Work?**

Author: **Nikolaus Seitz**, *LMU School of Management, Ludwigs-Maximilians-U. Munich*
Author: **Erik Lehmann**, *U. of Augsburg*
Author: **Matthias Menter**, *Friedrich Schiller U. Jena*

Different types of policy instruments are implemented to enhance innovative entrepreneurship. Despite the wide range of measures, the impact and synergistic effects of entrepreneurship policies remain an open question. These policies focus either on contexts encouraging people to invest in research and the development of new technologies (exploration policies) or on the commercialization and recombination of existing knowledge (exploitation policies). Set in the German context, this study investigates the cross-fertilization of exploration and exploitation policies. Our results suggest that although beneficial on their own, the combination of exploration and exploitation policies leads only to augmented levels of entrepreneurship, but not innovative entrepreneurship. These findings give impetus to more nuanced policy approaches that take a better account of the specific policy context.

Paper is Available to Meeting Registrants Only.

ENT: **Non-commercial academic entrepreneurship: The influence of human capital in social value creation**

Author: **Jason Jahir Roncancio**, *Vrije U. Brussel*
Author: **Nikolay Anguelov Dentchev**, *Vrije U. Brussel*
Author: **Maribel Guerrero**, *Newcastle Business School, Northumbria U.*
Author: **Abel Diaz Gonzalez**, *Vrije U. Brussel*

Most of the relevant studies in Academic Entrepreneurship attempt to explain the importance of universities in economic growth. A reason for the above is that universities generate research-based intellectual property, which can be later transferred to the industry or transformed into a university spin-off company. However, the scientific literature on Academic Entrepreneurship is limited when academic entrepreneurial initiatives seek to tackle social challenges without looking for economic profit. This research uses the theoretical lens of human capital to argue that universities can address social challenges by promoting not only the traditional academic entrepreneurship based on research results, but also the non-commercial one that seeks social value creation. Our findings are based on empirical qualitative data obtained from 55 semi-structured interviews, 6 focus groups, 10 observation panel, conducted among university staff (managers, teachers, and students), located in the countries of Bolivia, Colombia, and Ecuador.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Equity 1  

Digital Session Chair: **Ashley Yerves Roccapriore**, *U. of Tennessee, Knoxville*

ENT: Express yourself: A meta-analytic study of investor funding decisions based on varying signals 

Author: **Ashley Yerves Roccapriore**, *U. of Tennessee, Knoxville*
Author: **Thomas R. Crook**, *U. of Tennessee, Knoxville*
Author: **Melissa S. Cardon**, *U. of Tennessee*

Entrepreneurs express many things to potential investors, including both objective signals such as their preparedness and experience, and subjective signals such as their passion, coachability, and trustworthiness. While these and other signals can be important to some investors, evidence in the literature is fragmented and mixed. As a result, we have virtually no comparative knowledge concerning which signals matter more, or which lead to greater funding success with different types of investors. We build hypotheses based on signaling and information processing theory, then employ meta-analytical structural equation analysis to synthesize and organize the growing literature. Based on analysis of 87 studies with 45,362,436 investor decisions, we find that while both objective signals and subjective signals result in more successful funding outcomes, objective signals lead to 1.7 times as many successful funding outcomes. Further, investor social capital plays more of a role in investment decisions than investor experience or the objective signals sent by entrepreneurs.

Paper is NOT Available. Please contact the author(s).

ENT: Referrals and their effect on Venture Capital Due Diligence  

Author: **Christina Guenther**, *WHU - Otto Beisheim School of Management*
Author: **Serden Ozcan**, *Associate Dean for Corporate Connections WHU - Otto Beisheim School of Management*
Author: **Dirk Sassmannshausen**, *WHU - Otto Beisheim School of Management*

Venture capital is a socially embedded business where VCs refer investment opportunities to one another. While we know that these referrals increase the chances of a start-up passing the initial screening process, we investigate to what extent the intensity of relational embeddedness between referrer and referee relates to the length of the due diligence process of the start-up being referred. Building on social exchange theory, we find that referees do not take the referral as a simple heuristic cue to shortcut the due diligence process, but rather reciprocate the favor by commitment towards the relationship and expending additional time on due diligence. Moreover, we find that the individual investment manager's current performance and experience moderate this relationship.

Paper is NOT Available. Please contact the author(s).

ENT: A Process Perspective on Venture Capitalists' Investment Decision-Making

Author: **Yaro Wolff**, *U. of St. Gallen*
Author: **Manuel Hess**, *U. of St. Gallen*
Author: **Joakim Wincent**, *Luleå U. of Technology*
Author: **Dietmar Grichnik**, *U. of St. Gallen*

While venture capitalists' (VCs) investment decision-making is a prominent research topic since decades, prior research neglects potential dynamics in agency problems that appear particularly along the multi-stage investment decision process up to the point of investment contract negotiation (also called the screening and evaluation process). To fill this research gap, this study focuses on the decrease of information asymmetry between the investors and the entrepreneurs along the multi-stage investment decision process and investigates how and when the common investment criteria (e.g., team, business model, market, product) reach relevance and affect decision-making along those stages. Our agency framework explains the deduction and evaluation of information (i.e., involving junior and senior lead decision makers) and the substituting signals for missing information (i.e., (real) quality deal flow) and their effect on changing criteria importance along the process. In testing our hypothesis, we utilize data on 16,676 actual venture deal proposals managed by a European based venture capital firm.

Paper is Available to Meeting Registrants Only.

ENT: Signal sequences: Venture Capital, IPO and Valuation of Entrepreneurial Ventures at Acquisitions

Author: **Massimo Colombo**, *Politecnico di Milano*
Author: **Benedetta Montanaro**, *Politecnico di Milano School of Management*

This paper studies how a sequence composed of multiple signals influences the valuation that entrepreneurial ventures receive at acquisition. Along the venture life-cycle, startups generally first obtain capital from VCs and then go through an IPO. In particular, the strength of the former signal influences the way receiver perceive the latter signal and may become a double edged sword. We argue that, after receiving a strong signal relating to the type of VCs that are backing a focal startup, prospect investors set a high aspiration level about the quality of the startup. Consequently, a subsequent weak signal relating to the type of stock market in which the startup is listed can trigger a problemistic search that leads prospect investors to readjust their investment decisions, with detrimental effect on firm's valuation. We test our hypotheses performing a difference-in-difference model on a sample of 2080 European entrepreneurial ventures. Results show that a strong signal related to being VC-backed will make market observers set their expectations on the firm's quality at a higher level, so that subsequently becoming public on a low reputable market will negatively impact the valuation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **721** | Submission: **17488** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 6:00AM - 7:30AMET (UTC-4)**

Spin-offs and Spin-outs

Digital Session Chair: **Aliasghar Bahoo Torodi**, *Bocconi U.*

ENT: Technological and Marketing Capabilities of Incumbent Firms as Sources of Opportunities for Spinouts

Author: **Aliasghar Bahoo Torodi**, *Bocconi U.*

Author: **Keld Laursen**, *Copenhagen Business School*

Author: **Salvatore Torrisi**, *U. of Milano-Bicocca*

Entrepreneurship literature on spin-outs (new ventures by ex-employees of incumbent firms) suggests that increases in either the level of incumbent firms' technological or market knowledge enhance the likelihood of spin-outs' entry. Conditional on spawning new ventures, in this paper we examine whether the knowledge structure of incumbent firms would affect the strategic direction of ventures spawned. Analyses of data from the biotech industry supported our hypotheses linking the focus of incumbents' technological and market portfolio to their spin-outs' pattern of entry to the same (or different) technological fields or market segments as their parent firms. Our results contribute to the strategy and entrepreneurship literatures by providing a novel perspective on incumbent firms as source of new venture formation and their post-entry strategy.

Paper is NOT Available. Please contact the author(s).

ENT: Survival and performance of strategic restructuring spin-offs and necessity spin-offs

Author: **Thomas Roslyng Olesen**, *Copenhagen Business School*

Author: **Agnieszka Nowinska**, *Aalborg U., Department of Business and Management*

In the past decade, researchers have increasingly explored the performance of spin-offs created by events that adversely affected the incumbent. Extant literature has, however, mainly focused on employee made necessity spin-offs, while the post entry performance of incumbent made strategic restructuring spin-offs has largely been ignored. This may result in an overestimation of the performance of the former type of spin off. In the current study, we explore the post entry performance and survivability of 26 strategic restructuring and necessity spin-offs from four Danish shipyard closures over almost four decades. We find that strategic restructuring spin-offs outperform necessity spin-offs on several growth parameters including turnover and employment. Surprisingly, we also find strategic restructuring spin offs to have higher survival rate than the necessity spin-offs. The study adds to our knowledge on the relationship between spin-off type and firm growth and suggest that further attention should be given to spin-offs created in strategic restructurings.

Paper is Available to Meeting Registrants Only.

ENT: A theory-driven model of the spin-off creation process: A Social Information Processing perspective

Author: **Matteo Opizzi**, *department of economics and business - U. of Cagliari*

Author: **Michela Loi**, *U. of Cagliari*

This work contributes to the field of Academic Entrepreneurship by providing a theory-driven explanation of spin-off creation, conceptualized as a process that includes the following phases: opportunity identification, entrepreneurial intentions and spin-off creation. Illuminated by the Social Information Processing Theory, it looks at the role of individual and organizational factors in the process of spin-off creation. Based on a Systematic Literature Review- we highlight how each process' phase has been studied and which individual and organizational factors are more relevant in influencing the spin-off creation process. Drawing from our results, we elaborate a conceptual framework that proposes a research agenda for the mechanisms connecting individual and organizational issues in the process of spin-off creation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **722** | Submission: **10787** | Sponsor(s): **(ENT, STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 6:00AM - 7:30AM ET (UTC-4)**

The Strength of Weak Firms: New Venture Organizing Flexibility *The Strength of Weak Firms*

Organizer: **Yeonsin Ahn**, *INSEAD*
Discussant: **Henrich Greve**, *INSEAD*
Presenter: **Sarath Balachandran**, *The Wharton School, U. of Pennsylvania*
Presenter: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Presenter: **Yeonsin Ahn**, *INSEAD*
Presenter: **Emily Cox-Pahnke**, *U. of Washington*
Presenter: **Rembrand Michael Koning**, *Harvard Business School*

How do the strategies of startups differ from those of the established organizations? It is important to understand two fundamental liabilities of new ventures to find answers to this inquiry. First, because founders tend to have prior work experience from other companies in the same industry, and they are already enculturated to the industry norm, it is difficult for entrepreneurs to differentiate their organizational form, culture and identity, and products and services from their potential competitors. Second, many new ventures start their businesses in the markets where established players dominate. The stability of new ventures is often questioned, and they also lack the status of larger established firms, so resource mobilization is extremely challenging. This symposium aims to investigate the strategies that startups can take to leverage these two fundamental burdens, so that they turn into advantages instead. To that end, we invite scholars whose respective work falls under one of the following two categories: startup strategies to (a) gain and create resources and (b) organize activities.

Unlocking Value from Startups' Ties to Established Firms: The Role of the Entrepreneurs' Background

Author: **Sarath Balachandran**, *The Wharton School, U. of Pennsylvania*

Chasing Talent: Startup Hiring Through Firm-Driven Search

Author: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Author: **Michael Pergler**, *The Wharton School, U. of Pennsylvania*

When Do New Ventures Use a Clean Slate to Build Something Different?

Author: **Yeonsin Ahn**, *INSEAD*

Deference and Asymmetric Alliance Formation Between Ventures

Author: **Emily Cox-Pahnke**, *U. of Washington*
Author: **Toby Li**, *Texas A&M U.*
Author: **Michael Deane Howard**, *Texas A&M U., College Station*
Author: **Leif Brändle**, *U. of Hohenheim*

Biased Sampling of Early Users and the Direction of Startup Innovation

Author: **Ruiqing Cao**, -
Author: **Rembrand Michael Koning**, *Harvard Business School*
Author: **Ramana Nanda**, *Imperial College London*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Support, Sleep, Proactivity, and Happiness

Digital Session Chair: **Xinxin Lu**, *U. of Illinois at Chicago*

OB: Motivational Primacy of Proactive Employees Under Different Configurations of Proactive Personality

Author: **Xinxin Lu**, *U. of Illinois at Chicago*
Author: **Arjun Mitra**, *California State U., Los Angeles*

Drawing on the motivational hierarchy theory, the present research seeks to explore multiple motives underlying proactive personality and the moderation of team proactive personality differentiation. With a three-wave study among 496 employees from 65 teams, we found that individual proactive personality is positively related to individual knowledge sharing via organizational concern, whereas it is negatively related to knowledge sharing via impression management motive. Proactive personality differentiation strengthens the indirect effect of proactive personality on knowledge sharing via impression management motives and weakens the indirect effect via organizational concern. We further elaborate on the configuration of proactive personality differentiation and showed that the indirect effect via impression management motives is positive only in bimodal configuration, the indirect effect via prosocial motivation is significant only in minority configuration, and the indirect effect via organizational concern is significant only in the shared configuration. This research sheds light on the multiple motives behind proactive personality and the role of the magnitude and configurations of proactive personality differentiation in determining the motivational primacy.

Paper is Available to Meeting Registrants Only.

OB: Sleep Well, Be Proactive: A Within-Person Model of Sleep Quality, Optimism, and Proactive Behavior

Author: **Yaxian Zhou**, *The U. of Hong Kong*
Author: **Bonnie Cheng**, *The U. of Hong Kong (HKU)*

Although a large body of research has linked sleep to positive work outcomes, little is known about how and when nightly sleep quality prompts proactivity at work. Building on the model of proactive motivation and taking a resource perspective, we propose that sleep, as a daily resource-restorative activity, is conducive to employees' work engagement (reason to motivation), vigor (energized to motivation), and organization-based self-esteem (can do motivation), which provide motivational resources for proactive behaviors. On the basis of positive psychology, we posit that optimism as positive psychological resource, specifies when sleep prompts the proactive process. Through a 15-day experience-sampling study, we found support for our predictions. Theoretical and practical implications for sleep and proactivity are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Coworkers' Support and Resistance Behaviors to Proactive Change Behaviors

Author: **Mustafa Akben**, *Fox School of Business, Temple U.*

Drawing on cognitive appraisal theory and theorizing from the organizational change literature, this paper examine the mechanisms of coworker support and resistance behaviors in response to proactive change events. It is hypothesized that coworkers who perceive proactive work behaviors as harmful tend to resist, those who perceive such behaviors as beneficial tend to support. Additionally, individual need for change and supervisor support for proactive behaviors are important boundary conditions: when coworkers believe they need a change event alike, they perceive an event as being related to their goals, thereby strengthening their appraisals as either beneficial or harmful. When a supervisor supports a proactive event, coworkers believe it more likely to occur, thereby strengthening their appraisal of the event. Finally, coworkers' participation in decision-making about proactive events moderates their active or passive support and resistance behaviors. When they have the opportunity for participation, they feel more control over the course of action and engage more in resistance or support behavior. Employing an online-survey method incorporated with a critical incident technique, this paper tested the hypothesized model from a sample of 390 participants and presents the theoretical and practical implications of the research.

Paper is Available to Meeting Registrants Only.

OB: The Key To Happiness In Collaborative Workplaces. Evidence From Coworking Spaces

Author: **Domenico Berdicchia**, *U. of Ferrara*
Author: **Fulvio Fortezza**, *U. of Ferrara*
Author: **Giovanni Masino**, *U. of Ferrara*

This quantitative study explores some significant psychological and behavioral dynamics in coworking spaces, an increasingly popular type of work organization especially among freelancers, professionals and entrepreneurs. We collected data from a sample of 175 people working in coworking spaces and we found that a more cooperative organizational climate increases the workers' happiness. We also found that such relationship is positively moderated by several job crafting behaviors. In other words, when workers experience work proactively they are more likely to benefit from the potential advantages (resources, challenges, networking opportunities, etc) that cooperation-oriented work settings provide, which, in turn, amplifies the positive effect of cooperative work settings on individual happiness. These findings represent a useful contribution for both the sparse literature on coworking spaces, and on the more general job crafting literature, as there are still very limited contributions on behavioral dynamics that are specific to coworking spaces, and on the role played by job crafting in influencing workers' happiness as well.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Tackling Grand Challenges Strategically: Legitimate Processes and Processes of Legitimation

Tackling Grand Challenges Strategically



Digital Session Chair: **Gary Thomas Burke**, *Aston U.*

SAP: Assessing the Unintended Consequences of Legitimizing Responses to Grand Challenges

Author: **Fannie Couture**, *U. of Sydney Business School*

Author: **Paula Jarzabkowski**, *City U. London*

Author: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*

SAP Best Paper Award

Carolyn Dexter Award Nominee

Our study shows that legitimating processes involved in responding to grand challenges can have detrimental consequences for how these challenges are addressed. Findings from our in-depth case study reveal the dynamics of a multi-stakeholder partnership established to address water health issues in a critical river basin located in Australia's Great Barrier Reef region. While organizational actors involved in this partnership successfully legitimated their response to the grand challenge, this response became increasingly disconnected from the worsening conditions the partnership intended to address. This disconnect was driven by an imbalance between outputs produced by the partnership and outcomes with regard to the grand challenge. Our study reveals a cumulative and reinforcing (de)legitimizing process whereby organizational actors can become increasingly skilled in legitimating their collective response while simultaneously moving further away from addressing the worsening grand challenge itself. Drawing on our findings, we develop a (de)legitimizing process model which enables a better understanding of how legitimating processes shape efforts to address grand challenges.

Paper is Available to Meeting Registrants Only.

SAP: Construing a Future for Construction: Textual Characteristics of an Industry-Level Strategy Document

Author: **Marius Andersson**, *BI Norwegian Business School*

While the important role of textual artefacts such as strategic plans within organizations have long been recognized in the literature on strategy discourse, less is known about such documents occurring in extra-organizational domains. Similarly, a related literature on how constructions of the future come to be established and realized in organizations has yet to examine how such imagined futures may be constructed beyond the boundaries of individual organizations. In an attempt to address these gaps, this paper relies on a case study of a single document represented as an 'industry-level strategic plan' that articulates an imagined future for an entire industry. By employing a critical discourse analysis approach, the study identifies within the document four key 'discursive moves' through which the industry-level future is constructed.

Paper is Available to Meeting Registrants Only.

SAP: How Nascent Organizations Overcome Unfavorable Legitimacy Judgments to Form Partnerships

Author: **Kenneth Goh**, *Singapore Management U.*

Author: **Daniel Z. Mack**, *Singapore Management U.*

Author: **Gerard George**, *Georgetown U., McDonough School of Business*

Collaboration amongst stakeholders is imperative to addressing grand challenges. However, nascent organizations, that are often the source of new ideas, suffer from unfavorable legitimacy judgments by incumbent stakeholders which can impede partnership formation. How do nascent organizations that adopt new practices and build legitimacy to partner with incumbents? We address this question through an inductive examination of online platforms in an Asian country for crowd-funded donations—which are often perceived negatively by mainstream social services—and how the crowdfunding platforms eventually form collaborative partnerships with incumbent social service organizations. Our findings reveal how case workers in crowdfunding platforms improved legitimacy judgments towards crowd-funded donations by enacting three interrelated practices that differentiated and replicated aspects of incumbent social workers' practices—(1) enacting value complementarity, (2) upholding professional values through differentiated practices, and (3) replicating governance practices. These legitimacy-enhancing practices enabled case workers to introduce a new way of social welfare provisioning, while also reducing sanctioning by incumbent social services organizations and fostering interagency collaboration.

Paper is Available to Meeting Registrants Only.

SAP: Grand Challenges – What We Know and a Process Model of How Organizations Tackle Them

Author: **Madalina Stoicovici Pop**, *Aarhus BSS, Aarhus U.*

Author: **Annabeth Aagaard**, *Aarhus BSS, Aarhus U.*

During the last decade, grand challenges (GCs) have received increasing interest in organization and management studies. However, this has led to a growing, broad, and highly unconnected body of knowledge with articles across streams using different terms for the same concept and not drawing on each other's findings, leaving a number of research gaps. This article provides a literature overview and a conceptualization of the concept of GCs in addressing these research gaps. Additionally, in order to facilitate knowledge building across the field, a process model is inductively built from nascent literature of how organizations make sense of and act toward GCs. The model identified shows how in tackling GCs, organizations have to deal with diverse tensions and paradoxes stemming from the complex nature of GCs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cross Sector Partnerships

Digital Session Chair: **Lea Stadler**, *Grenoble Ecole de Management*

SIM: Coping with Difficult Place Characteristics: Insights from a Cross-Sector Partnership

Author: **Lea Stadler**, *Grenoble Ecole de Management*
Author: **Luk Van Wassenhove**, *INSEAD*

We seek to advance place-sensitive theory on cross-sector partnerships (CSPs) by investigating how partners may cope with difficult place characteristics that affect their collaboration. To this end, we examine a disaster relief CSP in which the partners had to cope with the place intensity of disaster settings and the multiple risks involved, as well as with the place diversity of pre- and post-disaster settings in which attention risked diverting to each partner's own agenda and organizational activities. Our findings illustrate how the partners navigated between these settings by acknowledging their collaborative effects and by leveraging their cross-fertilizing potential. They did so by engaging in two practices of "place work": They used the resources of pre- and post-disaster settings to anticipate and prepare for the place intensity, and projected such intensity to sustain collaborative commitment in pre- and post-disaster settings. These insights advance CSP research by juxtaposing the collaborative effects that place intensity and diversity tend to trigger, and by identifying practices of CSP place work whereby partners turn places into a management tool to better handle their adverse effects.

Paper is Available to Meeting Registrants Only.

SIM: B2N Partnerships – Nested Systems of Transformation and Interaction: A Systematic Literature Review

Author: **Julia Herzum**, *U. of Mannheim*
Author: **Bernd Helmig**, *U. of Mannheim*
Author: **Benedikt Englert**, *U. of Mannheim*

As different sectors possess distinct and idiosyncratic resources, partnerships between business and nonprofit organizations (B2N) allow solutions to be found to challenges that are too complex to be handled alone. Accordingly, such partnerships form an integral part of the United Nations sustainable development agenda and have resulted in a series of research projects over the last decade that now requires to be systematized. For this reason, the present paper reviews the existing literature concerning B2N partnerships and aims at developing an integrated research agenda. The review's focus is to identify the determinants enabling a successful partnership between for-profit and nonprofit actors. To this end, we develop a dyadic framework, postulating that B2N partnerships are nested systems of transformation and interaction. The transformation-based perspective allows us to consider the partnership process and the associated transformation of inputs into outputs. By complementing this view with an interaction-based perspective, we shed light on the interrelationships between the institutional, organizational, individual, and partnership levels. Such a comprehensive, integrated analysis enables us to holistically capture the B2N's manifold challenges and success factors. Accordingly, the article concludes by delineating a theory-grounded framework combining the critical determinants to build and maintain an alliance on diverse analysis levels.

Paper is Available to Meeting Registrants Only.

SIM: Functional diversity of alliance portfolio and corporate social responsibility

Author: **Qing Dai**, *Nottingham U. Business School China*
Author: **Liang Wang**, *Nottingham U. Business School China*

This paper seeks to bridge them by exploring the impact of a firm's alliance portfolio on its CSR. Drawing from the organizational learning lens, we propose that alliance portfolio represents an important source of knowledge and insights that are necessary for a firm to adopt and implement various CSR practices. As the functional diversity of a firm's alliance portfolio increases, it can gain more distinctive CSR-related knowledge, and its CSR performance will reasonably increase. Further, we propose that the learning from alliance portfolio demonstrates an incremental nature and is contingent upon the governance structure of a firm's alliances. The empirical findings in the sample of 521 public firms in China strongly support the positive linkage between functional diversity of alliance portfolio and CSR. The findings also reveal that this relationship weakens for firms with more prior alliances and a higher reputation – two variables we employ to indicate the incremental effects of learning from alliance portfolio. And the relationship becomes stronger as a firm's portfolio includes more equity-based alliances.

Paper is NOT Available. Please contact the author(s).

SIM: A Cross-Sector Study of Co-Creating Social Responsibility Capability

Author: **Piotr Wojcik**, *Kozminski U.*
Author: **Krzysztof Obloj**, *Kozminski U.*
Author: **Anthony F. Buono**, *Bentley U.*

The paper examines the evolution of a corporate social responsibility initiative, from initial philanthropic efforts to building capability that is directly linked to the firm's core business. We investigate this issue through an inductive case study of a cross-sector collaboration, drawing on the perspectives of both the firm and its non-profit partner. The research explores the underlying dynamics of how the company in question captures new resources and develops new capability during the collaboration process. The findings illustrate how cross-sector collaboration can act as a catalyst to co-create capability to social responsibility, generating mutually beneficial outcomes.

Paper is NOT Available. Please contact the author(s).

SIM: **Walking together on the way to CSR: A study on how companies select CSR partners** 

Author: **Jingjing Weng**, *National Taiwan U. of Science and Technology*

Author: **Ching-Hui Tang**, *National Tsing Hua U.*

Author: **Li-Hsiang Yi**, *National Tsing Hua U.*

Author: **Ying-Che Ali Hsieh**, *National Tsing Hua U.*

Various researchers have demonstrated the importance of having suitable partners for effective CSR implementation, making the selection of appropriate CSR partners an increasingly important issue for companies' CSR development. However, most of the existing research on CSR partnerships tends to focus on the collaboration between corporations and non-profit organizations, with less attention paid to the diverse partnerships between different types of organizations. This research explores how companies choose their partners and methods of collaboration under different CSR partnerships with in-depth case studies of three leading companies in Taiwan that have been actively engaged in CSR. The findings of this research led to the proposal of a CSR Partner Selection model, which reveals the dynamic processes and specific criteria of screening and selecting suitable partner(s) for companies' CSR projects. This research contributes to the existing literature by expanding our knowledge regarding cross-organization CSR partnerships, and also provides important implications for organizations seeking CSR partnerships in practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **726** | Submission: **17263** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 6:30AM - 8:00AMET (UTC-4)**

Future of Work
Future of Work



Digital Session Chair: **Senia Kalfa**, *Macquarie U.*

CMS: Out with the new, and in with the old? Bourdieu, crisis, and the (in)equitable future of work

Author: **Senia Kalfa**, *Macquarie U.*

Author: **Layla Jayne Branicki**, *The Open U. Business School*

Author: **Stephen Brammer**, *U. of Bath*

The COVID-19 pandemic, as a multi-dimensional crisis, is having profound impacts on the field of work. Despite a proliferation of claims that it will usher in a new and better normal in workplaces, the crisis has generated a range of adverse impacts for employees and work, and it remains unclear how enduring any positive impacts of the crisis will be. Drawing on Bourdieu's conceptual architecture, we examine the impact of the pandemic on the field of work through 43 in-depth phone interviews with human resource (HR) managers conducted between April and September 2020. Our evidence illustrates that COVID-19 has surfaced competing orthodox and heterodox discourses, the former based on employee monitoring and a separation of work from home and the latter on trust, flexibility and the blended workplace. We find that the HR managers we interviewed make sense of their new environment based on their habitus and on their capacity to decipher the newly established social context. We draw on Bourdieu's concept of hysteresis - a temporary state in which the opportunity of field-change sits at odds with actors' habitus - to explain why the COVID-19 pandemic presents both the opportunity for a radical transformation towards a more inclusive future of work, and the risk of a regressive and exclusionary alternative. Our findings highlight the central role played by managers in their everyday work in determining how the current crisis will impact work as both a field and a lived reality.

Paper is Available to Meeting Registrants Only.

CMS: Toward a Critical Attribution Theory: An illustrative case and agenda for future research

Author: **Benedetta Colaiacovo**, *U. degli Studi di Milano*

Author: **Marco Guerri**, *U. degli Studi di Milano*

Author: **Silvia Gilardi**, *U. degli Studi di Milano*

Organization and HRM research had count on different psychological theories to predict a people's reactions to relevant events at work. In this perspective, a great interest has been devoted towards Attribution Theory (AT). However, a critical analysis reveals that the application of attribution theory in organization and HRM research has been informed by some assumptions of the neoliberal ideology. Therefore, this paper adopts a critical approach to provide an overview of how the application of mainstream attribution theory in organization and HRM studies has been oriented by instrumentality and individualism and propose a critical attribution theory as a viable alternative. Finally, an illustrative case is presented to show how critical attribution theory can be successfully applied with respect to digital technologies implementation.

Paper is Available to Meeting Registrants Only.

CMS: The Ethics of Algorithmic Work: A Baradian Exploration of Inequalities in Digital Platform Labor

Author: **Alice Ro Sofie Wickström**, *Aalto U., Department of Management Studies*

Author: **Ari Kuusmin**, *Aalto U., School of Business*

Author: **Saija Katila**, *Dr.Sc. (Econ. & Bus. Adm.) Senior Lecturer*

In this paper, we explore inequalities within digital platform labor, and algorithmic management through Karen Barad's feminist materialist understanding of ethicality, how values matter and get materialized. Grounded in an entangled approach to the world, Barad focuses on the enactment of cuts that determine what comes to matter, and what is excluded from mattering, which shape bodies, discourses, subjectivities and relations. Following this, we analyze the algorithmic technology of a digital platform for takeaway deliveries, Foodora, and show how it orients workers' bodies in particular disembodied, and at times even cruel, ways, while also privileging reactivity over relationality, and individuality over collectivism. We argue that the algorithmic function can be understood as an apparatus that 'cuts-in' and 'cuts-out' certain practices, dispositions and affects, which shapes how the work(er) comes to matter in a way which privileges capital over the laboring bodies. This implies that it is not a neutral, or equal, technology but a part of broader capitalist-entanglement that reproduces sameness, excludes difference and thus relational ethicality. We contribute to the growing critical literature on digital labor platforms by emphasizing the need to account for the agency of materiality, and to the sociomaterial literature in management- and organization studies by further elaborating on the ethical implications of relational thinking. We shed light on how algorithmic management, and digital platform labor, reflect and (re)produce already existing inequalities and injustices related to class and race, and explore how feminist materialist theorizing can open up for more ethical form(s) of knowledge-production.

Paper is NOT Available. Please contact the author(s).

CMS: The theology of gamification

Author: **Nick Butler**, *Stockholm U.*

Author: **Sverre Spoelstra**, *Lund U., School of Economics and Management*

Coined in 2002, the term 'gamification' refers to the application of game-elements to non-game contexts, most notably the sphere of work. Spearheaded by consultancy firms such as BunchBall and Badgeville, the aim of gamification is to make work seem like - or even become - its opposite: play. Two basic criticisms have been made about gamification. First, gamification is said to bear no resemblance to the true richness and variety of videogames. Second, gamification is said to be a neo-Tayloristic management technique that exploits workers beneath the surface of a videogame. Both criticisms imply that work could be made more meaningful and humane if only organizations were infused with a genuine play-spirit - either by designing better gamified systems or by developing subversive forms of counter-gamification. In other words, while the two main critical perspectives question the method or objectives of corporate gamification, they rarely challenge its most fundamental assumption: that true play will set work free. In this paper, we challenge this view. By teasing out the implicit theological dimensions of gamification, we raise ethical questions about the moral privileging of play over work in contemporary organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **727** | Submission: **16882** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 6:30AM - 8:00AM ET (UTC-4)**

Corporate Social Responsibility (CSR): Implementation Challenges and Opportunities

Digital Session Chair: **Marine Hadengue**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

MED: Reshaping Management Education at the Time of the Anthropocene: A Proposal

Author: **Marine Hadengue**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Author: **Yoann Guntzburger**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

Corporations are in a legitimacy crisis. They face growing concerns about their role and responsibilities in driving modern societies beyond most of the planetary boundaries. This legitimacy crisis of the core global business organizations has not left its educational institutions unscathed, and business schools have also been regularly criticized, especially in the last few years. Both corporations and business schools have developed and integrated frameworks, such as CSR or PRME as attempts to answer these concerns. The results remain, however, disappointing and a paradigm shift has yet to take place (Pirson, 2020, Tourish, 2020, Snelson-Powell et al. 2020). As an attempt to renew management education and to restore the legitimacy of business schools, propositions based on a deep paradigm shift have been recently published. Among them, the humanistic narrative developed by Pirson appears to be innovative and relevant (see Pirson, 2020, Pirson & Lawrence, 2010). In this paper, we aim to contribute to this debate by proposing a practical model of Humanistic Management Education (HME), organized around and organizing three interdependent dimensions – Youths, Organizations, and Technological Changes – within global dynamics. HME aims to transcend utilitarian goals and enables the development of every individual's potential to live together sustainably and increase the quality of social ties. We argue that such an approach may support management that allows human organizations to face responsibly the challenges of the Anthropocene.

Paper is Available to Meeting Registrants Only.

MED: Interdisciplinarity at the grassroots: cultivating T-shaped sustainability skills

Author: **Gabriela Gutierrez Huerter O**, *Assistant Professor, King's Business School*
Author: **Sarah Glozer**, *School of Management, U. of Bath*
Author: **Anica Zeyen**, *Royal Holloway, U. of London*

Amid calls for business and management schools to engage with the 'grand challenges' of sustainability, this empirical research paper asks how do early-career researchers cultivate interdisciplinarity sustainability competences within business school contexts? Distinct from previous work that has examined 'top-down' approaches to fostering interdisciplinarity in the context of sustainability (e.g., institutional structures and curricula), our paper draws attention to a student-led bottom up sustainability initiative. Using a collaborative auto-ethnography approach, we examine the unique case of the 'Sustainability Research Network' (SRN); a network of early-career researchers (ECR) formed within a UK university with the primary purpose of building interdisciplinarity in sustainability research and teaching. Drawing from a constructivist theory of learning and integrating insights from sociological systems theory, our findings showcase how ECRs navigate various communicative practices as they build sustainability competences. In doing so, we build a 'Sustainability Skills Futures Framework' (SSFF), comprising four sustainability competences that harness interdisciplinary thinking through 'T-shaped' skills (depth and breadth of knowledge). Premised upon communication, our framework stimulates timely reflection within management research education on the performative potential of communicative practices of sustainability within business school contexts.

Paper is Available to Meeting Registrants Only.

MED: Measuring the Complexity of Students' Cognitive Maps of Corporate Social Responsibility

Author: **Lutz Preuss**, *Kedge Business School*
Author: **Isabel Fischer**, *Isabel.fischer@wbs.ac.uk*
Author: **John Luiz**, *U. of Sussex*

Decision-makers in industry, government and NGOs have to deal with a multitude of tensions and uncertainties; not least, this applies in the context of corporate social responsibility (CSR) and sustainability. Interdisciplinary thinking is recognised as an essential prerequisite for tackling such complex problems. Many business schools therefore pride themselves to be encouraging students' interdisciplinary thinking. Using an undergraduate business degree capstone module, taught at a research-active university in South-East England, we analyse the interdisciplinary thinking of business students by measuring the structure of cognitive maps through which these students synthesised their knowledge of CSR. We find a range of demographic differences, for example female students outperforming male students in the complexity of their maps. We also find a 'lecturer effect' associated with the amount of real-world experience of lecturers. Overall, however, our results point to a lack of students' interdisciplinary thinking. Drawing on sensemaking literature, we examine how we can deepen students' understanding of the complexities associated with CSR; not least, unpacking the importance of moving beyond scanning for information, towards interpreting and developing meaning, and finally responding on that basis.

Paper is Available to Meeting Registrants Only.

MED: Integrated Pedagogy for Sustainable Entrepreneurship and Innovation: The Case of EIT Climate KIC

Author: **Rita Gertrud Klapper**, *Manchester Metropolitan U. Business School*
Author: **Theresa Oberstrass**, *Leuphana U. Lüneburg*
Author: **Paul Upham**, *SPRU U. of Sussex UK*

There is to date rather little research on the pedagogy of sustainable entrepreneurship and innovation education. This study illustrates the value of an integrated pedagogical approach to sustainable entrepreneurship and innovation education: one that acknowledges all three dimensions of head (abstract knowledge), hands (practical competence), and heart (affect and motivation). It also illustrates the challenges of doing so. To these ends, the study applies a simple, integrated approach to transformational learning to the exemplar case of summer school training offered by the European Institute of Innovation & Technology (EIT) Climate KIC education programme, a European Commission-funded initiative to develop sustainability-oriented entrepreneurs. The study uses repertory grid-based interviews to understand and compare the perspectives of a sample of participants, with a view to providing in depth, mostly qualitative insights. We find that, as proposed a priori, all three educational elements (head, hands and heart) are viewed as valuable by participants, about half of whom had already established an entrepreneurial venture or intended to in the next five years. However, we also find that the often-neglected Heart dimension of learning seems to have had the greatest impact on the participants.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **728** | Submission: **17271** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 6:30AM - 8:00AMET (UTC-4)**

Academic Knowledge Production  
Academic Knowledge Production

Digital Session Chair: **Wenjie Liu, Erasmus U. Rotterdam**

 **OMT: Assessing and Extending the Unique Contributions of Chinese Management Studies**  

Author: **Wenjie Liu, Erasmus U. Rotterdam**
Author: **Purseu Heugens, Erasmus U. Rotterdam**
Author: **Frank Wijen, Erasmus U. Rotterdam**
Author: **Marc Van Essen, U. of South Carolina**

Finalist for the OMT Division Best International Paper Award

The field of Chinese management studies has grown tremendously over the past four decades. Despite an increasing interest in uniquely Chinese phenomena, Western management theories have long been the dominant perspectives for understanding Chinese firms and managers. Yet, the explanatory potential of our current theoretical toolkit remains unelucidated in non-Western contexts. Through a matched-samples meta-analysis, which integrates matching techniques into meta-analysis, we compare the mean effect sizes for five classic Western management theories (i.e. institutional theory, resource dependence theory, the resource-based view, agency theory, transaction cost theory) on 452 matched samples drawn from 1,028 U.S. and Chinese studies. Results show that, contrary to popular belief, Chinese firms (a) are less responsive to coercive and mimetic pressures yet more subject to normative forces, (b) are less focused on establishing relational ties when faced with resource dependencies and transaction costs, (c) are better at managing strategic resources for profit, and (d) respond better to pay incentives than their U.S. counterparts. To understand the specificities of Chinese management practices, we furthermore conduct a focused review of the emerging literature on China-endemic explanations: political institutional imprinting theory, a specifically Chinese take on sustainable development, and a China-specific theory of corporate governance.

Paper is Available to Meeting Registrants Only.

OMT: How Mythical Constructs Inhabit Theorizing Spaces: A Critique of Dynamic Capabilities

Author: **Alex Wright, U. of Sheffield Management School**

One significant problem organization and management theory (OMT) faces is a dearth of new emergent theories. This issue is approached in a novel manner. This paper presents a critical review of the strategic management concept dynamic capabilities (DCs) and concludes that the construct has so little theoretical merit and practical relevance that theorizing on the topic should end and be abandoned. Discarding redundant constructs open up new theorizing spaces. This conclusion is arrived at by conducting a critical review of over 25 years of DCs research, including 16 review articles published over 13 years. The DCs literature is characterized by a casting around for relevance, empirical problems and criticisms ignored. The notion of DCs is then framed as a mythical authoritative text and this is drawn from to demonstrate how texts of this type can act in authorizing research that emboldens the construct and rewards those associated with it, without ever materializing it in the way that is claimed. It is conjectured that OMT is likely to be replete with constructs that are better understood as mythical authoritative texts and that if laid to rest would free up theorizing spaces allowing new theories to emerge.

Paper is Available to Meeting Registrants Only.

OMT: What Types of Novelty Are Most Disruptive? 

Author: **Erin Leahey, U. of Arizona**
Author: **Jina Lee, U. of Arizona**
Author: **Russell James Funk, U. of Minnesota**

Finalist for the Louis R. Pondy Best Paper Based on a Dissertation Award

This work builds on recent advances in the study of novelty and impact to investigate whether novel scientific papers tend to disrupt the scientific literature, and whether some types of novelty are more disruptive than others. We develop a computational measure to capture the ways in which scientific articles are novel (e.g., developing a new method or presenting a new result). We also utilize Funk and Owen-Smith's (2017) CD index to capture the different ways an article can influence a stream of literature: by consolidating (C) or disrupting (D) the status quo. Drawing upon classic sociology of science scholarship on the distinction between cumulative normal science research and non-cumulative paradigm shifts (Kuhn 1962; 1977), we develop hypotheses about which type of novelty is more likely to disrupt knowledge streams and which is more likely to consolidate them. By integrating data from the Web of Science (to measure the nature of scientific influence) with reflective essays written by authors of Citation Classics (to access novelty claims) and by joining computational text analysis with statistical analyses, we demonstrate clear and robust patterns between type of novelty and the nature of scientific influence. As we expected, articles that develop and present a new method tend to be more disruptive, likely because they tend to cross disciplinary divides, which boost creative insight and alters citation patterns (Abbott 2004; Koppman & Leahey 2019). To our surprise, new theory (especially the most abstract kind of theory) is associated with a more consolidating type of influence. This may be attributable to the nature of theory and theory-building, which tends to involve synthesis and bricolage.

Paper is Available to Meeting Registrants Only.

OMT: Decoupling in the Editorial Boards of Scientific Management Journals in Brazil

Author: **Altieres De Oliveira Silva, ESPM, Sao Paulo, Brazil AND Centro U. UNICURITIBA**
Author: **Ilan Avrichir, ESPM, Sao Paulo, Brazil**

This work aims to analyze how editorial boards of scientific journals in Management in Brazil function. It focuses on understanding what editorial boards they formally declare to have, and if these boards effectively perform the role they are assumed to or if they are ceremonial, in which case, they would be, according to a concept popularized in Organizational Theory by neo-institutionalizing, be decoupling. Decoupling is a theme that has been increasingly being studied, but knowledge about its relation to isomorphism and how entire populations are impacted by it is not yet sufficiently understood. The research is a multiple case study complemented by quantitative analyses. From a theoretical point of view, the research allows the refinement and expansion of the conceptual domain in which the phenomenon of decoupling has already been studied. From a practical side, it makes available to policy formulators access to aspects of journals reality that are not easily accessed and problematize specific policies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Competition, Technology, and Performance

Digital Session Chair: **BIBEK BHATTACHARYA**, *Indian Institute of Management, Bangalore*

STR: Paying Attention to Informal Peers: Informal Competition and Time Assigned For Innovation

Author: **BIBEK BHATTACHARYA**, *Indian Institute of Management, Bangalore*

Despite their ubiquity in emerging economies, informal firms have received scant attention in strategic management literature. Given the salience of informal sector competition for formal firms in emerging economies, a nascent stream of literature has investigated the role of innovation as a potential response. Studies examining this relationship have however not accounted for a) formal firms which pursue a combination of technological and non-technological innovation and b) formal firms which may have engaged in innovation-activities but did not achieve desired innovation outcomes within a specific observation period. Additionally, prior innovation research also suggests that the impact of an antecedent may be different on innovation inputs as compared to innovation outputs. In this article, we address these gaps by examining the effect of informal competition on a generic upstream innovation input: time. Drawing on the attention-based view, we predict that the level of informal competition increases the propensity of formal firms to assign time to its employees for innovation. We also argue that this relationship is contingent on two important firm conditions: numerical labor flexibility and location in special economic zones. Results from our empirical analysis, using data from a large sample of Indian firms, provide support for our hypotheses.

Paper is NOT Available. Please contact the author(s).

STR: Alert! Treating the language game in competitive interaction seriously

Author: **Khoa Ngoc Duy Nguyen**, *U. of Jyväskylä School of Business*
Author: **Tomi Samuli Nokelainen**, *Framery Oy*

Competitive dynamics research has recently conceptualized, in line with Wittgensteinian tradition, competitive interaction between rival firms as a “language game” – interaction in which speech acts play a visible and influential role. However, extant competitive dynamics research comprises two separate streams of research: the language game school which focuses on rivalry as verbal challenges and responses, and the traditional, theoretically more developed school which studies rivalry as an exchange of “concrete” actions while occasionally including a bulk “signaling” category for speech acts. Our purpose in this paper is to lay groundwork for rigorous and nuanced theorization about why and how companies use speech acts. We present an initial attempt to bring the language school of competitive dynamics research to an equal footing with the traditional school.

Paper is NOT Available. Please contact the author(s).

STR: The Global Dynamics of Technology-Intensive Sectors: Are we Seeing Hypercompetition?

Author: **Annesofie Lindskov**, *Roskilde U.*
Author: **Kristian Johan Sund**, *Roskilde U.*
Author: **Johannes K. Dreyer**, *Roskilde U.*
Author: **Jiang Yu**, *Chinese Academy of Sciences*

We test whether global technology-intensive sectors have become hypercompetitive over the 1980-2018 period. This is what numerous scholars have suggested, yet few have tested. Based on data from the United States, Europe, Japan, and China, we find no indication of a generalized increase in business performance volatility across regions. We instead find regional differences, such as a declining stability in the performance of Japanese firms over the study period, and in US firms leading up to the burst of the dotcom bubble. A structural break analysis helps us identify that hypercompetition is a “local” phenomenon in both location, time, and industry. We conclude that there is a lack of evidence supporting assumptions of widespread hypercompetition in technology-intensive sectors.

Paper is Available to Meeting Registrants Only.

STR: Hypercompetition: A Review and Agenda for Future Research

Author: **Annesofie Lindskov**, *Roskilde U.*

Over the past three decades, hypercompetition – the rapidly escalating competition with a constant changing industry structure and temporary competitive advantages – has attracted significant interest from both economists and management scholars. Despite the common use of the phenomenon in explaining competitive environment by scholars from various research streams, the literature on hypercompetition has developed in a more isolated manner. This article offers a systematic review of the literature on hypercompetition by analysing a sample of 125 articles published or presented at a conference between year 1996 and 2019. The objective for this review is threefold: (1) to give an overview of the empirical and conceptual work in the literature of hypercompetition; (2) to identify the components of hypercompetition drawing from a prolific but fragmented body of empirical findings; and (3) to propose a framework model incorporating the causes and presumed consequences of hypercompetition. The review aims to facilitate a broader understanding of hypercompetition that can help advance the knowledge on hypercompetition and give suggestions for future research.

Paper is Available to Meeting Registrants Only.

Author: **Roxanne Jaffe**, *U. of Maryland R.H. Smith School of Business*

This paper examines the relationship between location traits, firm capabilities—including firm financial pressure—and expansion timing and location choice in a competitive environment. I first build a formal model of firm expansion and entry timing based on Cournot competition that is driven by heterogeneity in firm, location, and competitor traits. Using Monte-Carlo simulation, I identify firm best responses and Nash Equilibrium which serve as predictions for empirical inquiry. I then consider how changes in firm traits and location traits lead to different expansion outcomes including whether firms expand at all, whether firms enter a market early or later, and which geographical location firms choose. There are trade-offs to each expansion outcome. While similar firms will have similar monopoly and duopoly rents, as firm relative capabilities differ so too do their ability to extract rents. Staggered entry becomes more appealing as firm relative capabilities and financial conditions change. Additionally, expansion strategy becomes more nuanced when considering the interaction between firm, competitor, and location traits. For instance, I find that less capable firms prefer to expand after more capable firms, but pressure for revenues may push less capable firms to expand earlier than they would prefer. I discuss one set of propositions that can be explored given my empirical setting. I test predictions from the model using a unique hand-collected dataset of firm expansion in the micro-mobility industry including all firms operating scooter, bike, and moped share businesses in the U.S. Increased financing from venture capital funding and the increased quality and availability of platform technologies have led to rapid expansionary behavior in industries with a large start-up presence. The empirical results support some model predictions and illustrate the importance of different levels of data in explaining expansion strategy. The data also highlights several areas to extend the model.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Conflict, Politics, and Coalitions

Digital Session Chair: **Dries Bourgois**, *KU Leuven*

STR: Cash Holdings and Firm Hiring: A Coalitional View  

Author: **Dries Bourgois**, *KU Leuven*
Author: **Veroniek Collewaert**, *Vlerick Business School & KU Leuven*
Author: **Ine Paeleman**, *U. of Antwerp*
Author: **Tom R. Vanacker**, *Ghent U. and U. of Exeter*

Drawing on a coalitional view in the Behavioral Theory of the Firm, we focus on how employees affect the allocation of cash holdings in firms. Specifically, we argue that the bargaining power of employees will affect the extent to which cash holdings are allocated to new hires. Using panel data from 62,608 firms, we show a positive, but decreasing effect of cash holdings on new hires. This relationship is strengthened for subgroups of employees which hold more power because firms are more dependent on them and an exogenous law change grants them stronger protection against employers. As such, this study sheds light on the role of employees, as important but under-examined coalition members, in the allocation of cash holdings within firms.

Paper is NOT Available. Please contact the author(s).

STR: Is the Boss Always Right? Discerning the Effects of Hierarchy on Exploration and Exploitation 

Author: **Anindya Ghosh**, *Tilburg U.*
Author: **Kyeonggook Park**, *City U. of Hong Kong*
Author: **Lori Rosenkopf**, *U. of Pennsylvania*

The literature on antecedents and consequences of exploration and exploitation behavior in organization learning, while extensive, uses both a wide variety of context-dependent operationalizations and also exhibits a clear methodological tradeoff between the strong causal inference of models and the realism of field and archival studies. Experiments with human subjects raise the promise of examining actual human behavior under controls that strengthen causal inference. To design an experiment with these properties, we focused on a structural determinant of exploration and exploitation behavior and analyzed the effect of hierarchical authority on team behavior and performance in a simple multi-armed bandit game. Consistent with extant literature, hierarchy increases exploitation behavior. Importantly, while models of simple multi-armed bandit games predict convergence on strategies that maximize performance, our experiments with humans demonstrated that hierarchical authority reduced convergence despite this increase in exploitation behavior. Post-hoc analyses demonstrate that hierarchical conditions yield more convergence on sub-optimal strategies than non-hierarchical conditions. These results demonstrate the importance of testing modeling assumptions about human behavior in experimental conditions, and we conclude by offering an agenda for further research in this area.

Paper is Available to Meeting Registrants Only.

STR: Executive Sent-Down Experiences and Corporate Poverty Alleviation  

Author: **Fangwen Lin**, *National U. of Singapore*
Author: **Yishu CAI**, *City U. of Hong Kong*

In this study we investigate whether an executive's downward mobility experiences in early life affect corporate antipoverty initiatives. Drawing upon insights of social mobility literature and imprinting theory, we argue that executives with early experiences in a downwardly mobile context compared to those without, tend to foster cognitive proximity to the poor by attributing the poverty to structural rather than individual factors, which motivates them to undertake more poverty alleviation initiatives afterwards. We exploit a natural experiment, the Send-Down Movement in China, to examine our theory. The results indicate that the experiences of being sent down from urban to rural substantially prompt the executives' later engagements in poverty alleviation. We also find such effect decays as these sent-down executives received elite education and operated business in tier-one cities. Our findings contribute to the theorizing about social class mobility among upper echelons and the understanding of poverty alleviation.

Paper is Available to Meeting Registrants Only.

STR: Micro-foundations for Competitive Orientation: How Social Welfare inside the Firm Matters 

Author: **Manuel Bueno Garcia**, *U. of Granada*
Author: **Flore Bridoux**, *Erasmus U.*
Author: **Juan-Alberto Aragon-Correa**, *U. of Granada*
Author: **Blanca Delgado-Marquez**, *U. of Granada*

Management literature has become more interested in the influence of human capital on a firm's social orientation. We propose that abundance of employees who used to participate in the organizational competitive process affect positively a firm's social innovation; however, their competitive orientation conducts to a negative relationship with a firm's stakeholder engagement. Using a sample of 10,564 employees from 94 of S&P100 companies, we found support for our hypotheses. Moreover, our results show that a higher level of pay dispersion in the firm reinforces the negative effect of the competitive orientation on a firm's stakeholder engagement. This paper provides key insights for a micro-foundational conceptualization of the effects of human capital on a firm's social orientation and their different implications for engagement and current innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Teams 1

Digital Session Chair: **Fakher Omezzine**, *Grenoble Ecole de Management*

ENT: **How fast can you go? the impact of the founding team's history on the time to reach unicorn status** 

Author: **Fakher Omezzine**, *Grenoble Ecole de Management*
Author: **Isabel-Maria Bodas-Freitas**, *Grenoble Ecole de Management*

This paper attempts to answer the question “how do some new ventures grow faster than others?”. Building on the group composition and entrepreneurship literatures, we understand entrepreneurial team members as both carriers of distinct functional skills and personal experiences. Hence, we argue that the entrepreneurial team’s composition, in terms of both the diversity of the team’s functional skills and the familiarity among members, influence new venture performance, in particular growth speed. We use original data on 248 unicorn ventures and their respective founders to test our hypotheses. Our findings suggest that the diversity of the founding team’s skills decreases the time it takes the venture to reach unicorn status, but only up to a threshold after which, increases in team diversity increase the time it takes the venture to reach a billion-dollar valuation. Our findings also suggest that joint experiences among the founding team’s members not only accentuate the positive effect of low-levels of skills’ diversity on the duration to achieve unicorn status, but it also attenuates the negative effect of high levels of skills’ diversity on this duration. We discuss the implications of these results for theory and practice.

Paper is Available to Meeting Registrants Only.

ENT: **Driving and Inhibiting Effects on Formation of TMS in Entrepreneurial Teams**

Author: **Wei Li**, *Chongqing U. of Technology*
Author: **Zhuzhu Feng**, *Chongqing U. of Technology*
Author: **Keke Sun**, -

This study embed the research of transactive memory system(TMS) in the entrepreneurial context, from the perspective of team leadership and internal and external factors configuration matching, explore the driving and inhibiting configuration effects of the formation of TMS in entrepreneurial teams. Through the qualitative comparative analysis based on fuzzy sets, it is found that there are two main paths that drive the formation of TMS in entrepreneurial teams, and three main paths that inhibit the formation of TMS in entrepreneurial teams. Entrepreneurship orientation, relationship commitment, and technical turbulence match the transactional leadership characterized by "Focusing Interests" is conducive to the formation of TMS; Entrepreneurial orientation, competition intensity, and technical turbulence match the transformational leadership characterized by “Emphasizing Values” can drive the formation of TMS. In the uncertain environment, if the entrepreneurial team leader does not actively play a leading role, TMS in entrepreneurial teams will not be formed. Thus, new ventures should match team leadership characterized by "Emphasizing Values" or "Focusing Interests" according to different internal and external environment to drive the formation of TMS in entrepreneurial teams, while avoiding the factors that inhibiting the formation of TMS in entrepreneurial teams.

Paper is NOT Available. Please contact the author(s).

ENT: **Power to the she: how gender homogeneity among nascent entrepreneurial teams influences innovation** 

Author: **Diana Maria Hechavarria**, *U. of South Florida*
Author: **Agnieszka Kwapisz**, *Montana State U.*
Author: **Katie Brownell**, *Indiana U. - Kelley School of Business*
Author: **Zhihao Yu**, *U. of South Florida*
Author: **Kenneth Hamner**, *U. of South Florida*

Innovative entrepreneurship among female entrepreneurs is vital for sustainable economic growth and societal evolution, yet most of the research on innovation in entrepreneurship focuses on high-tech industries which are primarily dominated by heterogenous male-led top management teams. The primary purpose of this paper is to augment the existing literature by exploring how gender differences in the structure of new venture teams influences venture-level innovation through research and development. Our results submit that all-female top management teams and teams with females in general management positions are less likely to be focused on innovative activities, but that teams with females in technical or research positions within the top management team structure are more likely to be focused on innovative activities. Additionally, we investigate the relationships between top management team members to show that all-female teams focused on innovation tend to have more diverse ownership and closer relationships across team members. We apply the lens of upper echelons theory to conjecture that how female entrepreneurs structure their new ventures teams at the onset of venture creation has far-reaching and long-term impacts on innovation throughout the lifecycle of the venture.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Implications of AI for HR

Digital Session Chair: **Arup Varma**, *Loyola U. Chicago*

HR: Artificial Intelligence and People Management: A Critical Assessment Through the Ethical Lens

Author: **Arup Varma**, *Loyola U. Chicago*

Author: **Cedric Dawkins**, *Loyola U. Chicago*

Author: **Kaushik Chaudhuri**, *Shiv Nadar U.*

The dramatic increase in the use of Artificial Intelligence (AI) in workplaces around the world can be attributed to the potential for increased profitability. While AI has numerous useful applications and can help speed up business processes or transform systems, its use in human resources (HR) processes and systems presents a complex series of pros and cons requiring organizational leaders to tread with caution. AI is helping transform the nature of jobs and workplace employment relationships. Robots can replace humans as employees, while platforms are able to supervise human employees. However, organizations employing AI to manage their people will need to be accountable for improving the employee experience, increasing investments in their skill development, building organizational competency, and enhancing transparency to ensure responsible usage. In this paper, we discuss the possible misuses of AI algorithms and argue that these could adversely impact the organization's human resources, if not devised and implemented with caution. In reviewing the literature linking AI and HR through the ethical lens, we discuss how AI is now an integral part of the HR architecture, and why it must be deployed with caution. If AI is to co-exist with humans, organizations will need to assure that their corporate philosophies honor their obligations to the social contract with stakeholders by implementing responsible HR policies and practices.

Paper is NOT Available. Please contact the author(s).

HR: Feeling treated fairly? Employee reactions toward AI in career development systems

Author: **Alina Köchling**, *Heinrich-Heine U. of Dusseldorf*

Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

Author: **Sascha Alexander Ruhle**, *Heinrich-Heine U. of Dusseldorf*

Organizations increasingly implement AI for career development to enhance efficiency. However, there are concerns about employees' acceptance of AI. Integrating justice theory, we investigate the effects of the deciding entity (human, human and AI, and AI) and the impact of the data source (internal data, external data) on employees' reactions. Using a scenario-based between-subject design and displaying a common situation in organizations (N = 280), we examined whether a decrease of human involvement in decision making diminishes employees' perceived fairness and satisfaction with the career development process and increases the perceived privacy intrusion. Although we also considered data sources to moderate the proposed relationships, we found no support for interaction effects. Finally, fairness and privacy intrusion mediated the influence of the deciding entity and data source on turnover intention and employer attractiveness, while satisfaction with the process did not.

Paper is Available to Meeting Registrants Only.

HR: The Dark Side of AI-HRM on Employees Based on Algorithmic Features

Author: **Lijun Wang**, *Renmin U. of China*

Author: **Yu Zhou**, *Renmin U. of China*

Nowadays, Artificial Intelligence begins to be applied in a series of human resources management practices and has drawn more and more attention from researchers and practitioners. As the old saying goes, "every coin has two sides". While AI-HRM exerts positive effects, it also triggers negative influences. Have a better known of its dark side is of great significance to the enrichment of related theoretical research as well as the effective application of AI-HRM in practice. However, there is a lack of systematic summary of AI-HRM's dark sides, especially its negative effects on employees. In this study, take the three algorithmic features (algorithmic control, algorithmic bias, and algorithmic opaque) as a framework, we provide a rigorous and systematic review and integration of different types of published literature in the AI-HRM field to identify what is known about the negative effects of AI-HRM. For each algorithmic feature, this study also links organizational behavior theory to AI-HRM research and elaborates the potential theoretical mechanism of the negative effects of AI-HRM on employees. Finally, future research directions are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation and Knowledge in International Management



Digital Session Chair: **Selma Saracevic**, *WU Vienna U. of Economics and Business*

This session focuses on the topic of innovation and knowledge in international management. It includes papers on digital innovation and distance in virtual cross-border alliances, MNE knowledge sourcing in host countries, how cultural context influences product innovation and performance, and whether foreign firms benefit from local agglomeration.

IM: **Digital Innovation: Does distance matter in virtual cross-border R&D Alliances?**

Author: **Viktor Fredrich**, *U. of Bayreuth*
Author: **Ricarda B. Bouncken**, *U. of Bayreuth*
Author: **Noemi Sinkovics**, *U. of Auckland*
Author: **Rudolf R. Sinkovics**, *U. of Auckland*

Our study examines the conditions under which cross-border digital innovation alliances are effective. Specifically, we investigate the moderating effect of technological, cultural, and geographic distance. The findings indicate that, although important, relative absorptive capacity is not a sufficient condition for effective collaboration in a cross-border, digital innovation context. Firms need to consider the optimum technological distance as well as the combined effect of technological distance with the effect of cultural and geographic distance. Specifically, a high level of cultural distance can be beneficial in combination with high relative absorptive capacity and low technological distance. Alternatively, a high absorptive capacity also leads to high digital intensity if both the cultural and the technological distances are low. Conversely, a high level of absorptive capacity does not yield positive results when the technological distance is high regardless of the degree of the cultural distance between the partner firms. Further, when the technological distance between two firms is low, a higher geographic distance may strengthen the positive impact of firms' high absorptive capacity on digital innovation outcomes.

Paper is NOT Available. Please contact the author(s).

IM: **The Impact of Cultural Context on Product Innovation and Firm Performance**

Author: **Zhenzhong Ma**, *U. of Windsor*
Author: **Lei Jing**, *Jilin U.*
Author: **Fan Yang**, *Odette School of Business, U. of Windsor*

Product innovation in different cultural contexts has become more important in the increasingly globalized market, and it is essential to examine how cultural context affects the relationship between product innovation activities and firm performance in the global market. Based on the analysis on more than one thousand manufacturing companies that have been involved in innovative activities in China, this study compares the effects of product innovation strategies and institutional factors on firm performance for international joint ventures and domestic firms in China. The results show that supportive innovation policies, high-level of infrastructure, well-developed local talent market, and large R&D investment all positively affect a firm's product innovation performance in China's domestic companies, but a defender innovation strategy is negatively related to their innovation performance. When international joint ventures are considered, only R&D investments and the level of infrastructure are positively related to international joint ventures' product innovation performance, in part due to high cultural context in China. Implications of the results are then discussed.

Paper is Available to Meeting Registrants Only.

IM: **Scope and Scale of Technology Challenge and MNE Knowledge Sourcing in Host Countries**

Author: **Michael Murphree**, *U. of South Carolina*
Author: **Bui K. Petersen**, *Memorial U. of Newfoundland*
Author: **Peter Warrrian**, *U. of Toronto*
Author: **Ray Gosine**, *Memorial U. of Newfoundland*

Current research has emphasized the role that industry characteristics play in MNEs knowledge sourcing decisions. However, much remains to be understood regarding the specific circumstances uncertain which MNEs opt for internal, external, local or global sources of knowledge, especially within a single industry. Using a study of MNE knowledge sourcing and creation in the offshore oil industry in Newfoundland, Canada, we find that MNEs source knowledge in accordance with the geographic scope and complexity scale of the technology challenges being faced. MNEs tend to source knowledge through established partners – their headquarters or other MNE subsidiaries – for localized and small-scale challenges as well as for global and large-scale ones. In contrast, localized large-scale challenges and global small-scale ones result in greater rates of knowledge sourcing from host region suppliers or research institutions. This understanding helps clarify how MNEs choose their sources of knowledge and breaks with the existing dichotomy of traditional versus fast-paced industries.

Paper is Available to Meeting Registrants Only.

IM: **Do Foreign Firms Benefit from Local Agglomeration?**

Author: **Fan Xia**, *Rennes School of Business*
Author: **Gordon Walker**, *Southern Methodist U.*

In this paper we contrast two conflicting theories of foreign direct investment in regional clusters. The first argues that foreign firms enter clustered regions to access technological and market-related knowledge through agglomeration-based spillovers. The second is that foreign firms suffer from a liability of foreignness and therefore are excluded from the regional networks through which local knowledge is passed. We test these alternative theories by estimating agglomeration effects within logit regressions for local and foreign firms separately in lagged first differences and test for the comparability of these effects across the regressions. Also, we speculate that foreign firms that are culturally closer to host country markets will suffer a lower liability than foreign firms that are culturally more distant. Our results consistently support the liability of newness argument. For robustness, assuming that local firms do experience agglomeration benefits (something we show), we test whether joint ventures between foreign and local firms experience these benefits and also find no evidence for such an effect. We analyze a panel data set of 29 Chinese manufacturing industries over 30 regions and 10 years.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **734** | Submission: **13111** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 7:00AM - 7:30AM ET (UTC-4)**

MSR Morning Meditation *MSR Morning Meditation*

Chair: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Chair: **Gerald Biberman**, *U. of Scranton*

The practice of meditation (either individual or collective) has the common objective to still/silence the mind and allow the unconscious reality to emerge, open and unfold. Many variations of meditation exist. In this conference five different forms will be introduced—a different form will be introduced each day during the conference. The idea is for those new to meditation to sample, and for those who find a familiar meditation to expand their experience. These five meditations can be accomplished in a few minutes or longer as you wish.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creativity Considerations

Digital Session Chair: **Martha Topete**, *Amsterdam Business School, U. of Amsterdam*

TIM: Position Power and Joint Creativity

Author: **Martha Topete**, *Amsterdam Business School, U. of Amsterdam*
Author: **Nathan Betancourt**, *Amsterdam Business School, U. of Amsterdam*
Author: **Flore Bridoux**, *Erasmus U.*

Creativity in the workplace is usually a collective endeavor. Given its influence on social interactions and its pervasiveness in organizations, position power – the power deriving from individuals' role – can be expected to affect joint creativity in the workplace. Surprisingly, work on this relationship is scarce. We hypothesized that power struggles, or competition for formal and informal control, would interact with position power to affect joint creativity via autonomous motivation to help. We tested these ideas in a laboratory experiment in which position power was manipulated and participants worked in dyads on a joint creativity task. The collaborations were recorded and power struggles were coded from these videos. We found that when power struggles are low, high (vs low) position power collaborations achieve higher joint creativity via autonomous motivation to help. In contrast, when power struggles are high, low (vs high) power collaborations achieve higher joint creativity via autonomous motivation to help. Our work advances our understanding of position power's effect on joint creativity by simultaneously assessing behavioral and motivational attributes featured in collaborations.

Paper is Available to Meeting Registrants Only.

TIM: How creative versus technical constraints affect exploring a design space

Author: **Victor Seidel**, *Babson College*
Author: **Christoph Riedl**, *Northeastern U.*

The creative design process can be conceptualized as the repeated search for highly-evaluated novel solutions within a design space of possibilities. Such design spaces are bounded by creative constraints of what are considered appropriate solutions as well as technical constraints of what solutions are possible given the tools in place. Past research on the role of constraints in creative design and innovation have found mixed results, hindered in part by not separating out the type of constraint—creative versus technical—and in part by focusing on singular projects that neglect the learning effects of repeated exploration of a design space. We analyzed ten years of data from an online innovation community hosting repeated creative design competitions, and we examined how creative and technical constraints in a design space affected how individuals learned to improve their performance as evaluated by their audience. We find that creative constraints lead to high rates of learning only if technical constraints are sufficiently relaxed. Our findings have implications for the management of creative design work in both online and offline settings.

Paper is Available to Meeting Registrants Only.

TIM: Oscar Curse in the Open Innovation Community? The Effect of Awards on User-innovators' Performance

Author: **Erdem Yilmaz**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Shanming Liu**, *ESSEC Business School*
Author: **Ivana Naumovska**, *INSEAD*

This study investigates the effect of awards on user-innovators' subsequent innovation performance within an open innovation community of 3D-printable design context. Drawing on self-efficacy theory, we argue that user-innovators gain higher self-efficacy after their work is recognized with an award, which increases the subsequent innovation performance of experienced user-innovators. However, such an award-induced increase in self-efficacy will undermine the subsequent innovation performance of inexperienced user-innovators. We find support for our predictions using a two-way fixed effects difference-in-differences analyses within a matched sample. Our study identifies an individual-level contingency that determines the nature of the awards–performance relationship, and identifies an unintended negative consequence of awards' on inexperienced user-innovators' performance.

Paper is Available to Meeting Registrants Only.

TIM: Social Networks and Problem-solving in the Context of Biopharmaceutical Research and Development

Author: **David J. McBee**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Problem-solving is a vital aspect of scientific innovation. It is especially important in the biopharmaceutical field which, despite its innovative reputation, faces high project failure rates. To cope with research obstacles, these organizations utilize an evolving matrix structure with structured turnover of cross-functional (interdisciplinary) research teams. Problem-solving becomes social and relies on scientists' ability to activate network contacts. What kind of social network contact facilitates problem-solving? Two different theoretical perspectives set different expectations. The needs perspective suggests specific types of resources are useful at different problem-solving phases. Different types of resources are locked into different types of social network ties. As problem-solving progresses and the required resources change, profiles of network contacts change. Turnover should be greatest between problem-identification, which calls for interpersonal support and familiarity, and problem-understanding, which calls for new knowledge and formal authority. In contrast, what I call the strong core perspective posits a stable core of multi-purpose network contacts. In terms of the types of network contacts, the needs perspective expects problem-solving phases to be independent; the strong core perspective expects path dependence. To explore network contact characteristics associated problem-solving phases and test for path dependence, I surveyed members of the American Association of Pharmaceutical Scientists, the largest pharmaceutical professional organization, about the contacts they utilized while dealing with the most serious research obstacle they encountered in the past year and which contacts were useful for identification and understanding. A multi-level path model copes with the nested data structure and tests for path-dependence. Results support the strong core perspective; strong path dependence indicates that scientists utilize contacts associated with strong tie strength and competence-based trust for both problem-identification and problem-understanding. Scientists form stable sets of social contacts during nascent problem-solving phases.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Behaviors and LMX

Digital Session Chair: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*

OB: Daily delegation as an antidote to the negative consequences of ego depletion

Author: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*
Author: **Su-Ying Pan**, *Macau U. of Science and Technology*
Author: **Fenghao Wang**, *Hong Kong Polytechnic U.*

Effective leadership requires constant exertion of self-control at work. Yet, it is not always the case that leaders can wake up on the right side of the bed, feeling recharged and energized. In this study, we examine whether and how leaders' experiences of ego depletion before work influence their perceived work goal progress, and what they can do on a daily basis to counteract these effects. Drawing from integrated self-control model and research on delegation, we argue that before-work ego depletion negatively influences leaders' attention at work, and further hinders their work goal progress. We further theorize that daily delegation can mitigate the negative consequences of before-work ego depletion. Across two studies using experience sampling methodology, our hypotheses are supported with data collected from leaders in China and the United Kingdom. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Leader-Follower Ratings of Employer-Provided Training: Moderating Effects of Mandatory Participation

Author: **Min Jong Jun**, *Binghamton U.-State U. of New York*

The previous literature on the positive relationship between training and attitudinal outcomes has paid little attention to a group leader's perception of training and the different natures of voluntary and mandatory participation in training. To deal with these research gaps, this study examines the effects of leader-follower (in)congruence in ratings of employer-provided training on followers' job satisfaction and organizational commitment. Also, I test the moderating effects of mandatory participation in training on the relationship between leader-follower (in)congruence in ratings of training and follower's two attitudinal outcomes. Using multilevel polynomial regression models, I analyzed a sample of 861 employees and their group leaders from the Human Capital Corporate Panel (HCCP) survey in 2017. The results overall supported my hypotheses; (1) a leader-follower congruence in ratings of employer-provided training at a high level is associated with higher attitudinal outcomes than that at a low level, (2) a follower's higher rating than that of the leader is related to high attitudinal outcomes, and (3) mandatory participation in training moderates those relationships between leader-follower (in)congruence in ratings of the training and attitudinal outcomes. I discuss the implications of these findings.

Paper is Available to Meeting Registrants Only.

OB: Curvilinear Relationship between Constructive Feedback and Behavioral Outcomes via Felt Obligation

Author: **Mansik Yun**, *Central Michigan U.*
Author: **Nga Do**, *Central Michigan U.*

Leader's providing constructive feedback has been deemed a desirable behavior for preventing negative outcomes. Yet, previous studies found mixed effects suggesting a potential curvilinearity based on the extent of feedback. Grounded in social exchange theory and the too-much-of-a-good-thing effect, we proposed and tested a possibility of curvilinear relationships between constructive feedback citizenship behaviors and task performance, that are mediated by felt obligation. We further reasoned that the reciprocity norm between constructive feedback and felt obligation would be affected by followers' interpretation of leader's behavior. The current research used relational attributions and relational identification to test the moderating effect. To test our hypotheses, we conducted two studies. In Study 1, three-wave (10 days interval) data was collected from two construction companies from South Korea (N = 207) and the U.S. (N = 205). However, the results indicated that no significant effect was found in curvilinearity and moderating effect of relational attributions. In Study 2, we collected 10 days of three-wave (10 hours) data from a construction company from South Korea. 108 employees completed a total of 756 questionnaires. Although the curvilinearity was not found at the within-person level, we found the curvilinear relationship between constructive feedback and felt obligation at between-person level. Also the curvilinear associations between constructive feedback and OCB and task performance were mediated by felt obligation. While relational identification did not moderate the curvilinearity, relational attributions were found to neutralize the curvilinearity. The implications of our findings for both theory and practice were discussed.

Paper is Available to Meeting Registrants Only.

OB: How and When Leader-Member Exchange Social Comparison Hinders Employee Creativity

Author: **Kashmala Latif**, *school of management, USTC*
Author: **Muhammad Yousaf Malik**, *ISSCAD, National School of Development*
Author: **Abdul Hameed Pitafi**, *Hefei U. of Technology Hefei China*

This research contributes to the growing research on the antecedents of creativity in the hospitality industry. Utilizing social comparison perspective, this study examines the indirect—via knowledge hiding behavior—relationship between employees perceived upward leader-member exchange (LMX) social comparison and their creativity. Moreover, this study proposes the moderating role of power distance orientation of an individual employee between the association of upward LMX social comparison and their creativity via knowledge hiding behavior. Based on time-lagged and multi-source data (n=308) collected from hospitality employees of tourist hotels, the findings of study revealed that upward LMX social comparison hinders employees' creativity via their knowledge hiding behavior. Additionally, the indirect effect of upward LMX social comparison on employee creativity was statistically significant for employees with low power distance orientation, but it was not significant for employees with high power distance. Based on the study findings, implications for theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Growth Strategies as a Practice: From Entrepreneurship to Ownership

Growth Strategies as a Practice

Digital Session Chair: **Fannie Couture**, *U. of Sydney Business School*

SAP: **Outsiders in the Valley: The Navigational Strategies of Black Tech Entrepreneurs**  

Author: **Alicia Sheares**, *UC Berkeley*

Black tech workers face numerous racial barriers in the technology industry, from their extreme underrepresentation to blocked advancement on the job. These challenges are compounded in entrepreneurship as less than one percent of venture capital dollars - \$130 billion in 2018 – went to Black tech entrepreneurs. Yet there are some Black tech professionals who do find success, which raises questions about how they understand and navigate this unequal landscape to achieve their professional goals. I explore this question through an empirical case study of Black tech entrepreneurs in Silicon Valley. By linking insights about strategic action and racial matching, I present a theory of racialized legitimacy - the process through which members of racially minoritized groups must consider both systemic racism and field specific organizational logics in their individual decision making processes. Through in-depth interviews, I find that Black tech entrepreneurs structure their actions in accordance to the process of racialized legitimacy. However, these approaches were not uniform. Instead, strategies varied depending upon one's placement within the field of Silicon Valley. This article makes numerous contributions to the academic literature. Substantively, it expands current scholarly knowledge on Black entrepreneurship, which to date largely concentrates on those in the service sector. Theoretically, it spotlights systemic racism as a foundational organizational logic within elite fields. In doing so, it also underscores the covert and insidious way that racism reproduces systemic inequality within elite fields.

Paper is NOT Available. Please contact the author(s).

SAP: **Derivative or Puzzle Piecing: Forming Nascent Strategy in Emerging Insurance Technology Ventures**  

Author: **Qian Li**, *U. of Dundee*

How nascent high-technology ventures form strategies as they emerge? To answer the question, I conducted a longitudinal in-depth comparative case study of four insurance technology (Insurtech) ventures from 2017 to 2019. Whilst two of the ventures engaged in a derivative approach by tuning in a pivoting methodology and leveraging resources for multiple purposes, the other two adopted a puzzle-piecing approach by emphasizing a testing methodology and assembling resources in an attempt to reach their imagined strategy. Comparing these patterns reveals the importance of entrepreneurs' tacit rules of using resources and pacing their growth. Derivative entrepreneurs assume a pluralist view on resource use and conform to a hypergrowth technology venture narrative. In contrast, puzzle piecing entrepreneurs hold a unitarist view on resource use—seeking one particular outcome from one resource—and self-pace the growth of their ventures—distancing from hypergrowth. I propose that entrepreneurs' tacit rules of resource use and growing pace and their reactions to the dominant technology venture narratives contribute to the distinct strategy forming processes as ventures emerge.

Paper is NOT Available. Please contact the author(s).

SAP: **Making a Difference: A Literature Review of Management Practices in Owner-Managed Companies**  

Author: **Tobias Michael Palm**, *PhD Candidate, U. of St. Gallen*

This paper provides an in-depth analysis of research on management practices in owner-managed companies. The systematic review of 116 articles from 30 years (1990-2020) reveals three key themes: (1) effects attributable to historical, developing, and idiosyncratic factors on industry, company, owner-manager, and management practice level shape the practice configuration in a given owner-managed company, (2) owner-managed companies are not badly managed, the management practices implemented are only more informal, shaped by resource-constraints and highly dependent on the owner-manager, (3) many differences between studies on performance implications of variables can be explained by differences in variable operationalization. This paper's central contributions are the provision of an overview on 30 years of management practice research, an elaboration on a cumulative capabilities model for management practices, and the proposal of an integrating perspective on practices – the teleological practice perspective.

Paper is NOT Available. Please contact the author(s).

SAP: **The Co-Evolutionary Process Model of Organizational Identity and Firm Strategy**

Author: **Suvi-Tuuli Helin**, *Aalto U.*

In our longitudinal study, we investigated organizational identity and strategy related processes that ConsultingCo went through to become a reputable player in Finland in the management consulting market. We investigated the company for seventeen years from its establishment to the first leadership succession. We build an evolutionary process model that illustrates the three-stage -process: (1) emerging, (2) formalizing, and (3) institutionalizing. These stages show how organizational identity emerged and co-evolved together with firm strategy work. Organizational identity work evolved from anti-identity to social identity, and finally to strengths-based identity work. Simultaneously strategy work evolved from visionary to comparative, and finally, as strengths-based strategy work. Our study contributes to the strategy-identity nexus -literature by illustrating the continuous co-evolution of the firm strategy and organizational identity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Employability and Sustainable Careers

Digital Session Chair: **Joohan Lee**, *U. of Texas At Arlington*

CAR: How Does Career Success Drive Employees' Work Behaviors? Roles of Career Optimism and Employability

Author: **Joohan Lee**, *U. of Texas At Arlington*
Author: **Huong Le**, *Deakin U.*
Author: **Zhou Jiang**, *Flinders U.*
Author: **Ingrid Nielsen**, *Monash U., Australia*

This study sheds light on the behavioral outcomes of subjective career success and the mediating mechanisms underlying the relationships between subjective career success and individuals' organization citizenship behavior and counterproductive work behavior. Data were collected on the three-time lag sample of employees (T1N = 360; T2N = 320, and T3N = 261). Results show that employability and career optimism mediate the relationship between subjective career success and OCB. While employability also mediates the relationship between subjective career success and counterproductive work behavior, career optimism did not mediate this relationship. We provide theoretical and practical implications for the career management and the career counseling literature.

Paper is NOT Available. Please contact the author(s).

CAR: The Generalism Advantage: How search firms shape the effect of specialization on employability

Author: **Olga Ivanova**, *HEC Paris*

I study how labor market intermediaries, such as search firms, shape employment outcomes for candidates with different career profiles in the context of middle management jobs. I suggest and find evidence that in a mediated labor market, generalists, workers whose career history spans multiple job categories, are more likely than specialists, workers whose career history is concentrated in one category, to gain access to the final employer. The generalism advantage is notably strong when generalists prevail in the candidate pool of the vacancy they are being considered for but are simultaneously rare in the professional labor market. This effect is explained by the strategic behavior of a search firm, which has several reasons to promote generalists rather than specialists to an employer. Headhunters may prefer generalists not only because they are a better fit for middle management jobs but also because they are more easily transferable to a new employer and more dependent on headhunters' mediation. Moreover, preferences towards generalists, especially when they are rare in the market, might be an attempt to cope with competitive pressure. These findings have implications for the literature on labor market intermediaries and the studies of employability and external labor markets.

Paper is Available to Meeting Registrants Only.

CAR: How does perceived investments in employee development affect turnover intentions?

Author: **Mattia Martini**, *U. of Milano-Bicocca*
Author: **Tiziano Gerosa**, *U. of Milano-Bicocca*
Author: **Dario Cavenago**, *U. of Milano-Bicocca*

There is a debate in the managerial literature on the risks for the organization related to investments in employee. Building on attribution and social exchange theories we explore the relationship between perceived investments in employee development (PIED) and turnover intentions by testing simultaneously different paths where affective commitment, perceived internal employability and perceived external employability are included as potential mediators. The study adopted a mixed method approach comprising a survey of 336 employees and 19 semi-structured interviews with the HR staff undertaken across two private companies. The results show that the overall effect of PIED on turnover intentions is negative and it is fully mediated by external employability and affective commitment, while the path through internal employability was not supported. More specifically, PIED increases commitment, which in turn limits the risk of turnover. Although perceived external employability is positively associated with turnover intentions, PIED seems to contain this effect, by negatively affecting the employees' perceptions of marketability in the labour market. The multi-group analysis confirmed the overall path from PIED to turnover intentions, while some organizational conditions affect the relationship between PIED and perceived employability. The study supports the assumptions of the social exchange theory in explaining turnover behaviour as consequence of employee development support and, at the same time, it questions the existence of the employability paradox not finding a turnover risk via perceived external employability.

Paper is NOT Available. Please contact the author(s).

CAR: Enabling Recovery Experiences to Forge a More Sustainable Career

Author: **Peter Heslin**, *UNSW Sydney*

Sustainable careers involve maintaining at least some degree of productivity, health, and happiness across the career lifespan. For many, the sometimes severe social, financial, and physical deprivations and restrictions imposed, as well as physical and psychological health risks heralded by the COVID-10 pandemic, have massively increased the challenge of forging a sustainable career. Against this stressful backdrop and motivated by an impulse to help people address their prevailing career challenges, we propose that attempts to enact a sustainable career may be facilitated by drawing on the rich literature in occupational health psychology on recovering from stressful experiences. After briefly reviewing the flourishing literature on initiatives that organizations, leaders, and individuals can take to support sustainable careers, we propose that enabling oneself to have rich recovery experiences may foster career sustainability. We develop this notion by outlining how five different empirically-ground approaches to accessing richer recovery experiences may enable career sustainability, each crystallized in a related proposition. We then discuss implications for sustainable career research and practice, aiming to thereby support those striving for career sustainability amidst the array of stressors flowing from the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

Author: **Maria Mouratidou**, *U. of Cumbria, UK*

Author: **Mirit K. Grabarski**, *U. of Western Ontario*

The sustainable careers framework proposes that careers are sustainable if they are characterized by three main indicators: health, happiness, and productivity, when responsibility for these career outcomes is shared between individuals and organizations. The COVID-19 pandemic has created a major career disruption for many individuals due to layoffs, reduced work hours and increased work-life conflict. Using a mixed methods design, we explore how individuals perceive their careers, and specifically indicators of sustainability, during the first lockdown in the UK. In the qualitative Study 1 we identify themes that characterize the common experiences during this early stage of the pandemic, namely employer support, careful optimism and strengthened relationships. Then, in the quantitative Study 2, we empirically test a research model that links the concept of employer support with indicators of sustainable careers. We investigate the mediating role of career empowerment, which is a motivational cognitive construct that captures individual cognitions of agentic control over one's career. In addition, we investigate the moderating role of agreeableness in the relationship between the individual and the organization. Our research provides a rich snapshot that depicts perceptions of careers in crisis, which has both theoretical and practical implications.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **739** | Submission: **13905** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Education for Managing Existential Risks of Humanity

Education for Managing Existential Risks



Organizer: **Sharam Alijani**, *NEOMA Business School*
Organizer: **Shann Turnbull**, *International Institute for Self-Governance*
Participant: **Petra Molthan-Hill**, *Nottingham Business School, Nottingham Trent U.*
Participant: **Michael Andreas Pirson**, *Fordham U.*
Participant: **Morten Huse**, *Professor Emeritus*
Participant: **Stewart R. Clegg**, *U. of Technology, Sydney*
Participant: **Ruth V. Aguilera**, *Northeastern U.*
Participant: **Lasandahasi Ranmuthumalie De Silva**, *Birkbeck, U. of London*
Participant: **Wafa Khlif**, *Toulouse Business School*
Participant: **Laura Albareda**, *LUT U., School of Business and Management*
Participant: **Blanche Segrestin**, *Mines ParisTech*
Participant: **Benedicte Brogger**, -

Management scholars have neglected teaching how to establish polycentric self-governing organisations described by Ostrom as a way for sharing life-sustaining common resources among competing interests. Teaching this knowledge is urgent to quickly counter tragedies of the global commons arising from pollution, biodiversity losses and from many other existential risks.

We are not aware of any education program to teach executives how to establish polycentric self-governing organisations. BlackRock has created a global demand for such organisations by wanting “A new model of corporate governance”. As the largest asset manager in the world, BlackRock stated, “companies must benefit all their stakeholders”. This would convert corporations into what Ostrom describes as a “Common Pool Resource” (CPR). Examples of polycentric bottom-up self-governing organisations are provided by, The John Lewis Partnership in the UK, VISA International Inc in the US, and other stakeholder governed firms like the cooperatives located around Mondragon in Spain. Polycentric self-governance also exists in civic, sporting and agricultural organisations. Polycentric self-governed organisations, demonstrate that no changes in public law need be required. Changes are required in the private law of corporate charters to introduce multiple control centres. How and why these provide operating advantages are presented in Table 1. This is another neglected area of management education. Figure 1 presents a generic illustration of polycentric self-governance. Ostrom identified how the tragedy of overexploiting natural resources has been avoided between competing interests to deny them for everyone since pre-modern times. In her 2009 Nobel Prize speech, Ostrom presented eight design principles for introducing polycentric self-governance for CPRs without the need for markets or a State. Many social science scholars find it difficult to comprehend how any organisation could be reliably managed efficiently and sustainably for any time without any central controller. Neurologists understand because our brains have no CEO neuron. Different parts of our brains are designed to make different decisions. They both compete and cooperative for relevancy according to our internal needs and external risks and opportunities. Australian Aboriginals have self-governed their CPRs longer than any other existing culture. Systems scientists also understand how to simplify complexity with distributed decision-making centres. This is how they design software and self-governing automobiles. It is this knowledge that management scholars need to adapt and teach to executives. To maximise opportunities for Caucus participants to explore and develop such ideas over half the time will be Q&A. Breakout sessions could explore how participants’ own research could be adapted, how the design of course materials need to be modified, and how to develop the political attraction of enriching and localizing bottom-up democracy around the world by citizen stakeholders privatising regulation. The Caucus objective is to encourage the development of the emergent topic of global risks and so expands the conference theme by providing a global context for the role of managers. The topic introduces to management education the idea of polycentric governance with the need for scholars to teach the theories and practices of System Science developed by natural scientists. In this way it forces interdisciplinary collaboration and the free exchange of ideas. Existential risks not only concern AOM members but all humanity. The outcome is to educate scholars and the global public how to participate in the control of existential risks to achieve the goal of future sustainability for the environment and humanity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **740** | Submission: **14749** | Sponsor(s): **(CMS, MSR, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 10:00AMET (UTC-4)**

**‘Just About Managing’: Collaborative Explorations of Our Times through
Autoethnographic Writing**



Collaborative Autoethnographic Writing

Organizer: **Maria Daskalaki**, *U. of Southampton*
Organizer: **Tania Jain**, *London School of Economics*
Organizer: **Marjana Johansson**, *Critical Management Studies*
Organizer: **Sara Persson**, *Södertörn U.*
Organizer: **Ruth Slater**, *Solent U.*
Organizer: **Julia Storberg-Walker**, *George Washington U.*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*

The year 2020 was defined by crises and reflection. Three crises of a deteriorating natural environment, attacks on democracy, and pandemic realities have called upon each of us to question old securities. These have led us to a heightened sense of vulnerability in how we go about our lives. This workshop explores the shared experiences of ‘just about managing’ concerning the crises defining the past and present year through collaborative autoethnographic writing. Calls to write differently (Pullen et al., 2020) are increasing within Management and Organization Studies, encouraging new ways to imagine how research is carried out and presented. Denzin (2013/2016) has emphasized the importance of making the autoethnographic project relevant at a societal level. Therefore, by exploring the common, yet differently lived, crises that participants have experienced, the writing exercises of this workshop will become continuing conversations that will move from private experiences to addressing wider societal questions. By turning the autoethnographic mission into a collaborative one, personal stories become mirrored through each other, providing a ground for identifying commonalities and raising political questions for further theorizing.

To participate in the workshop, please send an autobiographical reflection, fictional imagination or poem of max. 500 words to sara.persson@sh.se AND Marjana.Johansson@glasgow.ac.uk AND kristin.williams@uef.fi by latest 1st June 2021. We encourage you to send in texts as soon as you can since we will accept participants on a first-come basis and places are limited to 40. Writings should broadly be on the on the theme ‘Just About Managing’, linked to one or several of the three defining crises of 2020/2021: environment/ pandemic/ democracy (including social equity and justice). Participants will be notified in end of June, when access will be provided to a Padlet set up for sharing pictures, texts and videos as pre-workshop inspirational material. Participants will then get access to each other’s submitted texts, for pre-PDW review and reflection. If you would like to get in touch before submitting, feel free to email Sara, Marjana and Kristin.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **741** | Submission: **17494** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AM ET (UTC-4)**

Family Business 6

Digital Session Chair: **Nicole Gottschalck**, *WHU - Otto Beisheim School of Management*

ENT: **Not That Emotional After All. An Exploratory Study of the Calculative Commitment of Family Firm CEOs**

Author: **Nicole Gottschalck**, *WHU - Otto Beisheim School of Management*
Author: **Lisa Rolan**, *UNC Charlotte*
Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*

We explore the relationship between the calculative commitment of family firm CEOs and cohesion in family firms and discuss how this relationship is affected by the interplay of calculative commitment and firm performance. In doing so, we underline the relevance of rational cost-benefit analyses in the context of family firms and highlight family cohesion as a tool to secure personal and family wealth. Our findings suggest that the higher the calculative commitment of family firm CEOs and the higher the performance of the firm, the higher the stakes to sustain cohesion as a tool to secure personal investments and claims on accumulated firm outcomes. By demonstrating how social considerations about the business family are affected by the interplay of CEO calculative commitment and firm performance, we add to a better understanding of the complex nature of family firms.

Paper is Available to Meeting Registrants Only.

ENT: **Family Influence and Firm Performance: Evidence from the Covid-19 pandemic**

Author: **Ivan Miroshnychenko**, *Free U. Bozen, Bolzano*
Author: **Giorgio Vocalelli**, *U. of Rome Tor Vergata*
Author: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*
Author: **Stefano Grassi**, *U. of Rome Tor Vergata*
Author: **Francesco Ravazzolo**, *Free U. of Bozen-Bolzano*

The Covid-19 pandemic has spread with a speed and scale never seen before. Stock prices of all the market indices fell at a pace and level not seen since the Great Depression. This is the first study examining the financial performance of family and nonfamily firms around the world during the Covid-19 pandemic. Using a longitudinal sample of 791,928 firm-day observations for 3,882 firms in 43 countries and 10 industrial sectors, we show that financial performance of family firms has been significantly higher during the Covid-19 pandemic, as compared to their nonfamily counterparts. The economic impact of the family effect on firm performance is substantial: the return spread between family and nonfamily firms equals almost 8.7% given the growth in the Covid-19 cases worldwide. However, the magnitude of the effect depends on the type of family influence on the firm, geographical location and industry concentration. These findings have important implications for both management theory and practice.

Paper is NOT Available. Please contact the author(s).

ENT: **How can Selling Families increase their Firms' Valuation? Non-Family Managers as Signal of Quality**

Author: **Martin Tao-Schuchardt**, *Doctoral Candidate - WHU Otto Beisheim School of Management*

Based on agency theory and the resource based view, prior research has explained the differences in family firm valuation by differentiating among other factors the level of family involvement in management. However, the important case of fully professionalized managements in family firms, and its association with firm valuations, has not been explored. To fill this research gap, I draw from the acquisition context and argue based on signaling theory that the absence of family managers in family firms generates a relevant, costly, and visible signal for potential acquirors to infer more positive and less negative family firm characteristics, resulting in higher price paid by acquirors. Furthermore, I argue that the signal is expected to be interpreted more positively by financial institutions and investment firms and further strengthened in situations characterized by a high degree of information asymmetry – in particular, by lower statutory disclosure standards and non-industry relatedness between acquirors and targets. Based on a sample of German and Italian acquisitions, I find support for most of the developed hypotheses in line with signaling theory. The results provide evidence for the view that firm valuation is not only driven by family firm heterogeneity but also different investor heterogeneity.

Paper is Available to Meeting Registrants Only.

ENT: **Risk-Taking in Family Firms: The Paradoxical Role of CEO Narcissism and Humility**

Author: **Paul Sanchez Ruiz**, *DePaul U. Kellstadt Graduate School of Management*
Author: **Josh Daspit**, *Texas State U.*
Author: **Robert J. Pidduck**, *Old Dominion U.*

In response to recent calls to examine how multiple CEO personalities may work together in their effects, we build on leader paradox theory and examine how narcissism and humility interact to predict the family firm's risk-taking behavior. Our empirical analyses, based on linguistic personality profiles of 76 CEOs of S&P 500 family firms, indicate that CEO narcissism and humility positively influence risk-taking and that this effect is amplified when CEOs hold greater informal power. These findings demonstrate that upper echelon-based predictions of CEO personalities in response to risk-taking are enhanced by integrating insights from leader paradox literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Founders 3   

Digital Session Chair: **Vera Rocha**, *Copenhagen Business School*

ENT: Startup Experience and the Mobilization of Human Capital Resources in New Ventures   

Author: **Vera Rocha**, *Copenhagen Business School*
Author: **Dario Pozzoli**, *Copenhagen Business School, Department of Economics*

Human capital resources are a foundation of organizational performance, yet highly difficult to mobilize in new ventures. Given the central role of founders' past experiences in new venture strategy formation, we investigate whether and how their prior startup experience influences employee mobilization, depending on the outcomes of earlier endeavors. Integrating behavioral theories of the firm with regulatory focus theory, we suggest that serial founders who failed earlier are more likely to be prevention oriented and change their employee mobilization strategies towards a more targeted hiring approach. Using Danish register data, we compare the employee sourcing practices of a sample of serial entrepreneurs to a control group of novice founders who later engage in serial venturing. We find suggestive evidence of trial-and-error learning in hiring strategies among serial entrepreneurs who have discontinued previous ventures. Alternative mechanisms such as selection effects, stigma of failure, and demand-side constraints, are also tested but not empirically supported.

Paper is Available to Meeting Registrants Only.

ENT: The Private Value of Entrepreneurial Control: Evidence from a Discrete Choice Experiment

Author: **Marius Berger**, *Centre for European Economic Research (ZEW)*
Author: **Thorsten Doherr**, *Centre for European Economic Research (ZEW)*
Author: **Sandra Gottschalk**, *Centre for European Economic Research (ZEW)*
Author: **Maikel Pellens**, *UGent*

We study how much entrepreneurs value being in control over their ventures. Even though control and independence are widely believed to be an important reward to entrepreneurship, and despite the importance of control rights for venture capital contract design, it remains unknown how much entrepreneurs value being in control. In order to establish how much entrepreneurs value control, we perform a discrete choice experiment with a representative sample of entrepreneurs in Germany to estimate the value of control in the setting of venture capital investment. In the experiment, participants have to choose between hypothetical investment offers that carry different equity stakes, control rights, and VC value-added activities. We find that entrepreneurs highly value control: In a hypothetical VC contracts, entrepreneurs are willing to give an additional 38% of equity shares to investors to avoid the highest level of control, a voting majority. We additionally estimate entrepreneurs' valuations of VC value-added activities. We find that these carry a premium, reaching 12% of equity when the investor offers market access support. Our findings hint that control requirements form important entry barriers for entrepreneurs to venture capital financing.

Paper is Available to Meeting Registrants Only.

ENT: The Role of Values in Strategic Entrepreneurial Shifts During a Pandemic

Author: **Luc Glasbeek**, *Vrije U. Amsterdam*
Author: **Martin Van Der Vijver**, *Vrije U. Amsterdam*

Our ongoing longitudinal research on entrepreneurship examines how firms in the Dutch floriculture sector—the third-largest exporter in the Netherlands, generating 9.2 billion euros in revenue in 2018—strategically respond to the implications of Covid-19. We aim for a contribution to the strategic entrepreneurship literature, examining how personal value systems shape strategic decision-making in times of crisis. To date, we have examined 14 Dutch floriculture wholesale companies, and we expect that the next 6 to 8 months will provide critical opportunities for additional data collection. We plan to have a comprehensive working paper available in June 2021, incorporating the views of 45 director-level informants.

Paper is Available to Meeting Registrants Only.

ENT: Childhood Roots of Entrepreneurship: Parental Divorce, Entrepreneurial Entry and Performance 

Author: **Mateja Andric**, *U. of St. Gallen*
Author: **Wei-Jun Hsueh**, *U. of St. Gallen*
Author: **Isabella Hatak**, *U. of St. Gallen*
Author: **Thomas Markus Zellweger**, *U. of St. Gallen*

We examine the roots of entrepreneurship in childhood by studying how parental divorce affects entrepreneurial entry and performance in adulthood. Drawing on life course theory, we theorize that parental divorce impairs children's socialization and accumulation of human capital in consequence to deprived family resources, which affects children's likelihood to become entrepreneurs and their performance in entrepreneurship. Based on data from the United States from the 1979-2016 waves of the National Longitudinal Survey of Youth (NLSY79) and applying a quasi-experimental design, we find that parental divorce in childhood increases the odds of entrepreneurial entry while at the same time negatively affecting entrepreneurial performance in adulthood. We also find that the impact of parental divorce on entrepreneurial entry and performance strengthens with increasing family socio-economic status, suggesting that entering entrepreneurship can constitute a path of downward social mobility for individuals from high socio-economic status families who experienced parental divorce in their childhood.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **743** | Submission: **17453** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Incubation and acceleration

Digital Session Chair: **Veronika Ermilina**, *Old Dominion U.*

ENT: **Digging Into Selection Criteria For Accelerator Acceptance: What Kind of Owners Are More Attractive?**  

Author: **Veronika Ermilina**, *Old Dominion U.*
Author: **Matthew Farrell**, *Old Dominion U.*
Author: **Fatemeh Askarzadeh**, *Old Dominion U.*

Drawing on signaling theory, we aid in the identification of the rarely acknowledged impact of business owner's features on acceptance to accelerator programs. Using a multi-national sample of 10,298 observations for startups in 166 countries over 2016-2018, we show that accelerators do not evaluate applicants uniformly. We find that entrepreneurs from developing countries are less likely to be accepted by accelerators than entrepreneurs from developed economies. Counterintuitively, we also find an advantage for female entrepreneurs in accelerator acceptance. Further, our results suggest a positive impact of education. Accelerators are a growing provider of entrepreneurial resources and a main driver of growth and innovativeness. Despite the extant literature demonstrating the benefits of accelerators, determinants of acceptance to these programs, particularly at the individual level, are underexplored. Here, we extend entrepreneurship literature and show some sources of variation in access to international accelerator programs. Our comparative study enhances business owners' insight for application to entrepreneurial resources.

Paper is Available to Meeting Registrants Only.

ENT: **Managing the Process of Turning Researchers into Knowledge-Intensive Entrepreneurs**   

Author: **Linus Brunnström**, *School of Business, Economics and Law U. of Gothenburg*
Author: **Maureen McKelvey**, *U. of Gothenburg*

Universities are increasingly engaged with a diverse set of activities, aimed at impacting the surrounding society, including starting firms based on research. But how do university incubators manage researchers? In this paper, the empirical setting is Sweden, where previous research suggests that the Swedish institutional context likely leads to a prioritization of commercialization by firm creation, rather than licensing or sales of IP. The reason is that the individual researcher owns all research outcomes in Sweden and not the university or state. Therefore, our paper explores how incubator and technology transfer office managers (hereafter innovation managers) reason when trying to manage researchers to reach the goal of creating knowledge-intensive entrepreneurial (KIE) firms. Two findings are of particular relevance for the literature. The first finding relates to how interviewed managers view researchers. Although expected from previous research, we provide more detailed understanding of why innovation managers perceive these researchers as being slow, less eager to start a business, and stuck on technical improvements, but also that their ideas are viewed as high-impact ones. Our second finding provides more detailed insights into how these managers developed a number of alternative paths to deal with researchers as potential entrepreneurs and still achieve commercialization. With or without the active participation of the researcher owning the ideas, we detail how these managers pursue two paths towards utilizing researchers' ideas in order to impact society – namely actively seeking ways to start a KIE firm or actively seeking ways to transfer and distribute the ideas more widely.

Paper is Available to Meeting Registrants Only.

ENT: **From Co-founders to Founding Team: A Longitudinal Study of Mechanisms That Enable the Transition**

Author: **Eleni Georgiadou**, *Nord U. Business School*
Author: **Raj Krishnan Shankar**, *Nord U. Business School*
Author: **Tommy Clausen**, *Nord U. Business School*

This study explores the mechanisms that enable a group of co-founders to successfully transition to a founding team. Employing techniques of process research—grounded theory and temporal bracketing—we study five groups of co-founders who banded together during an entrepreneurship learning program in Norway to start a venture. Following these groups from the beginning of their formation throughout a period of 17 months, we observe the conditions that stimulate members' bonding processes. Our findings suggest a complex and dynamic interplay of mechanisms and properties that guide the transition from a group of co-founders to a founding team. These properties emerge as collective entities that team members cultivate as result of their interaction over time and significantly affects the content of team processes. Keywords: Co-founders; groups and teams; new venture development; team development

Paper is Available to Meeting Registrants Only.

ENT: **The Spatial Distribution of High Growth Entrepreneurship: Generative Mechanisms of Heavy Tails**

Author: **Tejaswi Channagiri Ajit**, *U. of Florida*
Author: **Gwendolyn Kuo-fang Lee**, *U. of Florida*

Why does a disproportionate amount of high-growth entrepreneurship concentrate in a small number of geographical areas? Our research question is motivated by the heavy tails in the frequency-size distributions of high-growth entrepreneurship—the number of early-stage financing rounds, acquisitions among firms that received early-stage financing, and initial public offerings (IPOs)—in a metropolitan or micropolitan statistical area (MSA). The heavy tails could result from either of two distinct processes, but the existing research on entrepreneurship and agglomeration cannot tell the two processes apart. In this paper, we apply technical advances from complexity science and analyze which process is the more likely generative mechanism for the observed heavy tails. Using data from Crunchbase, our analysis covers 129,949 financing rounds of 58,517 unique firms across 657 MSAs, 10,145 acquisitions, and 4,614 IPOs. We find the multiplicative process to be the more likely mechanism, compared to the rich-get-richer process, which has been posited in the literature as a driver of regional advantage. For research, our finding changes the way we theorize and study agglomeration and entrepreneurship. For government policy, our research enhances the efficacy of interventions—in the form of tax breaks, business incubators, or grants aiming to stimulate entrepreneurial activity, spur innovation and create new jobs—by revealing the generative mechanism for the emergence of a region's advantage in high-growth entrepreneurship. For entrepreneurs, our research informs whether and how the choice of where to locate the start-ups may have implications for the likelihood of obtaining early-stage financing, becoming acquired, and going public.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cognition and bias in entrepreneurship

Digital Session Chair: **Barbara Burkhard**, *Aalto U.*

ENT: **A Meta-analysis of Entrepreneurs' Overconfidence on Entrepreneurial Action and Venture Performance**

Author: **Barbara Burkhard**, *Aalto U.*
Author: **Dean Shepherd**, *U. of Notre Dame*
Author: **Joakim Wincent**, *Luleå U. of Technology*
Author: **Dietmar Grichnik**, *U. of St. Gallen*

Entrepreneurs often exhibit overconfidence, which appears to promote entrepreneurial action but can also lead to negative venture outcomes. Although many believe overconfidence is universal among entrepreneurs, there is likely substantial variation in the strength of entrepreneurs' overconfidence and the resulting relationships. To develop and explain this variation, we build on entrepreneurial agency to develop a model of entrepreneurs' overconfidence and use a meta-analytic approach to test our hypotheses based on 31 studies across 16 countries. We theorize on a core difference between overconfident entrepreneurs and their less confident counterparts—namely, that overconfident entrepreneurs are more agentic than less overconfident entrepreneurs because of their overly positive perceptions of themselves. Our findings largely support our theorizing that national institutions that impose fewer constraints on entrepreneurial agency magnify the effect of overconfidence on entrepreneurial action and venture performance. Thus, our theorizing and findings provide new insights into when entrepreneurs' overconfidence has the greatest impact on their action. Finally, our study provides information about the effect of different measures of entrepreneurs' overconfidence.

Paper is NOT Available. Please contact the author(s).

ENT: **Impact Evaluation in Early Stage Impact Investing**

Author: **Fabian Scholda**, *WU Vienna*
Author: **Peter Vandro**, *WU Vienna U. of Economics and Business*
Author: **Reinhard Millner**, *WU Vienna U. of Economics and Business*
Author: **Michael Meyer**, *WU Vienna U. of Economics and Business*

In recent years, impact investing has seen remarkable growth rates in the investment market. A share of this market is concerned with funding social enterprises, often in an early stage of development, promising investors financial returns as well as the creation of measurable social impact. For investors, an important step in the investment process is the selection of suitable investment opportunities. Prior research has suggested that the anticipated impact of a social venture is a central criterion of most impact investors' in such selection processes. However, little is known about how impact investors form ex-ante assessments about the impact potential of a venture in absence of hard evidence as it is typically only provided by ex-post impact assessments. Working with 20 verbal protocols of assessments provided by seven experienced impact investors this paper sheds light on the cognitive processes used by impact investors to form ex-ante assessments of the social impact potential. Our findings suggest that impact investors draw from a set of specific cognitive patterns and heuristics for assessing impact. We identify 23 distinct cognitive patterns used to assess impact that were not previously described in research on heuristics of for-profit investors. These findings underscore the distinctiveness of impact investing as a practice (as compared to commercial investing) and highlight the important role of individual cognition in the selection process.

Paper is Available to Meeting Registrants Only.

ENT: **Success Lies in the Eye of the Beholder: Personality Traits, Negativity Bias and Equity Crowdfunding**

Author: **Andrew Jay Isaak**, *Heinrich-Heine U. of Dusseldorf*
Author: **Julia Neuhaus**, *Heinrich-Heine U. of Dusseldorf*
Author: **Denefa Bostandzic**, *Heinrich-Heine U. of Dusseldorf*

Expressed personality traits can play a pivotal role in shaping how the entrepreneurs' narratives are perceived by investors. Using a sample of 709 campaigns collected from four leading US-based equity crowdfunding websites and enriched with corresponding pitch videos and S.E.C. data, this study investigates the relationship between personality traits signaled by entrepreneurs to investors and subsequent funding success of equity crowdfunding campaigns. Of the Big Five personality traits, in particular, we find that higher conscientiousness, lower neuroticism, extraversion, and surprisingly lower openness seem to serve as signals of equity crowdfunding success, significantly affecting both the funding amount received and the number of investors attracted by campaigns. Moreover, we find that the information volume of a given campaign amplifies the negative effect of perceived neuroticism on funding success, suggesting a role for negativity bias. Partly challenging conventional wisdom, this study extends the literature on the relationship between personality and entrepreneurial finance by providing new input to a longstanding and central debate on the impact of individual-level components upon entrepreneurial outcomes in the underexplored alternative finance market and by demonstrating the context-dependent nature of personality signals within their respective investment contexts.

Paper is Available to Meeting Registrants Only.

ENT: **Media Mentions as Rose-Colored Glasses: Availability Bias in Venture Formation**

Author: **Dana Kanze**, *London Business School*
Author: **Mark Conley**, *Stockholm School of Economics*

Despite its rarity, venture capital raising has captured the media's attention rather than the far more common occurrence of venture death. We shed light on a situational factor that influences why founders overoptimistically believe they can beat the odds of failure when already familiar with the low base rates of market entry success. Drawing upon the entrepreneurial cognition literature regarding the availability heuristic, we theorize that frequent media mentions make information about fundraising more "available" to prospective entrepreneurs, increasing their motivation to start a venture by causing them to overestimate the magnitude of funding they will be able to raise. We find significant support for this theory through a mixed methods approach—encompassing a ten-year archival study, a randomized experiment (N=317), and an entrepreneur survey (N=110)—that accounts for macroeconomic factors and personal characteristics, including levels of dispositional optimism and prior knowledge. Implications for both theory and practice are considered.

Paper is NOT Available. Please contact the author(s).

Author: **Yong Kyu Lew**, *Hankuk U. of Foreign Studies*

Author: **Nadia Zahoor**, *U. of Strathclyde*

Author: **Francis Donbesuur**, *Loughborough U., School of Business and Economics*

This study proposes and tests a framework of how and when entrepreneurial alertness manifest into international success of small and medium-sized enterprises (SMEs). Specifically, using a survey data from 214 SMEs in UAE, this study investigates relationship between entrepreneurial alertness, business model innovation, and international scope of SMEs. Findings from the survey data indicates that business model innovation (i.e. entrepreneurial action) provides a significant mediating mechanism through which entrepreneurial alertness (i.e. entrepreneurial capability) impacts on SMEs' international scope (i.e. international performance). When perceived domestic market dynamism is high, the effect of business model innovation on international scope is strengthened. From these findings, we discuss the theoretical contributions for international entrepreneurship research and the practical implications for managers and owners of SMEs.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **745** | Submission: **17229** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:45AMET (UTC-4)**

Resiliency Versus Burn-out: Well-being at Work

Digital Session Chair: **Shihan Li**, *Heinz College - Carnegie Mellon U.*

Well-being and Resiliency

HCM: Stronger through Agreement: The Role of Consensus in Social Influence on Work-related Stress

Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*

Author: **Nynke Niezink**, *Carnegie Mellon U. - Dietrich College of Humanities and Social Sciences*

Stress in the workplace is prevalent and an important concern in organizational practice. Apart from being shaped by situational factors and individual propensities, people's stress experiences are affected by their social contacts via interactions. Little is known about how compositional features of one's local network amplify or dampen the strength of this social force. Adopting a network perspective, we propose that the degree of peer consensus in stress perceptions positively moderates individuals' susceptibility to peer influence. We conducted a 6-month longitudinal study of the coevolution of psychological stress and social ties applying stochastic actor-oriented models. Our analysis supported the moderation hypothesis: The higher the variance of stress scores among peers was (i.e., the lower the consensus), the less the focal person was influenced by his/her peers' stress. Our work establishes that consensus amplifies the power of peer influence on stress development.

Paper is Available to Meeting Registrants Only.

HCM: Resource Depletion a Significant Issue for Junior Medical Officers - A Case Study

Author: **Afshan Rauf**, *U. of Wollongong*

Author: **Shamika Almeida**, *U. of Wollongong*

Author: **Laura Rook**, *U. of Wollongong*

Junior medical officers (JMOs) report many mental health concerns, including stress and overall poor wellbeing. Given that they are often considered the 'public face' of the medical frontline, it is essential to examine the issues that they face during their training program. This study aims to use the conservation of resources (COR) approach to examine the factors that influence the resource depletion of JMOs and organizational practices that mitigate resource loss of the JMOs within an Australian public hospital. The study used 49 semi-structured interviews with healthcare professionals, including 11 junior medical officers working in an Australian regional hospital. Overall, the resource loss of JMOs occurred due to 'job-related challenges' and 'person-related challenges'. The job-related challenges included conflicting job demands, job-related emotional strain and unmanageable workloads, while person-related challenges included occupational conflict with senior staff and communication difficulties with both patients and supervisors. On the contrary, limited resource gains could be identified such as peer debriefing and learning different skills. Healthcare sector can proactively invest in wellbeing interventions through manager support to minimize resource depletion of JMOs during the internship. The strengths-based approaches and the development of cross-disciplinary team-based approach are most likely to assist JMOs develop, maintain and sustain their wellbeing. The findings of this research emphasize the importance of developing soft skills in healthcare professionals to support resource investment and help create a more nurturing healthcare work environment that fosters resource creation and sustenance for JMOs. Keywords: Resource depletion, junior medical officers, challenges, conservation of resource theory

Paper is NOT Available. Please contact the author(s).

HCM: Interplay of Start-of-workday (SWP) and At-work Presenteeism (AWP): A Daily Diary Study

Author: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*

Author: **Jayanth Narayanan**, *National U. of Singapore*

Presenteeism—attending to work in sickness is associated with deleterious effects on individuals and organizations. In the past decade, presenteeism has gained considerable scholarly attention from the researchers and the practitioners worldwide. Nevertheless, how within-person variation in presenteeism affects work outcomes is not very well understood. Drawing on a decision-making theoretical perspective, we develop a model describing the interplay of start-of-workday presenteeism (SWP) and at-work presenteeism (AWP) on daily emotional anxiety, which evokes malicious social emotion of schadenfreude resulting in daily gossip behaviors targeted at the peers and the supervisor. The results from a ten-wave twice-a-day daily diary study with full time working professionals spanning a period of two weeks (N = 59, total matched morning-evening daily observations = 528) provided empirical evidence for the hypothesized model. By studying the dynamics of presenteeism on employee's daily emotional experiences and social behaviors from a decision-making perspective, we present novel insights to the management and occupational health researchers, as well as the public policy analysts and practitioners.

Paper is NOT Available. Please contact the author(s).

HCM: The Influence of Baby Boomers' Perception of Well-Being Elements on Their Post-Retirement Residence

Author: **Eric J. Emerson**, *Acuity, Advisors to Senior Housing*

Author: **Robert C. Ford**, *UCF & Roy E. Crummer School of Business, Rollins College*

Author: **Koray Simsek**, *Crummer Graduate School of Business, Rollins College*

This study was premised on the idea that baby boomers, like anyone else, desire to maximize their well-being. That is, they seek situations that provide positive emotion, engagement, relationships, meaning and accomplishment (PERMA) which determine their personal appraisal of well-being based on both objective and subjective measures. Thus, the purpose of the research was to identify the most important PERMA elements of well-being that the baby boomer cohort who have decided to retire but have not yet done so (i.e., pre-retirees), seek in their preference in post-retirement residence. Moreover, this study investigates the degree to which this group sees that choice being influenced by their affinity for technology. The data for this correlational study was collected through a survey instrument administered to respondents electronically. The responses were analyzed utilizing logistic regression to generate research findings and implications. The results of this study suggest there is a relationship between the PERMA elements of well-being, singly and collectively, and their preference in post-retirement residence. Further, when considering the impact of affinity for technology on these two variables, the hypothesis of moderation was not significant. Lastly, the impact of Coronavirus (COVID-19) on baby boomers' preference in post-retirement residence was also considered. Future research in these areas is warranted as technological innovations continue to impact the delivery of the elements of well-being, and as baby boomers move through their retirement years, to consider the potential impact on their preference in post-retirement residence.

Paper is Available to Meeting Registrants Only.

Author: **Tera Webb**, *U. of Alabama, Birmingham*

Author: **Anthony C. Hood**, *U. of Alabama, Birmingham*

Background: Psychological safety is the key to learning from failures and teaming effectively. The purpose of this study was to explore how the construct of psychological safety has been incorporated in healthcare literature in order to guide future application within the healthcare context. Given the extensiveness of psychological safety research in healthcare, a scoping review was the best approach for exploring the breadth of studies, evidence, and gaps identified over the past 20 years. Methods: A scoping review of peer-reviewed, published research was conducted using Pubmed, Scopus, PsycINFO, Cumulative Index of Nursing and Allied Health (CINAHL), EMBASE, and Medline databases. Results: 134 studies were included in this review. Discussion: Studies are predominantly individual-level, cross-sectional, nursing centered, and largely atheoretical. There is a need for more theory application, empirical rigor, and systematic and meta-analytical reviews. Conclusion: Since Edmondson's seminal work on psychological safety in 1999, this is the first review of psychological safety in the healthcare context. This is a significant contribution to health services research as this review presents collective insight into psychological safety in order to inform future theoretical and empirical research. Keywords: quality, psychological safety

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership in Healthcare Organizations: Implications for Organizational Success

Digital Session Chair: **Kameron Carter**, *Penn State U.*

Leadership and Organizations

HCM: Transformational Leadership, Mission Valence, and Long Term Burnout (WITHDRAWN)

Author: **Janine Bosak**, *Dublin City U.*
Author: **Denis Chenevert**, *HEC*
Author: **Steven Kilroy**, *Tilburg U.*
Author: **Patrick Christopher Flood**, *00353*

This study extends existing research by examining the mediating role of mission valence in the link between transformational leadership and burnout. Using a time-lagged research design we show how transformational leaders can increase hospital employees' attraction to the organization's mission (i.e., mission valence), and in turn alleviate long term burnout.

Paper is NOT Available. Please contact the author(s).

HCM: Matched Delegation: When the Leader Delegates the Right Tasks, How does the Team Benefit?

Author: **Kameron Carter**, *Penn State U.*
Author: **Greg L. Stewart**, *U. of Iowa*
Author: **Samantha Solimeo**, *U.S. Department of Veterans Affairs*

Delegation research has traditionally focused on delegation as a whole—how much or how little a leader or supervisor is willing to allocate tasks to their subordinates. Although past research has indicated the importance of delegation for team performance, it has often overlooked one of the main aspects touted by practitioners, choosing the right person for the job. In an effort to provide a more nuanced view of delegation and if the right person is being chosen for the job, this research introduces the concept of matched delegation: delegating a task to the individual whose abilities most closely match the demands of the task where individuals receive decision-making authority for tasks that neither exceeds nor discounts their abilities, but rather most closely matches the extent of their abilities. We take a leader-centric view and investigate how the leader giving up control of their non-central tasks and central tasks influences their own and team member effectiveness, and subsequent team performance. Hypotheses were tested using a sample of 495 primary care professionals (PCPs) and their surrounding team members (i.e., a registered nurse, a licensed practical nurse, and an administrative associate) from patient aligned care teams from the Veteran's Health Administration (VHA). Results showed that leader delegation of their non-central tasks positive influenced leader effectiveness, team member effectiveness, and team performance, results that were not found through leader delegation of their central tasks. Theoretical and practical implications are discussed as well as the limitations and directions for future research within the VHA as well as for research studying delegators' decisions and team processes and performance.

Paper is NOT Available. Please contact the author(s).

HCM: Hope, Commitment, and Stress Mediating Between Leadership, Financial Resources and CAHP Performance

Author: **Choiwai Maggie Chak**, *U. of Twente*
Author: **Lara Carminati**, *U. of Twente*
Author: **Celeste P.M. Wilderom**, *U. of Twente*

Combining the goal setting and job demands-resources (JD-R) theory, we examined how highly collaborative leadership and ample financial resources affect high project performance in community-academic health partnerships (CAHPs) through three mediators: individual project workers' hope, goal commitment and stress levels. With a sequential explanatory mixed-method research design we collected and analyzed survey data (N = 318) and held semi-structured interviews (N = 21). The hypothesized three-path mediation model was tested using structural equation modelling with bootstrapping. Project workers' hope, goal commitment and stress: (1) fully mediate between highly collaborative leadership and high project performance; and (2) partially mediate the relationship between ample financial resources and high project performance. The qualitative data corroborated these findings, revealing the crucial role of hope as a cognitive-motivational mechanism that facilitates project workers' coping strategies during the various challenges of the diverse CAHP projects. These findings contribute to the project management and CAHP literatures by accounting for the effects of project workers' hope in enabling high CAHP project performance as well as for two other under-researched CAHP project resources (ample financial resources and collaborative leadership). Moreover, we show the applicability of combining goal-setting and JD-R theory in networked health-promotion projects that link academic to community work.

Paper is Available to Meeting Registrants Only.

HCM: Boundary Work in Public Teaching Hospitals in Europe: The Role of Perceived Ethical Leadership

Author: **Teresa Carla Oliveira**, *U. of Coimbra*
Author: **Filipa Cartaxo**, *unaffiliated*

Managing employment relationships in complex organization undergoing constant change such as a hospital is demanding for all stakeholders. Retaining staff requires enhancing coordination of mutual needs and benefits, in particular when this involves as much task flow as work relations and boundary changes. Drawing upon both signaling and social exchange theories we developed a model exploring how perceived ethical leadership (PEL) can benefit employees and organizations. We test our model in a cross-sectional exploratory study using a questionnaire to collect dyads among a sample of chief nurses and nurses working in different services in a European teaching hospital which, over two decades, has undergone major changes in both its internal and external environments. Our results show that organisations gain from signaling concern to enhance employee's affective commitment, overall job satisfaction and resourcefulness and that this has a positive impact on both performance and wellbeing. Keywords: Public teaching hospital; changing boundaries; perceived ethical leadership; team work process

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **747** | Submission: **16827** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:00AM ET (UTC-4)**

Innovation in International Management

Digital Session Chair: **Michael Murphree**, *U. of South Carolina*

This session examines the topic of innovation in international management. It includes papers on learning by exporting via organizational innovation, rapid internationalization and innovation performance, communication technologies and the management of innovation, and emerging market firms' persistence with failed innovations.

IM: Learning by exporting via organizational innovation

Author: **Romina Guri**, *U. of Groningen*
Author: **Florian Noseleit**, *U. of Groningen*
Author: **Pedro Faria**, *U. of Groningen*

The benefits of learning by exporting are examined in the light of productivity or technological innovation improvements and the existing evidence is controversial. We suggest that firms can also learn in export markets how to better manage and organize their activities, and therefore introduce organizational innovation (OI). Moreover, we argue that learning-by-exporting would depend on the competition from abroad that firms face domestically and the technological status of the industry in which they operate. We test our prediction using six waves of the German Community Innovation survey (CIS) covering the period from 2006 to 2016. Our findings show that exporting is associated with the introduction of organizational innovation and this effect is less pronounced if firms face strong competition from abroad, especially for those that operate in technologically lagging industries.

Paper is Available to Meeting Registrants Only.

IM: Rapid internationalization and innovation performance

Author: **Xiaobo Wu**, *Zhejiang U.*
Author: **Yanan Fu**, *Zhejiang U.*
Author: **Jing Li**, *School of management, Zhejiang U.*

Although internationalization is an inherently dynamic process, the time dimension of international expansion has rarely been a major focus of international business research. Using an organizational learning perspective, we attempt to explain how time-based international expansion patterns influence parent companies' innovation performance in emerging markets. We consider that the internationalization process could generate potential benefits attributable to knowledge transfer while being influenced by time compression diseconomies. Based on these two mechanisms, we test four hypotheses regarding parent companies' innovation performance: 1) internationalization speed (main effect); 2) internationalization rhythm (two-way interaction); 3) organizational slack; and 4) competitive intensity (three-way interaction). Using unbalanced panel data of Chinese multinational enterprises between 2008 and 2014, we find a negative relationship between parent companies' internationalization speed and innovation performance, and this relationship is stronger if the internationalization rhythm is irregular. The negative moderating effect of an irregular rhythm weakens with an increase in internal organizational slack and strengthens with an increase in external competitive intensity. These results suggest that firms should assess their internal capabilities and external competitive environment to judge whether a certain international pattern is feasible or necessary.

Paper is Available to Meeting Registrants Only.

IM: Communication Technologies and the Management of Innovation

Author: **Luis Ballesteros**, *George Washington U.*
Author: **Catherine Magelssen**, *London Business School*
Author: **Casidhe Horan Troyer**, *London Business School*

We examine the effects of the introduction of broadband technology on innovation within firms. Managing innovation across geographically dispersed locations is one of the most important challenges confronting firms. We contribute to the literature on the management of R&D activities by studying how control rights affect innovation within the firm. Using a shock to communication and matched sample analyses, we find evidence that whether the parent or a subsidiary holds control rights over an R&D subsidiary's activities is important for innovation outcomes. Specifically, parent-controlled R&D units have significantly smaller changes in innovation quantity, quality, and are less likely to integrate new knowledge or collaborate after the introduction of broadband technology relative to subsidiary-controlled R&D units. These results are concentrated amongst firms that have greater information processing constraints – such as in large firms, and when the parent must invest more effort to broker collaboration and perform higher-quality monitoring such as when there is greater distance in technological expertise, and when there is cultural distance and different language between R&D subsidiaries and controlling entities. Our findings suggest that the parent does not merely fail to leverage the potential advantages of communication to foster innovation but may use it to exert greater control in a way that stifles innovation.

Paper is Available to Meeting Registrants Only.

IM: Emerging market firm's persistence with failed innovations

Author: **Sarah Edris**, *Maastricht U., School of Business & Economics*
Author: **Thorsten Wahle**, *Alliance Manchester Business School*
Author: **Stijn Horck**, *Maastricht U., School of Business & Economics*
Author: **Ajai Singh Gaur**, *Rutgers U.*

We explore the conditions under which firms persist with failed innovations. While prior literature suggested firm's persistence with failure may vary by their experience with novel vs incremental innovations, we argue the institutional experience of the innovating firm can explain their persistence via their ability to interpret failure events. Firms from advanced economies may react to failure by persisting with innovations after setback, whereas firms from emerging markets may react to failure by abandoning failed innovations. Additionally, emerging market firms may transform negative feedback from one type of innovation into developments for another (i.e., switch the type of innovations they undertake). We test hypotheses using FDA-approved drugs (1998-2019). Our analysis provides insights on learning from failure and innovation efforts in an international business context, and their consequences.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **748** | Submission: **12637** | Sponsor(s): **(IM, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AM ET (UTC-4)**

**International, Transnational, and Transitional
Entrepreneurship**
Transitional Entrepreneurship



Chair: **Kaveh Moghaddam**, *U. of Houston, Victoria*
Organizer: **George Nakos**, *Clayton State U.*
Distinguished Speaker: **Anil Nair**, *Old Dominion U.*
Panelist: **Majid Ghorbani**, *Renmin U. of China*
Panelist: **Sarika Pruthi**, *San Jose State U.*

The distinction of International Entrepreneurship and Transnational Entrepreneurship may not be clear cut. International Entrepreneurship is predominantly concerned with the firm as a unit of analysis, while Transnational Entrepreneurship usually examines the dual nature of the firm and individual entrepreneurs. Transnational Entrepreneurship entails migrant entrepreneurs who leverage opportunities that arise from their dual networks and optimizing resources in their host and home countries. Consistent with the 2021 AOM conference theme of “Bringing the Manager Back in Management”, the aim of this Panel Symposium is to examine how immigrant entrepreneurs manage their ventures in a global market.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Ethics in Management Education: Imagination, Integrity and Responsibility



Digital Session Chair: **Henriette Lundgren**, *George Washington U.*

MED: Facilitating Ethical Reflective Practice in the Context of Experiential Learning   

Author: **Henriette Lundgren**, *George Washington U.*

Author: **Emily Morrison**, *George Washington U.*

Author: **SeoYoon Sung**, *Rutgers U.*

MED Junior Faculty Best Paper Award. Sponsored by SAGE/Journal of Leadership and Organizational Studies for the most significant contribution to management education by a Junior Faculty authorship team (all earned doctorates since 2014 or working on it).

Recognizing the benefits and shortcomings of experiential learning for its participants, less is known about how experiential learning facilitators (i.e., teachers, coaches, leaders) reflect on, make sense of, and learn from experiential learning activities in their own practice. The purpose of this study is to explore the complexities of critical incidents that arise in experiential learning and teaching using an enactive lens. The enactive lens allows for more nuanced, complex insights than constructivist lenses allow. We show that facilitators are affected in multiple ways by their experiential teaching experiences, around the themes of validation, preparedness, control, emotions, and framing/reframing. We show experiential learning as a relational and embodied practice while discussing the importance of contextualizing experiential learning in safe-to-fail spaces and workplaces. We further develop a practical understanding of what it means to facilitate ethical reflective practice in experiential learning and teaching. By doing so we add to the body of experiential learning theory and pedagogy by encouraging facilitators to grow their experiential expertise by reflecting on their own critical incidents and engaging in more sharing with colleagues through experiential-teaching communities of practice.

Paper is Available to Meeting Registrants Only.

MED: Responsible Management Education: The Risk of Responsibility    

Author: **Paul Hibbert**, *U. of St Andrews*

This essay takes a particular perspective on Responsible Management Education (RME), focusing on problems identified in recent research. The problematic issues are related to a lack of clarity associated with the key terms, and consequential impacts of RME that might be missed because of this lack of clarity. As an illustration of the consequences, the essay discusses moral injury, an experience of the betrayal of one's fundamental values that leads to ongoing, debilitating anguish. The essay argues that moral injury might also be a hazard faced by managers, expected to act responsibly in challenging and constraining contexts, after completing an RME program. As a response to this problem, the essay encourages further fundamental research in the field.

Paper is NOT Available. Please contact the author(s).

MED: Teaching Moral Imagination Through Theatre Pedagogy 

Author: **Rachel Dickinson**, *Warwick Business School*

Author: **Demetris Hadjimichael**, *Warwick Business School*

Global Forum Best Paper Award for the paper that best creates the opportunity to address global issues of significance to management education and/or development.

Moral imagination can be understood as a process of self-reflecting that enables one to step back and become more aware of a given situation so as to imaginatively and evaluatively identify possibilities of ethically responding. Indeed, several studies have highlighted that the moral imagination is key to dealing with ethically challenging situations in organizations. The purpose of this paper is to introduce a theatre-informed pedagogical approach for teaching business ethics with a focus on exercising and developing the moral imagination. Specifically, following a brief review of the relevant literature, we describe the undergraduate course Acting Responsibly and explain how its design and delivery enables development of the moral imagination. Moreover, we reflectively discuss the course's underlying design principles and suggest ways in which they can be leveraged within the context of traditional ethics classes.

Paper is NOT Available. Please contact the author(s).

MED: Down the Slippery Slope: Moral Disengagement and Academic Integrity's Grey Areas  

Author: **Kelley Packalen**, *Smith School of Business, Queen's U.*

Author: **Kate Rowbotham**, *Queen's School of Business, Canada*

Most students do not engage in serious cheating, but many engage in seemingly insignificant transgressions. While these small misgivings may be brushed aside as trivial, prior research shows that major ethical violations tend to follow small, common violations – the so-called slippery slope effect. In this study we combine computer-facilitated focus groups, an online survey and open-ended responses to identify when and why students think it is acceptable to engage in both specific minor academic integrity violations and violations more generally. We also demonstrate that the slippery slope effect occurs in academia as students who find it acceptable to violate academic integrity in more “grey area” situations also engage in more trivial and non-trivial academic integrity violations in general. We analyze our findings using mechanisms of moral disengagement and neutralization theory to categorize why students violate academic integrity and find that the mechanisms they use to justify engaging in specific trivial violations differ from those they use to justify violating academic integrity more generally. We conclude with recommendations that directly address ways that faculty and administration can neutralize the mechanisms that students use to morally disengage both in relation to specific trivial violations as well as more generally.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Ties at Work

Digital Session Chair: **Thomas Joseph Zagenczyk**, *Clemson U.*

OB: Friendship, Advice and Distant Ties with Leaders and Similarity in Citizenship Behavior

Author: **Thomas Joseph Zagenczyk**, *Clemson U.*
Author: **Sara Krivacek**, *Clemson U.*
Author: **William L. Gardner**, *Texas Tech U.*
Author: **Kevin S. Cruz**, *Georgia Southern U.*
Author: **Claudia Cogliser**, *Texas Tech U.*
Author: **Debbie Laverie**, *Texas Tech U.*

We adopt the view of leadership as a relational phenomenon and draw on social influence theories to investigate whether leaders motivate followers to engage in similar interpersonal citizenship behavior (ICB) as leaders. We argue that employees will demonstrate ICB similar to leaders with whom they have advice and distant ties (when employees consider coworkers to be leaders but do not have direct ties with those leaders), whereas employees will have dissimilar ICB to leaders with whom they have friendship ties. Results of a social network study of 132 employees in the business college of a large southwestern university indicate that employees have similar levels of interpersonal citizenship behavior to leaders with whom they have advice ties and dissimilar levels of interpersonal citizenship behavior to leaders with whom they have friendship ties. We find distant ties with leaders have no effect on interpersonal citizenship behavior. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Social Networks and Citizenship Behavior: The Mediating Effect of Organizational Identification

Author: **Thomas Joseph Zagenczyk**, *Clemson U.*
Author: **E. Erin Powell**, *North Carolina State U.*

Are employees more likely to identify with their organization and engage in helping behaviors on its behalf if the coworkers who make up their social networks identify strongly and help the organization? Despite origins in social psychological research, prior studies of the antecedents of organizational identification have focused primarily on individual-level psychological and perceptual factors. This has limited our understanding of how OI forms and how it relates to the attitudes and behaviors it shapes. We reconceptualize organizational identification as a social phenomenon influenced by structural (similarity with respect to structural position) and relational (advice and friendship ties) dimensions of social networks. This allows us to theorize two distinct social influence paths through which OI affects organizational citizenship behavior: a direct path whereby social information processing and social learning affect OCB, and an indirect path in which social influence affects OCB through its effect on OI. We conducted a social network study of employees in a construction company. The theory we develop departs from most prior work in arguing that OI is neither a matter of individual perceptions generated in isolation, nor a simple function of the number of ties that an employee has, but that it is in important ways instead an outcome of relations and interactions with co-workers, as reflected in the social structure of the employing organization. Our arguments thereby relocate a primary source of organizational identification from perceptual to structural and relational factors. We discuss important implications for both theory and practice.

Paper is Available to Meeting Registrants Only.

OB: Workplace Gossip and the Evolution of Friendship Relations: The Role of Complex Contagion

Author: **José Luis Estévez**, *Linköping U.*
Author: **Rafael Wittek**, *U. of Groningen*
Author: **Francesca Giardini**, *U. of Groningen*
Author: **Lea Ellwardt**, *U. of Cologne*
Author: **Robert W. Krause**, *Freie U. Berlin*

Complex contagion theory is used to develop novel hypotheses on the effects of workplace gossip on expressive relations. It is argued that hearing gossip from multiple senders or about multiple targets impacts receivers' friendships with gossip targets. Hypotheses are tested in a two-wave sociometric panel study among 148 employees of three units in a Dutch childcare organisation. Stochastic Actor-oriented Models yield only very weak support for simple contagion processes, with positive gossip fostering receiver-target friendships in one, and negative gossip significantly decreasing them in another of the three Departments. No support was found for complex contagion effects based on multiple senders. Findings for complex contagion based on multiple targets were inconsistent. Implications for theories of gossip and reputation are discussed.

Paper is Available to Meeting Registrants Only.

OB: Is it about time? Counteracting the Negative Effect of Virtuality on Performance with Team Density

Author: **Martijn Jungst**, *EDHEC Business School*
Author: **Lorraine Marie Uhlaner**, *uhlaner*

The use of virtual tools has become the norm in organizations to remain competitive in a global and dynamic environment. To understand the impact of these tools on team performance, we examine virtuality through an episodic lens. We develop a temporal model that links virtuality processes and the emergent state of team density with team performance over time, and test the hypothesized relationship in 36 temporary teams. Random coefficient growth modeling shows that team density attenuates the negative relationship between virtuality and team performance, highlighting the importance of a configurational approach to understand the impact of team processes on team performance over time. We discuss the theoretical implications of conceptualizing virtuality in a time- and context-sensitive perspective.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leader Support for Recovery and Coping

Digital Session Chair: **Charlotte Foerster**, *Johannes Kepler U. Linz*

OB: Leadership behaviors that reduce psychological distance and increase adaptive coping and performance   

Author: **Anders Friis Marstand**, *Birkbeck, U. of London*
Author: **Olga Eptropaki**, *Durham U.*

During the COVID-19 pandemic, millions of employees have found themselves working from home, physically separated from their leaders and work teams. Drawing from construal level and conservation of resources theories, our study focused on the psychological distance employees experience from their manager as a key explanatory mechanism for employee coping and task performance during the pandemic. We specifically examined the role of three leadership behaviors (initiating structure, consideration, and vision communication) on employees' perceptions of psychological distance from their manager and the subsequent effects on employee task, emotion, and avoidance coping and task performance. Using data from a four-wave time-lagged online study of remotely working participants (N = 343) conducted in April-May 2020, we found that consideration and vision communication reduced employees' perceptions of psychological distance from their manager, while psychological distance decreased task coping. Support for a serial mediation model was also found, with consideration and vision communication positively and indirectly influencing task performance via psychological distance and then via task coping. Results from our study provide insights into how leaders can stay psychologically close to their employees despite their physical separation and the implications of psychological distance from the leader for employees' coping responses and performance.

Paper is Available to Meeting Registrants Only.

OB: Paradoxical leadership behavior: How leaders contribute to organizational resilience 

Author: **Charlotte Foerster**, *Johannes Kepler U. Linz*
Author: **Stephanie Duchek**, *BTU Cottbus-Senftenberg*
Author: **Caroline Paparella**, -
Author: **Wolfgang H. Guettel**, *TU Wien*

Living and operating in a global world, the risk for a global economic crisis has never been greater. As the ongoing events in terms of the COVID-19 crisis show, organizations need to be highly resilient to survive in a crises-prone world. Acknowledging the central role of leaders during organizational crisis, we examine how leaders handle existence-threatening organizational crisis, and how this is affecting organizational resilience. As part of a larger research project on crisis management, we conducted 37 interviews with leaders operating in organizations that were faced with such a major crisis. By telling their own crisis story, our leaders were able to reconstruct their behaviors very precisely. Resulting from our inductive analysis approach, we found that our leaders' behavior during these major crises was not straightforward but somehow paradox. In sum, we identified seven pairs of paradoxical leaders' behaviors in all three phases of the organization's resilience process (i.e., anticipation, coping, adaptation). Nonetheless and even while leaders also need to balance paradox demands before and after critical situations, this need was particularly relevant during crisis. By shedding light on how leaders handle major organizational crisis and how this behavior is affecting organizational resilience, we do not only provide important implications for future resilience research but also derive crucial practical implications for crisis management.

Paper is Available to Meeting Registrants Only.

OB: What Leaders Do Matters: Supervisor Support for Recovery and Employee Recovery  

Author: **Ze Zhu**, *George Mason U.*
Author: **Julia Baines**, *George Mason U.*
Author: **Lauren Kuykendall**, -
Author: **Bo Zhang**, *Texas A&MU, College Station*

Research suggests that leaders play an important role in employees' recovery from work stress. Very little research to date has examined leader behaviors that promote or inhibit employees' recovery. This study aims to better understand the nature and impacts of recovery-supportive supervisory behaviors. Specifically, we (1) proposed an expanded conceptualization of supervisor support for recovery, (2) developed and validated a measure consistent with this expanded conceptualization, and (3) examined the effect of supervisor support for recovery on employee recovery. In Study 1, we conducted a qualitative study to identify the dimensional structure of supervisor support for recovery. Based on the qualitative data, we conceptualized it as a multidimensional construct with four dimensions: not communicating about work during nonwork time, not requiring work during nonwork time, modeling recovery, and encouraging recovery. In Studies 2 and 3, we developed and validated a scale to measure supervisor support for recovery. We found that supervisor support for recovery was distinct from other leadership constructs (e.g., perceived supervisor support, family supportive supervisor behaviors, and transformational leadership) and explained additional variances in psychological detachment and burnout above and beyond the three similar leadership constructs. Relative importance analysis suggested that supervisor support for recovery was more important than the other three similar constructs in predicting psychological detachment, but perceived supervisor support was the most important predictor in predicting burnout. Implications for future research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **752** | Submission: **12268** | Sponsor(s): **(OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

The Third-decade of the Affective Revolution: How Affect and Emotions Extend Organizational Research *The Third-decade of the Affective Revolution*



Organizer: **Seoin Yoon**, *Texas A&M U., College Station*
Organizer: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
Discussant: **Joel Koopman**, *Texas A&M U.*
Presenter: **Yu Tse Heng**, *U. of Washington, Seattle*
Presenter: **Seoin Yoon**, *Texas A&M U., College Station*
Presenter: **Fadel Khalil Matta**, *U. of Georgia*
Presenter: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*

Since the Affective Revolution declared by Barsade, Brief, and Spataro (2003), interest in the role of affect and emotions has become “de rigueur” (Ashkanasy & Dorris, 2017: 67) for organizational scholars. In summarizing the past two decades of this literature, a series of reviews (e.g., Ashkanasy & Ashton-James, 2005; Ashkanasy & Dorris, 2017; Ashkanasy & Humphrey, 2011; Brief & Weiss, 2002; van Knippenberg & van Kleef, 2016) note three common trends: 1) the Affective Event Theory (AET) is at the core of research on emotions, 2) it is important to examine the interaction of AET with emotion-laden topics (e.g., emotional labor, emotional intelligence), and 3) leaders serve as “mood managers” who actively influence their followers’ feelings and emotions. On the precipice of the third decade of the affective revolution, this symposium showcases a recent stream of research projects on affect and emotions that extend these previous trends both in isolation and together. By highlighting the contemporary and ongoing approach that advances these trends in one or more ways, each of the papers in this symposium set a research agenda for the future.

A Randomized Controlled Trial Approach to Examining the Effects of Cannabis Use on Creativity

Author: **Yu Tse Heng**, *U. of Washington, Seattle*
Author: **Christopher Barnes**, *U. of Washington*
Author: **Kai Chi Yam**, *National U. of Singapore*

When a Leader is Ostracized: A Multilevel Model of Leader’s Experienced Ostracism at Work

Author: **Seoin Yoon**, *Texas A&M U., College Station*
Author: **Junhyok Yim**, *City U. of Hong Kong*
Author: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*

Exchanging the Same Favor: The Role of Resource Distinctions and Affect in Leader-follower Exchanges

Author: **Fadel Khalil Matta**, *U. of Georgia*
Author: **Edwyna Theresa Hill**, *U. of South Carolina*
Author: **Michael Baer**, *Arizona State U.*
Author: **Emma Laier Frank**, *U. of Georgia*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*

The Effects of Low Power on Paranoia and Aggression

Author: **Michael Schaefer**, *Singapore Management U.*
Author: **Trevor Foulk**, *U. of Maryland*
Author: **Christilene Du Plessis**, *Singapore Management U.*
Author: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Author: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Process Views on Organizational and Industry Change



Digital Session Chair: **Heidi Korin**, *U. of Turku, School of Economics*

ODC: How Strategic Planning Practices Evolve Over Time: Longitudinal Case Study

Author: **Heidi Korin**, *U. of Turku, School of Economics*
Author: **Hannele M J Seeck**, *U. of Turku, School of Economics*
Author: **Kirsi Liikamaa**, *U. of Turku, School of Economics*

Winner of ODC Division Best Paper Award

Carolyn Dexter Award Nominee

The literature on strategy practice as a historically embedded phenomenon is scant. To fill this gap, this study expands the strategy-as-practice (SAP) literature by examining the meaning of historical embeddedness in the evolution of strategy practice. We draw on the framework of strategic planning as a social practice presented by Langley and Lusiaani (2015) and the notion of *modus operandi* (Chia & Holt, 2006). We use a longitudinal case study design combined with historical methods to examine the evolving and historically embedded strategic planning practice of a healthcare organization throughout its lifespan. Our results show that historical embeddedness appears in structures and routines, materiality, positioning, and reflecting, representing an internalized way of acting. We show that reflection is essential for the evolution of strategy practice and contribute to theory development by demonstrating that strategic planning is a continuous development process and that, in this evolution, history provides continuity yet also facilitates the evolutionary process. Keywords: Evolution; historical embeddedness; strategic planning; strategy-as-practice

Paper is NOT Available. Please contact the author(s).

ODC: Achieving an Organizational Sustainability Transformations through Aggregating Micro-Level Changes

Author: **Kim Strunk**, *U. of Passau*
Author: **Susanne Kiener**, *U. of Passau*
Author: **Anna Will**, *U. of Passau*
Author: **Laura Ziegltrum**, *U. of Passau*
Author: **Marina Fiedler**, *U. of Passau*

Organizations struggle to initiate change for sustainability and particularly in identifying relevant projects and creating engagement for sustainability. Therefore, organizational sustainability transformation (OST), meaning a substantial rather than a symbolic shift in the organization's operations, values and goals to extensively incorporate sustainability concerns, is not a one-time project but requires a long-term attention to the issue. However, little attention has so far been given to implement micro-level changes towards sustainability. Extant literature emphasizes the importance of micro-level changes in an OST, yet it remains widely unclear how to aggregate these micro-level changes to support a substantial and large-scale sustainability transformation. This is however crucial for enhancing our understanding of how micro-level changes add up to a large-scale transformation over time. Building on a qualitative inductive study with key informants, we reveal how an OST can be achieved through emergent evolutionary continuous micro-level changes. We provide a model to understand OST better, by explaining how the decentralized micro-level changes, integrated in a clear sustainability vision, but without a detailed planned change agenda, can be achieved collectively. We identify three inter-related cycles illustrating the organizational dynamics of the OST, revealing opportunities for supporting an OST and showing where an OST can possibly fail when the dynamics are neglected. In addition, we derive recommendations for managerial actions in an OST.

Paper is Available to Meeting Registrants Only.

ODC: The Endogenous Mechanisms and Dynamics of the Business Ecosystem Evolution: A Process Study

Author: **Fengbin Wang**, *School of Business, Renmin U. of China*
Author: **Xue Zhang**, *Renmin U. of China*

A business ecosystem is a complex dynamic system within which components interact with each other to drive the changes of other components and the whole ecosystem. Although dynamics has been widely identified as a core feature of the ecosystem, how the actual interactions among the components happen and aggregate to drive the self-evolution of the ecosystem have been rarely studied. Adopting a longitudinal inductive case study approach, this study disentangles the interactions among ecosystem components and delineates a temporal recursive pattern of six-phase paths of the business ecosystem evolution. We find that the generative mechanisms underlying business ecosystem evolution are the successive negation of the negation of phases (meso-level explanation) and the self-governing regulators (micro-level explanation) that continually trigger new phases. This explorative inductive study unveils how interactions of components accumulate to drive the ecosystem evolution, which provides a transparent and deeper understanding of the micro-macro linking process.

Paper is Available to Meeting Registrants Only.

ODC: Starting with a Completed Canvas: Layering as A Mechanism for Change During Emerging Hybridity

Author: **Nora Rosendahl**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Jane Seppälä**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Timo Olavi Vuori**, *Aalto U.*

Organizations increasingly need to respond to conflicting demands, simultaneously. Scholars have thus described strategies that involve blending or recombination of institutional logics. This paper examines a change approach we label "layering" – where, in the presence of significant institutional constraints, two institutional logics are blended not through replacement or recombination, but through addition: by layering the new on top of the old. Based on a case of an infrastructure hardware and software provider, where practices from the agile software logic were layered on top of legacy practices, we seek to increase understanding of how and why layering can occur. Layering seems to be strongly associated with hybridity – combining conflicting identities, forms, or logics – but, in comparison to prior scholarship, is likely to emerge when hybridity emerges gradually over time, and when actors are constrained in their hybridization strategies by existing institutional arrangements and power structures. Our central contribution is to detail layering in organizational sciences, and the dual change cycles this prompted: one change defeating, the other change strengthening. In doing so, we shine a light on the under-developed role of historical institutional legacies, sequencing, and power structures in shaping organizational responses to conflicting institutional demands.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **754** | Submission: **17265** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Bureaucracy and Knowledge Management

Bureaucracy and Knowledge

Digital Session Chair: **Pedro Monteiro**, *Copenhagen Business School*

OMT: **Mechanisms of Governance and Knowledge Sharing Behavior**

Author: **Stefano Miraglia**, *UCL*
Author: **Jens Roehrich**, *U. of Bath*
Author: **Mostafa Safar**, *U. College London*
Author: **Mihai Talmatchi**, *U. College London*

Understanding how formal and informal mechanisms of governance produce a combined effect on the knowledge sharing behavior of organizational members is a problem which is yet to be resolved in organization studies. Contradictory and inconsistent findings have so far prevented the identification of a set of constructs that can be used to explain the causal linkages between governance decisions and individual knowledge sharing behavior. We addressed this problem through an inductive, multiple-case study of organizations from different industries. We found that, consistently across the cases, three dichotomous theoretical dimensions explicated two opposing patterns of relationships – one on each side of the dichotomy – whereby: (1) a condition of cognitive and normative alignment/misalignment of individuals mediated the influence of (2) concerted/unconcerted governance on (3) effectual/ineffectual knowledge sharing behaviors. By modelling these dimensions and their interrelationships, we are able to lay down the foundations of a theoretical framework for the governance of knowledge sharing in organizational settings.

Paper is Available to Meeting Registrants Only.

OMT: **Bureaucracy Is Dead, Long Live Bureaucracy: A Review for Taking Stock and Moving Forward**

Author: **Pedro Monteiro**, *Copenhagen Business School*
Author: **Paul S. Adler**, *U. of Southern California*

The present review aims to redress the growing gap between the receding discourse on bureaucracy and bureaucracy's persistent reality by clarifying conceptual issues. In doing so, we aim to renew and expand our understanding of bureaucracy as a dominant feature of our organizational landscape. First, we review the organizational research and find three main perspectives of research on bureaucracy, which emerged in succession but persist in parallel. Turning to the state of contemporary research, we note several factors that help explain the shrinking scholarly attention devoted to bureaucracy and the resulting difficulty in making sense of new trends like uberization and holacracy. We conclude by offering four strategies for overcoming these shortcomings.

Paper is NOT Available. Please contact the author(s).

OMT: **Bureaucratic Cartographies of Expertise: The Organization of Specialist Domains in Complex Settings**

Author: **Pedro Monteiro**, *Copenhagen Business School*

How and with what consequences is expertise organized? More specifically, how the multiple formal arrangements in complex settings configure specialist domains and its implications for management of knowledge. I examine this question through a case study of PlaneCo, a blue-chip aeronautical company where the organization of expertise was a core concern and many formal organization arrangements were in place to chart and manage it. Conceptualizing these arrangements as bureaucratic cartographies I draw on 15 months of ethnographic fieldwork in the company's engineering unit and find that they crystalize conceptualizations of expertise, catalyze the formation of specialist domains, and compound distinct experts together. These processes in turn have a downstream effect in the management of knowledge to the extent that they influence the resources afforded to specialists and the flow of knowledge. Unveiling these processes bring contributions to our understanding of knowledge specialization and integration as well as the interplay of bureaucratic organization and expertise.

Paper is NOT Available. Please contact the author(s).

OMT: **Kingdom of Bureaucracy. A Governmental-Political Interpretation of Modern Management**

Author: **Enrico Beltrami**, *Notre Dame de Namur U.*

In this article I place management theory in conversation with Giorgio Agamben's political theology with the dual scope of offering (1) an Agambenian interpretation of management, and (2) a framework that may be useful to illuminate and eventually explain the nature of some decisive and persistent weaknesses of the discipline. The main argument is that Agamben's theological genealogy of economy transforms the discourse on management from a matter of value to one of control. In the first section, I introduce Agamben's political theological project and I discuss how his project can change the way scholars look at management. In the second, I list three fundamental weaknesses of management as a discipline that an Agambenian interpretation of management can make intelligible.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **755** | Submission: **17267** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Performativity, Persuasion and Power

Performativity and Persuasion

Digital Session Chair: **Frithjof E. Wegener**, *Delft U. of Technology*

OMT: **On the Performativity of Design Theories for Organizing**   

Author: **Frithjof E. Wegener**, *Delft U. of Technology*
Author: **Vern Glaser**, *U. of Alberta*

Organization design is at the core of organization studies. In this paper, we explore organizational design by examining the performativity of design theories for organizing. We build on insights from performativity to suggest that a theory of design often impels organizational actors to engage in particular types of actions that influence how organizational design initiatives change organizations. Specifically, we depict how three theories of organizational design—Scientific Management, Design Science, and Pragmatism—influence organizing. We develop an argument that shows how adopting these theories of design influence organizational design by providing organizational actors with different expectations of the roles played by users and designers, establishing core principles of action, generating learning mechanisms, and shaping political dynamics.

Paper is Available to Meeting Registrants Only.

OMT: **"Putting People in Little Boxes": How Scripting Processes Perform New Organizations**  

Author: **Alaric Bourgoin**, *HEC Montreal*
Author: **Samer Faraj**, *McGill U.*
Author: **Paolo Vincenzo Leone**, *McGill U.*

This paper explores the intertwining of power, technology, and organizing, unpacking the performative dynamics through which technological tools foster the creation of new organizations. Through an autoethnographic study of a high-stakes consulting assignment dedicated to the restructuring of a large energy group, we investigated the role and effects of a piece of software that was specifically designed to help the consultant navigate the analytical complexity and political ferocity of the context. Advancing the notion of "scripting process", we shed light on how a novel organizational structure unfolded through a performative process wherein the piece of software acted as a scripting device, framing, feeding, fitting, and realizing the future organization by respectively inscribing, confronting, aligning, and actualizing the interests at play.

Paper is Available to Meeting Registrants Only.

OMT: **Performing Categories through Material, Spatial and Verbal Practices: the case of "Historical Shops"**

Author: **Camilla Ferri**, *U. Ca' Foscari of Venice*

Categories make intelligible our world by classifying and labelling objects, actors and events around us. Sometimes categories are created by some promoters re-interpreting already existing entities to re-orientate meaning systems according to strategic goals. This phenomenon is particularly spread in urban and cultural contexts, where policy-makers often found labels to re-qualify, valorise or preserve specific areas of interest. Adopting a qualitative methodology and a multiple nested case study, I analyse the case of creation of the Historical Shops category in two Italian cities with the aim of understanding the conditions and the mechanisms through which a category takes life, is acknowledged and performed on a daily basis, and the ones that, instead, hinder this process. Findings show that the interaction of material, spatial and verbal practices enacted within categorial boundaries co-create an externally perceived experience of the category, which, in turn reinforce the categorial members' identification with the category, hence sustaining category performance. The initial acts of category creation and actions of category promoters and intermediaries may support or undermine the whole process. The study contributes to categorization studies by providing a situated view on categorization where materiality, place, experience and categorial members' identification have a fundamental role.

Paper is Available to Meeting Registrants Only.

OMT: **Evoking the Leap of Faith Online: An Exploration of the Inner Workings of Trust Signals** 

Author: **Theresia Harrer**, *Middlesex U. London*

Research has so far largely overlooked trust building processes in online contexts. Specifically, while previous research has shed light on relevant signals as antecedents, little attention has been paid to how such signals are actively induced in one-way communication – that is when no prior interaction is given, and reactions cannot be observed immediately. This paper addresses this gap by adopting Goffman's logic in Presentation of Self (1959). I explore how cues and dramaturgical mechanisms are used to evoke signals which relate to three dimensions of trust: ability, benevolence, or integrity. I analyze 19 campaign videos on the largest reward-based crowdfunding platform – Kickstarter – and extract bundles of visual and verbal cues that are enacted via dramaturgical mechanisms. This leads me to three dramaturgical strategies that foster online trust, in particular the leap of faith. The study contributes to trust literature by offering early evidence into how the leap of faith is created online and by providing insights into the creation of trust signals. It also contributes to crowdfunding literature by a more nuanced understanding of signaling.

Paper is Available to Meeting Registrants Only.

Author: **David Hollis**, *Nottingham Business School, Nottingham Trent U.*

Author: **Alex Wright**, *U. of Sheffield Management School*

Author: **Owain Smolovic Jones**, *The Open U.*

Author: **Sanela Smolovic Jones**, *The Open U., United Kingdom*

Finalist for the Responsible Research Award

The face is a significant locus of power upon which judgements concerning a person’s status, worth and attractiveness are made. This study contributes to knowledge of facial norms’ shifting performative power in daily organizing, theorizing facial beauty as a communicatively constituted authoritative text. We achieve this through blending Butlerian and communication as constitutive of organization theorizing. This allows us to enrich understandings of power and performativity’s necessarily entangled and co-constitutive unfolding, as we trace how a normative understanding of facial beauty becomes more and/or less performatively powerful through embodied-textual processes. Our theorizing is generated from an ethnography of a UK cosmetics firm and demonstrates how facial beauty functions as a (figurative) authoritative text that corporealizes, subjectivizes, and is resisted by makeup artists within a confluence of (concrete) text and conversation. We show how through communicative, citational and embodied processes of corporealization, regulation and subjection, everyday performances like makeup applications become performatively powerful on the ground level of interaction. Further, returning authoritative texts to their original figurative formulation uncovers something of how their transformative power shapes organizing’s ongoing accomplishment.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



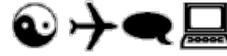
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **756** | Submission: **12317** | Sponsor(s): **(OMT, ODC, MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

**The West and the East Shall Never Meet? Chinese Thought
for Managers and Management**
Chinese Thought and Management



Moderator: **Yuan Li**, *Saint Mary's College of California*
Organizer: **Zhexiong Tao**, *U. of International Business and Economics*
Organizer: **Li Yuan**, *Renmin U. of China*
Panelist: **Robert Chia**, *Glasgow U.*
Panelist: **Andrew H. Van de Ven**, *U. of Minnesota*
Panelist: **Peter Ping Li**, *U. of Nottingham, China*
Panelist: **Runtian Jing**, *Shanghai Jiao Tong U.*
Panelist: **Fengbin Wang**, *School of Business, Renmin U. of China*

This symposium will seek to explicate how Chinese thought differs from the western mode of thinking and the implications for managers and management. The discussion will focus on connecting specific Chinese constructs to topics of organization research, for example, building a Chinese indigenous model of organizational momentum for change, providing a Chinese Daoist processual explanation of endogenous motors of system evolution, and illuminating the implications of Chinese thought on strategy and organization as practice and process.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **757** | Submission: **17583** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Community partnerships for progressing sustainability



Digital Session Chair: **Raquel Antolin-Lopez**, *U. of Almeria*

ONE: Local Community members' motivations to partner for social impact: A mixed-methods approach

Author: **Raquel Antolin-Lopez**, *U. of Almeria*
Author: **Pilar Jerez-Cómez**, *U. of Almeria*
Author: **Susana B. Rengel**, *Susana*

This article aims to extend the boundaries of extant research on inter-organizational relationships for social impact by identifying the motivational factors that can foster an active collaboration of local communities with a nonprofit organization. Specifically, we focus on the Natural Park and Integrated Management Natural Area (PN-ANMI) of the Serranía del Iñao in Bolivia where 45 communities that collaborate with the PN-ANMI Management Committee are located. The PN-ANMI Management Committee is a nonprofit organization aimed at preserving biodiversity and enhancing local people's social well-being through the collaboration with different stakeholders. We follow a mixed-methods approach. First, we conduct an inductive study primarily based on the interviews with the 45 local community representatives. Next, we perform a binary logistic regression in a sample consisting of the responses of 799 community members that collaborate with the Management Committee (e.g., micro family farms, micro businesses, producers unions, local associations for conservation, and regular dwellers) to validate the findings from the qualitative analysis. Our results show the relevance of ten motivational factors that we aggregated into four theoretical dimensions (environmental preservation, community well-being, self-esteem, and organizational effectiveness).

Paper is NOT Available. Please contact the author(s).

ONE: Local leaders and the environment: little resilience/influence to produce a sustainable environment

Author: **Gustavo Cordeiro**, *Fundação Getulio Vargas - EAESP*
Author: **Paulo Arvate**, *FGV-EAESP*

The Legal Amazon region (LAR) consists on a complex area where multiple actors coexist with conflicting interests. Indigenous population, agribusiness entrepreneurs and small producers are examples of individuals with different behaviors concerning the economic development and deforestation of the area. In this sense, research has been conducted in order to evaluate the impacts of agricultural development and the rise of deforestation levels, the influence of economic incentives on economic development and deforestation and the impact of institutional incentives on deforestation reduction. However, the role of local leadership on these matters has not been analyzed so far. An efficient local leader would be the one who is resilient (e.g. promote both economic development and deforestation reduction on his municipality). Therefore, in our study we test if local leaders are resilient in the Legal Amazon environment, whether or not they make use of economic and/or institutional incentive to promote economic development and deforestation reduction and whether or not sustainable top leaders (e.g. state governors) influence the actions of local leaders (e.g. mayors). For this, we use a Regression Discontinuity methodology and a quasi-randomized experiment (elections with a margin of victory close to zero). Our sample comes from multiple databases and includes over 18000 observations from 755 LAR distinct municipalities for the period between 1996 and 2016. Amongst our results, we identify that local farmer leaders promote economic development but do not produce significant changes on deforestation levels. We also identify that economic incentives are used by these local leaders, but institutional incentives are not. Finally, we identify that top level leaders do not influence local leaders on their actions on behalf of being resilient.

Paper is Available to Meeting Registrants Only.

ONE: To ally and innovate for sustainability: Food retailers and their external partners

Author: **Andra Riandita**, *U. of Stavanger Business School*

Firms ally with various organizations to address social and environmental issues. The existing literature has discussed the success factors for and opportunities arising from such alliances, but few studies have provided a systematic overview of the use of alliances in the context of firms' sustainability initiatives. This study investigated such sustainability alliances, with a focus on the alliances' strategic purposes and choices of partner over time. Applying content analysis methods, data was collected from 12 large food retailers in the EU from 2014 to 2018. The analysis showed that, over this period, the frequency of alliances to support philanthropic endeavors declined. At the same time, retailers increasingly leverage their alliances to engage in sustainability-oriented innovation. Retailers allied themselves with sustainability ventures, while the frequency of cross-sector alliances with NGOs declined. These changes in purpose and choice of partner may reflect efforts by retailers to move from providing more passive support for system-wide change to actively engaging with sustainability initiatives related to their core business activities through product and process innovation.

Paper is Available to Meeting Registrants Only.

ONE: Health Benefits of Local Government Sustainability Efforts: A Social Cognitive Perspective

Author: **Hyunjung Ji**, *U. of Alabama*
Author: **Su Hyun Shin**, *U. of Utah*

Since climate change presents an unprecedented threat to public health, creating environmentally sustainable communities has become an important policy goal. Many local governments have voluntarily implemented sustainability practices to mitigate and adapt to climate change at community levels. Because of the potential benefits, scholars and practitioners are paying increasing attention to the sustainability practices of local government. This study provides evidence for their health benefits after analyzing data of more than 3,000 older adults between 2012 and 2016. Our findings suggest that incentives for energy-efficient buildings are associated with an increased likelihood that older adults will view life expectancy optimistically. Moreover, incentivizing resource conservation behaviors and installing charging stations for electric vehicles are associated with increased physical activities. Our findings have important implications for local governments by linking climate change and community health issues.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **758** | Submission: **13671** | Sponsor(s): **(ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Managing Grand Challenges: Theoretical, Empirical, and Methodological Perspectives

Managing Grand Challenges



Organizer: **Kerstin Neumann**, *U. of Innsbruck*
Organizer: **Lilach Trabelsi**, *U. of Innsbruck*
Presenter: **Sinziana Dorobantu**, *New York U.*
Presenter: **Anne Jacqueminet**, *Bocconi U.*
Presenter: **Frank Wijen**, *Erasmus U. Rotterdam*
Presenter: **Maurizio Zollo**, *Imperial College Business School*
Presenter: **Uriel Stettner**, *Tel Aviv U.*

An important emerging question in strategy and organization literature is how do managers navigate their firms through increasing levels of environmental uncertainty and ambiguity. Such rising levels of uncertainty and ambiguity are particularly associated with grand societal challenges, including climate change, the dramatic increase of socially divisive forces, inequality, and social unrest, and, most recently, global pandemics. The objective of this symposium is to address theoretically, empirically, and methodologically the question of how firms can manage such complexities and, at the same time, help tackling grand challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **759** | Submission: **15389** | Sponsor(s): **(ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

**Addressing Grand Challenges: Current Barriers and Ways
to Move Forward**
Addressing Grand Challenges



Chair: **Nareuporn Piyasinchai**, *Cambridge Judge Business School*
Chair: **Narae Lee**, *U. of Minnesota*
Discussant: **Shon R. Hiatt**, *U. of Southern California*
Discussant: **Sarah Stephen**, *U. of St. Gallen*
Presenter: **Julia Grimm**, *Cambridge Judge Business School*
Presenter: **Eun-Hee Kim**, *Fordham U.*
Presenter: **Lucrezia Nava**, *Cambridge Judge Business School*
Presenter: **Kala Viswanathan**, *Harvard U.*

Climate change presents a clear and present danger to our society. Businesses and the civil society have made strong commitments and collaborative efforts to address climate change, yet the problem has become increasingly severe. There have recently been growing scholarly interests to understand the barriers of how to effectively deal with current grand challenges, and how such barriers can be overcome. However, important questions remain to identify the best path forward. This symposium brings together leading and emerging scholars in the area to discuss some of these important questions. The four papers in the symposium illustrate unintended consequences from efforts in addressing climate change across different contexts and emphasize the need for strong collaboration at a global scale. The papers suggest solutions to the problem and offer important implications to academics, policies and practices, setting an agenda for future research. The symposium discusses empirical and theoretical connections of research across contexts including institutions, industries, businesses, and organizations' decision makers, and offer management scholars promising opportunities for future exploration.

Non- and Sub-State Action in Post-Paris Climate Governance: Review of a Contested Field

Author: **Julia Grimm**, *Cambridge Judge Business School*

Carbon Targets and Target Attainment

Author: **Eun-Hee Kim**, *Fordham U.*
Author: **Patrick J. Callery**, *Sprott School of Business, Carleton U.*

The Grasshopper and the Ant: Variation in Organizational Adaptive Responses to Climate Change

Author: **Lucrezia Nava**, *Cambridge Judge Business School*
Author: **Maja Tampe**, *ESADE Business School*

A Rising Tide Lifts All Boats: the Effects of Common Ownership on Corporate Social Responsibility

Author: **Kala Viswanathan**, *Harvard U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Partnerships and Collaborations

Digital Session Chair: **Mohammad Moshitari**, *Tampere U.*

PNP: **Innovation Networks for Social Impact: A Multi-Actor Role on Smart City Projects in Brazil**   

Author: **Emilene Leite**, *Örebro U. School of Business*

We investigate how business and socio-political actors contribute and collaborate, within a network, to develop technologies for a social impact. Based on the innovation networks literature and insights gained from two cases of smart city innovation, our study demonstrates that the innovation process in a city context is complex, nonlinear, dynamic, and socially constructed. Moreover, the innovation network is driven by the activities of searching, acting, and convincing of an opportunity to develop smart city solutions. Yet, four roles associated with these activities were revealed: coordinators, contributors, facilitators, and builders. Hence, innovation for smart cities requires different types of actors (business and socio-political), drivers (economic and social), resources (technological and non-technological), and roles in both development and implementation. This study contributes to public and academic discussion on networks by showing that actors' roles and specific innovation activities contribute to a type of innovation network formation that positively impacts business and society.

Paper is NOT Available. Please contact the author(s).

PNP: **NGO–Business Partnerships in the Humanitarian Aid Context: Types and Formation Process**   

Author: **Mohammad Moshitari**, *Tampere U.*

Author: **Evelyne Vanpoucke**, *ULB - Solvay Brussels School of Economics and Management*

Given the immense impact of natural and human-caused disasters, organizations, such as businesses and NGOs, are under increasing pressure to contribute to humanitarian responses. One way to increase the effectiveness of an organization's contribution is through cross-sectoral partnerships. This is also emphasized by the United Nations as: 'the SDGs can only be realized with strong global partnerships and cooperation (www.un.org).' Consequently, new NGO-business partnerships are developed within the humanitarian context. Because of these developments, it becomes important to clearly identify the various types of NGO-business partnerships and the different benefits of engaging in them. To this end, we explore twelve partnership cases between businesses and humanitarian NGOs, suggesting six forms of partnerships, elaborating on the resources provided by businesses and the particular benefits for both NGOs and businesses. In addition, we discuss the implications of this framework for the formation process of NGO-business partnerships.

Paper is NOT Available. Please contact the author(s).

PNP: **Bad Company? Exploring Cross-Sector Partnerships as Potential Threats to Nonprofit Identity**

Author: **Indira Jana Kandel**, *Leibniz U. Hannover*

Author: **Alina McCandless Baluch**, *U. of St Andrews*

Author: **Erk Peter Piening**, *Leibniz U. Hannover*

Nonprofit organizations frequently engage in partnerships with for-profit businesses in order to fulfil their social mission. Although these partnerships can equip nonprofit organizations with access to funding or other resources, they are also a common source of intra-organizational controversy and conflict when social objectives clash with business interests. In this paper, we take an identity threat perspective on cross-sector partnership and assess the conditions under which these partnerships may emerge as threats to the organizational identity of nonprofit organizations. In drawing from arguments from the literature on organizational identity, organizational identity threats, strategic alliances and cross-sector partnerships, we highlight how inter- and intra-organizational influences interact to create, heighten or ease perceptions of organizational identity threats arising from these partnerships. We thereby offer a contingency perspective on organizational identity threats that adds to the wider understanding of how interactions within an organization's network affect and co-construct organizational identity.

Paper is NOT Available. Please contact the author(s).

PNP: **The Interactive Dynamics of International Actors Before and During a Global Pandemic**   

Author: **Ryan Federo**, *U. de les Illes Balears*

Author: **Xavier Bustamante**, *U. Politècnica de Catalunya-BarcelonaTech*

The rapid spread of the coronavirus disease (COVID-19) continues to claim lives worldwide and has become a global pandemic, a distinctive type of societal grand challenge that entails instantaneous, but persisting, catastrophe. This paper sets out to explore the interorganizational network of international actors—comprising multinational companies, intergovernmental organizations, and nongovernmental organizations—by disentangling their interactive dynamics whilst a global pandemic unfolds. Using a unique GDELT big dataset, we draw on the theory of networks to analyze the interorganizational interactions of international actors before and after the World Health Organization announced that the COVID-19 outbreak was a public health emergency of international concern. Due to the immediate and large-scale impact of COVID-19, prevailing theories would expect concerned actors to build a goal-directed network and facilitate more cooperation. However, we find that international actors continuously have a serendipitous interorganizational network and generally have greater conflictive interactions with one another during a global pandemic. Our findings provide novel insights from big data, and we discuss the implications of our discoveries to understand the network of international actors during an ongoing global health crisis.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Technology, Data, and Public Organizations

Digital Session Chair: **Thi Hong Nhung Hoang**, *SKEMA Business School - U. Côte d'Azur*

PNP: **Artificializing Numbers: An Empirical Evidence from a US Intergovernmental Organization**      

Author: **Thi Hong Nhung Hoang**, *SKEMA Business School - U. Côte d'Azur*

Prior studies examining the role of accounting information reveal a research gap on how people utilize the contested accounting information to make sense and indeed legitimate their decision making. This study investigates how do people use accounting numbers to make sense in a complex environment and to legitimize their action? Using the sensemaking perspective framework, the paper shows how the two teams (Management Accounting and Human Resources) make sense (count) differently the same reality (staffing). Data from the field study at a Managerial Accounting team at an Intergovernmental Organization headquartered in US indicate different forms of sensemaking cues, which I term as, 'fading cues' and 'compressed cues'. Fading cues preexist and evolve overtime but its importance is gradually fading in managers' strategic decision making. However, co-existing compressed cues emerge subsequently but play a more important role in managers' action enactment. Managers exploit the multiplicity of cues, which is likely harmful to managers' decision making because of increasing ambiguity, to legitimate their strategic agenda. In this case of a budget implementation, the social process of constructing compressed cues or artificial artefacts, which are neither false nor correct, neither 'soft' or 'hard', not quite useful for people's sensemaking, but used to legitimate managers' strategic decisions, is referred to as artificializing accounting numbers. The artificializing process explains the decoupling of and people's resistance in policy implementation. This paper also highlights the role of systematic power or corporate power in the sensemaking process.

Paper is NOT Available. Please contact the author(s).

PNP: **Viral tweets to fight the virus: How authenticity and confidence impact information diffusion**

Author: **Lea Rüsich**, *Kühne Logistics U.*

Author: **Niels Van Quaquebeke**, *Kühne Logistics U.*

Author: **Maria Besiou**, *Kühne Logistics U.*

To safeguard the diffusion of verified health advice during the pandemic, researchers and practitioners jointly call for experts' confident and authentic communication through social media. Yet, research in Organizational Behavior highlights both - confidence and authenticity - as meaningful sources for endorsement and social influence. However, despite its practical and theoretical relevance, theory so far has not scrutinised the concepts' interplay. Our study seeks to close this gap by pitting authenticity and confidence against each other. Analyzing Twitter data, we find, that experts' authentic tweets, concerning actionable information regarding the pandemic, increases endorsement and information diffusion. Confidence, in contrast, seems to diminish these positive effects. Based on these results, we seek to develop a unified theory of confidence and authenticity as a new domain of influence.

Paper is Available to Meeting Registrants Only.

PNP: **Antecedents of Adoption of Smart City Solutions: The Case of Millennials** 

Author: **Yulia Malchenko**, *Graduate School of Management Saint Petersburg State U.*

The purpose of this study is to develop and suggest a model for determining consumer adoption of smart city solutions (SCS). The authors collect and interpret quantitative data to develop a theoretical model that contributes to understanding the factors influencing consumer attitude towards the concept of SCS. Socially responsible consumption involvement has an indirect positive influence on adoption through attitude towards the concept of SCS. In turn, socially responsible consumption involvement is positive influenced by citizen participation and joy which millennials experience living in the city. Innovativeness has an indirect effect on adoption of SCS through attitude. Citizen participation, apart from abovementioned, has a positive impact on adoption.

Paper is Available to Meeting Registrants Only.

PNP: **More Money, More Digital? The Impact of Public Financial Grants on Digital Transformation in SMEs**

Author: **Jasmin Seitz**, *U. of Regensburg*

Author: **Michael Dowling**, *U. of Regensburg*

In this paper, we theoretically and empirically analyse the impact of state financial grants on the digital transformation of small and medium-sized enterprises (SMEs). Building on a behavioral perspective, we hypothesize that state financial grants will nudge companies' digital transformation regardless of the size of the grant. We collected data from 1,935 SMEs including funded and non-funded companies, which applied for a state grant program in a German federal state. Our results suggest that state financial grants have a significant positive impact on the progress of the digital transformation of companies that received state grants; however, an increase of the state grant amount does not lead to more progress in the digital transformation of companies. Our findings have important implications for research on digital transformation in the context of SMEs as well as for public policy research regarding the firm-level effects of nudging policies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Social Irresponsibility

Digital Session Chair: **Stephen Brammer**, *U. of Bath*

SIM: Selective Social Remembering: Social Irresponsibility, Organisational Salience, and Firm Reputation

Author: **Stephen Brammer**, *U. of Bath*
Author: **Giulio Nardella**, *Loughborough U., School of Business and Economics*
Author: **Irina Minodora Surdu**, *Warwick Business School*

Organization memory studies have theorized that firms should manage their stakeholders' collective memories following instances of corporate social irresponsibility (CSI), as not doing so, may negatively influence organizational outcomes. Yet, research exploring the relationship between stakeholders' collective memory, CSI and corporate reputation, is underdeveloped. Drawing on the availability bias literature and attribution theory, we theorize that social remembering by stakeholders is strongly 'selective' when recalling the CSI behavior of salient firms - organizations which are readily available for recall in their stakeholders' collective memory - compared to less salient firms, which increases the reputation risk of CSI for organizations which are considered salient. Using a unique dataset of 1,518 company-year CSI events, this paper confirms the strong moderating effect of organizational salience on the relationship between CSI and changes in corporate reputation.

Paper is Available to Meeting Registrants Only.

SIM: How does corporate social irresponsibility affect transaction costs? Evidence from China

Author: **Feng Tianli**, *U. of Electronic Science and Technology of China*
Author: **Fan Yang**, *Master student of UESTC*
Author: **Tan Biao**, *U. of Electronic Science and Technology of China*

Corporate social irresponsibility (CSIR) scandals frequently reported in China, which has a huge impact on enterprises and even society. This paper examines the effect of CSIR on the transaction cost of Chinese private enterprises by focusing on the irresponsible behavior of enterprises. By introducing listed companies, crisis management capacity, we further studied whether CSIR behaviors of enterprises with high visibility bring higher costs, and how enterprises reduce the impact of CSIR on transaction costs under the unique institutional environment of China. Based on data from the 2018 National Survey of Private Entrepreneurs Survey, we found that CSIR increases the transaction cost for firms, especially in listed companies. Moreover, crisis management capacity plays a moderating role in reducing the threat. The conclusion of this study contributes to the understanding of CSIR behavior and its influencing mechanism, as well as the sustainable development strategy of enterprises.

Paper is Available to Meeting Registrants Only.

SIM: The firm is irresponsible, so what?

Author: **Corentin Hericher**, *UCLouvain*
Author: **Flore Bridoux**, *Erasmus U.*

While the body of literature on employees' reactions to their employer's corporate social responsibility (CSR) has grown fast over the last decade, we know little about employees' reactions to corporate social irresponsibility (CSiR). Yet, employees are unlikely to respond to irresponsibility as they do to low CSR because CSiR is a specific action, rather than a set of policies and practices, that involves the intentional violation of a moral standard, while low CSR does not. Building on the literature about people's reactions to moral transgressions and using a multimethod, multisample design (two experiments and one field study), we provide evidence that other-condemning and other-suffering moral emotions are important mechanisms explaining employees' response to CSiR towards other stakeholders, which can take the form of punishing, as often discussed in the organization-centric research, but also of compensating the victim of the CSiR, a behavior rarely studied in the management literature. We also show that CSR towards other stakeholders and gratitude towards the organization weaken the relationships between CSiR and employees' responses, providing an explanation for why employees seem to often fail to react to CSiR.

Paper is Available to Meeting Registrants Only.

SIM: Acting with Impunity? Assessing the Performance Effects of Corporate Social Irresponsibility

Author: **Nicola Croxton**, *Robert Gordon U.*
Author: **Raquel García-García**, *U. of Oviedo*
Author: **Thomas Lawton**, *U. College Cork*

This study examines whether corporate social irresponsibility (CSiR) negatively impacts firm performance, both financial (proxied using Tobin's q) and non-financial (measured through corporate social performance scores). Building on instrumental stakeholder theory (IST), we consider the moderating role of corporate political activity (CPA) to investigate if firms' political actions buffer or intensify the potential negative effect of CSiR. Our analysis of a sample of S&P 500 firms for the period 2007-2017 finds that CSiR does not influence a firm's Tobin's q. But CSiR does diminish corporate social performance, a negative effect that is intensified by firms engaging in financial and relational CPA.

Paper is Available to Meeting Registrants Only.

Author: **Tanusree Jain**, *Trinity College School of Business*

Author: **Rashid Zaman**, *School of Business and Law, Edith Cowan U.*

Author: **Maretno Agus Harjoto**, *Pepperdine Graziadio Business School*

This paper examines the relationship between CEO compensation and corporate social irresponsibility (CSiR) by examining the perceptions of fairness or unfairness of CEO compensation structure. Infusing the integrative model of organizational trust with the bounded self-interest agency theory and the stakeholder-agency theory, we progress the distributive unfairness hypothesis and the procedural unfairness hypothesis to suggest that perceptions of distributive and procedural unfairness in compensation structure influence the severity with which CEOs view firms as opportunistic towards them. Using a sample of 8,873 observations across 849 U.S. firms between 2001-2018 and sophisticated empirics, we theorize and empirically demonstrate how CEO perceptions of firm opportunism trigger negative reciprocity behaviours, manifesting in increased firm-level CSiR. Furthermore, we find the prevalence of reinforcing and counter-balancing effects through which the interactions between distributive and procedural unfairness impact the CEO compensation-CSiR relationship. Our paper contributes to the literatures on CEO compensation and corporate misconduct and has important implications for the design of executive compensation packages.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **763** | Submission: **12632** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Impact Investing in Times of Crises: Rethinking the Nature of Logics

Impact Investing in Times of Crises



Organizer: **Theresia Harrer**, *Middlesex U. London*
Organizer: **Othmar Manfred Lehner**, *Hanken School of Economics*
Panelist: **Gorgi Krlev**, *U. of Heidelberg*
Panelist: **Kai N. Hockerts**, *Copenhagen Business School*
Panelist: **Fergus Lyon**, *Middlesex U.*
Panelist: **Lisa K. Hehenberger**, *ESADE Business School*
Panelist: **Barbara Scheck**, *Munich Business School*
Panelist: **Othmar Manfred Lehner**, *Hanken School of Economics*

Impact Investing, an investment approach that aims to achieve a combination of social and commercial outcomes and thus create blended value, has gained significant momentum over the last decade. It is often heralded as a panacea because of the urgent need to tackle pressing societal and environmental issues despite global governmental austerity measures and a bleak economic outlook. While we have seen tremendous progress in creating an early-stage impact investing market, the recent COVID-19 pandemic with its political and normative pressures has highlighted that we might not yet fully understand how and whether impact investing actually works, and for whom. While this knowledge gap might be due to the pre-paradigmatic (theory-building) state of the impact investing field, in this symposium we also consider how existing theories might inform our understanding and what we need to look out for when applying theories to the highly heterogeneous context of impact investing. We discuss among others that ideas of social justice, progress and cultural individualism might not be recognized accordingly in existing research, and thus that important criteria for impact investing success might be overlooked. This symposium brings together experts from theory and practice and critically examines the nature of impact investing, as well as ways to manage and measure the inherent and manifold heterogeneous logics in these investments. After disentangling what we do (not) know about impact investing the symposium ultimately offers ways forward to research an investment approach that truly recognizes the centrality of beliefs and normative thinking.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

NonMarket Strategy Time Zone 1

Digital Session Chair: **Kunyuan Qiao**, *Cornell U.*

STR: Historical Government Regulations and Firms' Innovation Input  

Author: **Kunyuan Qiao**, *Cornell U.*

I argue that founding and initial public offering (IPO) are sensitive periods when organizations imprinted by their environment. Stronger government interventions during these sensitive periods imprint firms with a more diversified research and development (R&D) structure and a focus that downplays competition and highlights government intervention, which in turn discourages R&D investment. Moreover, the subsequent sensitive period, IPO, modifies imprinting effects formed during founding. Further, founding is a stronger sensitive period than IPO regarding the magnitude of imprinting effect. I test the regulatory imprinting of (1) U.S. firms based on industry and (2) worldwide firms based on location and find supportive evidence. My research contributes to imprinting theory by (1) showing potential mechanisms through which government interventions in history affect firms' R&D and (2) articulating organizational sensitive periods in terms of imprinting dynamics and heterogeneity.

Paper is NOT Available. Please contact the author(s).

STR: The Corporate Social Responsibility Price Premium as an Enabler of Substantive CSR (WITHDRAWN)

Author: **Leandro Nardi**, *HEC Paris*

While consumers' willingness to pay a CSR-price premium is a key economic driver of CSR investments, the literature is relatively silent on whether and how the CSR-price premium affects firms' choice between symbolic and substantive CSR engagement. To shed light on this question, I propose a game-theoretical framework that accounts for both supply- and demand-side factors influencing CSR engagement decisions and socio-environmental performance. Using this model, I establish sufficient conditions under which the CSR-price premium functions as an enabler of substantive CSR investments. I also examine how social performance monitoring, product differentiation, and competitors' CSR engagement choices moderate this enabling effect of the CSR-price premium. My framework suggests that social performance monitoring may either strengthen or weaken the enabling effect of the CSR-price premium, depending on the social performance of substantive CSR, as well as on demand-side conditions. Product differentiation, in turn, nonlinearly impacts the effect of the CSR-price premium, depending also on the CSR engagement choices of competitors. This paper contributes to the literatures on substantive versus symbolic CSR, stakeholder monitoring, and the relationship between competition and social performance.

Paper is NOT Available. Please contact the author(s).

STR: Spelling out the "R" in CSR-Assessing the Impact of Radical Transparency on Gig Workers' Motivation   

Author: **Anna Szerb**, *INSEAD*

Author: **Matthew Lee**, *New York U.*

We study how transparency regarding the negative societal impacts of an employer's activities influences the performance and effort of gig workers on an online labor platform. Building on research that transparency is central to the formation and maintenance of stakeholder trust, we explore across multiple experiments if, and how, such "radical transparency" elicits favorable employee performance and effort. We find that radical transparency is associated with increased employee trust relative to a generic corporate social responsibility (CSR) condition, which mediates a positive effect on worker performance and effort, but that overall, radical transparency does not increase worker motivation compared with CSR alone. However, we also identify conditions under which radical transparency combined with CSR elicits higher worker performance compared with CSR alone. These findings have important implications for research on corporate social responsibility, transparency, and greenwashing.

Paper is Available to Meeting Registrants Only.

STR: How does decarbonization impact the business strategy-performance nexus?

Author: **Alexandra França**, *U. of Vigo*

Author: **António Sartal**, *U. of Vigo*

Author: **Xosé H. Vázquez**, *U. of Vigo*

We address how increasing requirements for decarbonization are affecting the impact of competitive strategies on financial performance. Analyzing a cross-national sample of corporations from 2005 to 2019, our results show that CO2 abatement enhances performance outcomes of differentiation strategies but, conversely, cost leaders find their financial performance compromised. Our study extends the existing strategic management literature and contributes to the ongoing debate stimulated by the question: "Does it pay to be green?" Specifically, it provides a deeper understanding on the reluctance of corporate response to effectively act to climate change grand challenge in spite of growing regulatory pressure. Our results highlight the importance of incorporating business strategy, as a significant ex ante variable, when debating the benefits of carbon management on business performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **765** | Submission: **12682** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AM ET (UTC-4)**

Science and Firm Strategy 
Science and Firm Strategy

Organizer: **Sukhun Kang**, *London Business School*
Organizer: **Xirong Shen**, *McCombs School of Business, U. of Texas at Austin*
Organizer: **Anavir Shermon**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Panelist: **Ashish Arora**, *Duke U.*
Panelist: **Waverly W. Ding**, *U. of Maryland*
Panelist: **Michelle Gittelman**, *Rutgers U.*
Panelist: **Matt Marx**, *Cornell U.*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*

The purpose of this symposium is to foster and accelerate scholarly conversations around the relationship between science and firm strategy. Our goal not only includes surveying existing literature, but also involves contributing to the emergence of new ideas and research agendas, in light of recent advances in novel identification strategies; new bibliometric data on patent citations to science. We bring together five senior scholars with expertise in technological innovation, entrepreneurship, and strategy that share an interest in the relationship between science and firm strategy. We have organized this panel symposium with three ends in mind. First, to provide attendees an overview of recent advances in the literature. Second, to hear from experts regarding future avenues for research and new research tools/datasets for the topic. Third, to create an interactive forum that fosters idea generation and research collaboration for addressing gaps in the literature.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

External Communication in the Context of Mergers and Acquisitions

Digital Session Chair: **Katsuhiko Shimizu**, *Keio U. Japan*

STR: Short- and Long-Term Consequences of a Signal to Multiple Stakeholders: Evidence from Japanese Firms   

Author: **Katsuhiko Shimizu**, *Keio U. Japan*
Author: **Daisuke Uchida**, *Kyushu U.*

Mergers and acquisitions (M&As) are increasingly important globally. In this environment, we observe that Japanese firms have started voluntarily announcing M&A budgets since the 2000s. Given that such announcements may be intended as an anticipatory impression management technique, what are the consequences of such specific announcements from the perspectives of multiple stakeholders both in the short and long run? In the spirit of phenomenon-based research, we address the question by drawing on the research concerning signaling and organizational impression management and by considering the business and social contexts in Japan. We test our hypotheses mainly by using a sample of 895 firms listed on the TOPIX 1000 of the Tokyo Stock Exchange from 2004 to 2017.

Paper is Available to Meeting Registrants Only.

STR: Investor Response to Military Language in Strategy Disclosures    

Author: **Joao Cotter Salvado**, *Catolica Lisbon School of Business and Economics*
Author: **Donal Crilly**, *London Business School*

Corporate executives frequently communicate their strategies in terms of battles, offensives, and victories. Nonetheless, it is unclear whether the use of military language affects stakeholder reactions. Building on insights from cognitive linguistics and prospect theory, we explore how this particular form of metaphorical communication affects investors' reactions to strategic announcements. Specifically, we theorize that executives' use of military language generates negative reactions from investors because it highlights the risks inherent to the strategy being announced. However, consistent with prospect theory, when firms are making losses, the kind of risky strategy conveyed by military language may be viewed as more appropriate. In short, whereas reactions to military language are generally negative, investors react positively to military language used by weak-performing firms. We find consistent evidence for these hypotheses in an archival study and an experiment. The former uses data from 1,371 corporate acquisition announcements; the latter is an experiment involving a targeted sample of 209 participants with prior experience in finance or business administration. Our findings advance a cognitive-linguistic perspective on investor response to strategy disclosures and complement extant work on strategic communication and resource acquisition.

Paper is NOT Available. Please contact the author(s).

STR: Information through Intermediaries: Influence of Venture Capital in M&A 

Author: **Supradeep Dutta**, *U. at Buffalo, The State U. of New York*

This study investigates the influence of indirect relationship between the buyer and seller linked through common (shared) intermediary on the ex-ante acquisition choice and the ex-post acquisition integration outcomes. Prior M&A research has typically focused on the influence of direct ties of entities affiliated either with the buyer or with the seller. In contrast, we build on inter-organizational relationships research to examine how specialized information obtained through an intermediary entity connecting the acquirer-target dyad, influence value creation in acquisition deals. Using acquisition deals of VC-backed technology ventures, we empirically examine the impact of common venture capital affiliations shared between the acquired and acquiring firms on the likelihood of acquisition and post-acquisition management and knowledge integration. We find that acquirer-target dyads with common VC connection are more likely to be selected and more likely to achieve post-acquisition integration and the integration effect is amplified when the common VC is an industry specialist in the acquirer's focal industry.

Paper is Available to Meeting Registrants Only.

STR: Merger and acquisition purposes and external communication strategy

Author: **Tao Han**, *EMLYON Business School*
Author: **Xavier Martin**, *Tilburg U.*

We study under what conditions an acquirer actively conveys information about its deal via a conference call. Drawing upon literatures on communication and competition, we theorize about how the intent of an acquisition is associated with (a) whether a conference call is held and (b) how vague the communication is. If a firm seeks unique synergy through an acquisition, we predict that it will seek to preserve confidentiality and avoid informing rivals, and thus the acquirer will communicate less. Conversely, if a firm seeks to initiate greater industry concentration, it will communicate more extensively by holding a conference call and using more precise language to encourage rivals to follow suit. Empirically, we examine the conference call decisions and transcript contents for domestic acquisitions made by U.S. listed firms (2003-2018), finding support for most of the predictions. The paper thereby opens new research avenues on the strategic use of corporate communication.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
 Program Session: **767** | Submission: **17030** | Sponsor(s): **(STR)**
 Virtual session type: **Synchronous Live Presenter**
 Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Institutional Theory and Nonmarket Strategy

Digital Session Chair: **Tony Lizhang He**, *The Wharton School, U. of Pennsylvania*

STR: Institutional Constraints on the Value of Corporate Political Connections  

Author: **Tony Lizhang He**, *The Wharton School, U. of Pennsylvania*

This paper examines the contingent financial value of corporate political connections and the strategic choice of firms to hold such connections in different institutional environments. I construct a novel dataset by linking (1) the names of top managers and board members from 6,805 public firms across 30 European countries; (2) information on public procurement contracts worth about €97.6 billion in Europe from 2009 to 2017; and (3) proprietary data on the identities of persons with political connections. Using a model with firm fixed effects to control for time-invariant firm heterogeneity and exploiting variation in the political connectedness of a firm's managers and board members across time, I show that political connections increase the value of procurement contracts that firms win from government agencies. However, this value of political connectedness is moderated by stronger national institutions that enable different branches or entities of government to check one another's power, with the model suggesting a €10.8 million difference in the effect of a political connection on procurement contracts between countries with the weakest and strongest of such institutions in 2017. Finally, I show that firms are more likely to hire and retain a politically connected manager or board member when these institutions are weaker. This paper answers calls to identify the value of corporate political connections across multi-country contexts and extends the empirical literature on nonmarket strategy by linking the institutional environment not only to financial value but also to personnel decisions.

Paper is Available to Meeting Registrants Only.

STR: Incidence of Activist Actions on Politically Connected Companies: Examining a 'Cost' of Connection

Author: **Debtanu Lahiri**, *HEC Paris*

Despite both politicians and activists residing in the non-market sphere, research at their interface has been scarce. Our understanding of the dynamics of the firm's relationship with these non-market stakeholders is inadequate. This study partly addresses this void by arguing that the presence of board political connections (BPC) results in the firm being preferred as a target by activists. Two mechanisms are suggested: i. association with politicians imposes higher normative expectations on the firm, resulting in it being held more accountable for violations, ii. violations by such firms generate higher media interest, thereby drawing the attention of other activists – resulting in the lowering of the costs of mobilization, as well as the risks of reprisal for the activist(s) involved in the action(s). For empirical analysis, I utilize, among others, a novel dataset covering activist actions from the years 2010 to 2016. I restricted my analysis to firms located in the US and employed a variety of identification techniques to alleviate endogeneity concerns. The results reveal that politically connected firms are more likely to receive activist actions and face greater number of actions. Moreover, actions on such firms are likely to elicit harsher criticism from activists and also generate higher media coverage.

Paper is Available to Meeting Registrants Only.

STR: Should I Stay or Should I Go? Theorizing on Private Standard Decertification

Author: **Ivan Montiel**, *City U. of New York, Baruch College*

Author: **Remy Balarezo**, *U. de Piura*

Author: **Elena Vidal**, *City U. of New York, Baruch College*

Author: **Petra Christmann**, *Rutgers U.*

Firms pursue third-party certification to private standards to reduce firm-level information asymmetries of certain unobservable characteristics and thus obtain legitimacy. However, when the private standard's legitimacy dilutes, those same firms have reasons to abandon certifications voluntarily – i.e., decertify. Yet our inductive decertification study reveals a more complex set of dynamics beyond legitimacy dilution, which also facilitates decertification behavior. We identify certification-level information asymmetries associated with the ambiguity of the certification per-se that allows firms to act opportunistically and decertify silently. Finally, our findings also unveil that even in the absence of certification-level information asymmetries between the firm and certain stakeholders, firms are oftentimes granted certification waivers, which create an easier path towards decertification.

Paper is Available to Meeting Registrants Only.

STR: The Cost of Dancing with Government Officials: How does Political Networking Affect CEO Burnout? 

Author: **Haiyin Tu**, *Nanjing U.*

Author: **Yuandong Gu**, *Nanjing U. of Finance & Economics*

Author: **Wenli Zhou**, *Nanjing U. of Finance & Economics*

Author: **Shuhuai Peng**, *southwest U. of political science and law*

Despite the existing studies have confirmed that burnout exists in all kinds of occupations, few studies focus on chief executive officer's (CEO's) burnout and its antecedents. Drawing on job demands–resources (JD-R) theory, we investigate the influence of political networking on CEO burnout and the moderating roles of firm performance, differentiation strategy and government effectiveness. Using a sample of 552 CEOs in Chinese firms, we show that political networking is positively related with CEO burnout. That is to say, engaging in political networking activities leads to CEO burnout. Moreover, we find that firm performance and government effectiveness ameliorate the influence of political networking on CEO burnout. By contrast, our results show that differentiation strategy aggravates the impact of political network on CEO burnout. We discuss the implications of our research for theory and practices.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Applying and Extending the RBV

Digital Session Chair: **Swetketu Patnaik**, *Anglia Ruskin U.*

STR: **Extending RBV through the lens of IBV: A longitudinal case study of an Indian Educational Group**

Author: **Swetketu Patnaik**, *Anglia Ruskin U.*
Author: **Surender Munjal**, *U. of Leeds*
Author: **Sujay Sinha**, *U. of East London*

Scholars of the resource-based view of the firm have argued that the unique combination of an organization's resources, especially human resources, can contribute to the competitive advantage. In this paper, we draw upon a case study of a privately owned and operated educational institution in India to analyze how immobile resources and managerial acumen can contribute to the successful implementation of strategy and ability to capitalize on opportunity. To do this, we draw upon the institution-based view, as government regulations and organizational agility combined to allow the educational institution to carve out a spot for themselves in the new space. We discuss implications for educational institutions and other organizations, in India and beyond, and offer suggestions for future research

Paper is Available to Meeting Registrants Only.

STR: **The Creation and Performance Implications of Firm-Level Human Capital Resources**

Author: **Ryan Cooper**, *U. of Maryland, College Park*
Author: **Timothy Gubler**, *Brigham Young U.*

We investigate how the degree of alignment between individual and firm-level human capital resources influences performance. We argue that a high degree of alignment between firm and individual-level human capital profiles increases human capital utilization, coordination, and human capital transfer. This consequently improves performance, and the benefits increase with firm size. For nascent firms, this alignment is created through similarity of individual-level human capital profiles. Drawing on Utah residential real estate data from 1996-2014 and using novel measures to dynamically capture individual- and firm-level human capital profiles, we find that brokerages with higher brokerage-agent human capital alignment represent more home sellers and buyers than brokerages with lower alignment. These benefits increase with firm size. We also find that agent-agent human capital similarity in the first year significantly influences brokerage-agent human capital alignment (and consequently performance) in subsequent years. These results suggest that managers from founding onward must carefully craft and manage firm-level human capital resources to ensure high levels of alignment and utilization. Firms that better manage their general human capital may enjoy persistent performance advantages that are resistant to turnover and difficult for competitors to replicate.

Paper is Available to Meeting Registrants Only.

STR: **Do Employee Absences Help Managers Evaluate Individual Contributions to Team Production?**

Author: **Seth Carnahan**, *Washington U. in St. Louis, Olin Business School*
Author: **Jose Uribe**, *U. of Michigan*
Author: **John Meluso**, *U. of Vermont*
Author: **Jesse Austin-Breneman**, *U. of Michigan*

Subjective performance evaluations and team production both pervade organizations. However, we have little understanding of how supervisors arrive at their subjective evaluations of employee performance when employees produce output in teams. Guided by the causal inference literature, we posit that managers use worker absences to help infer individual contributions to team production. If a team's production improves or declines while a worker is absent, relative to when the worker is present, this pattern may provide managers with important information about the worker's individual contribution to the team's performance. We find support for this idea using data from a mid-sized manufacturing firm in the United States. We find that this pattern is stronger in situations where the information provided by absences will be especially valuable for supervisors.

Paper is Available to Meeting Registrants Only.

STR: **Holding the Best and Worst Hand: A Two-Sided Matching Approach to Seller-Intermediary Relationships**

Author: **Yeon Ju Baik**, *U. of Wisconsin, Madison*
Author: **Darcy Kathryn Fudge Kamal**, *Sacramento State*
Author: **Madhu Viswanathan**, *Indian School of Business*

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

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Optimal Distinctiveness, Business Models, and firm Performance

Digital Session Chair: **Joey Van Angeren**, *Vrije U. Amsterdam*

STR: Optimal Distinctiveness across Revenue Models: Differentiation of Paid and Free Mobile Apps 

Author: **Joey Van Angeren**, *Vrije U. Amsterdam*

Author: **Govert Vroom**, *IESE Business School*

Author: **Brian T. McCann**, *Vanderbilt U.*

Author: **Ksenia Podoyunitsyna**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech.*

Author: **Fred Langerak**, *Eindhoven U. of Technology*

A critical strategic choice facing firms is how to position products within market categories. The optimal distinctiveness literature highlights a fundamental trade-off in this choice: products should be distinct from other products in order to minimize competition, but similar to other products in order to build legitimacy. In an attempt to resolve mixed evidence about the optimal level of distinctiveness, research has recently begun to investigate how the distinctiveness-performance relationship varies across different contexts. We add to this debate as we link this literature with the business model literature to argue that the shape of the distinctiveness-performance relationship depends on products' revenue models. More specifically, we argue that differences in revenue models affect customer expectations, and this leads us to predict that the distinctiveness-performance relationship varies fundamentally for paid versus free products. Within the class of free products, we further contend that the shape of the distinctiveness-performance relationship depends on whether the free product adopts a freemium revenue model. Hypotheses are tested in a sample of over 250,000 mobile apps from the Apple iOS App Store. We find an inverted U-shaped relationship for paid products and a U-shaped relationship for free products, which becomes flatter for free products using a freemium revenue model.

Paper is Available to Meeting Registrants Only.

STR: Uncertainty, Status, and Networks: A Relational Approach to Optimal Distinctiveness Theory  

Author: **Cristina Boari**, *Department of management, Bologna U.*

Author: **Raffaele Corrado**, *Department of management, Bologna U.*

Author: **Charles Kirschbaum**, *Inspire Institute of Education and Research*

Throughout this paper, we suggest and operationalize a relational approach to the Optimal Distinctiveness Theory (ODT). By building a longitudinal model of network evolution between art galleries and artists between 2002 and 2004, we explain the emergence of peer alignment between galleries. We hypothesize and find that both galleries' status differentials and uncertainty impact peer alignment between galleries. High-status galleries preserve their status by avoiding aligning with low-status galleries, whereas under heightened uncertainty conditions, galleries show an overall higher propensity of aligning with peers. Uncertainty and status differential have a joint effect on peer-alignment. Under uncertainty conditions, high-status galleries show yet lower odds of aligning with lower-status peers. Thus, the paper brings a novel approach to operationalization of peer alignment within social network modeling and contributes to the understanding the role of status and uncertainty to explain the emergence of ties, under the lens of Optimal Distinctiveness Theory.

Paper is Available to Meeting Registrants Only.

STR: How optimal distinctiveness in business model affects SMEs performance? A contingency perspective

Author: **Jiaping Han**, *School of Business, Renmin U. of China*

In recent years, the question about how business models contribute to competitive advantage and improve firm performance, has been fully discussed by strategic scholars. However, there coexist two controversial forces for SMEs in business model design: legitimacy and competitive pressure. How SMEs balance the tension between legitimacy and competitive pressures in business model design is an important issue which is less appreciated in prior work. In this article, we apply the concept of optimal distinctiveness to test how distinctiveness in business model affects SMEs performance. We apply the topic model methodology to the texts of business model sections in 2943 annual reports of SMEs listing on National Equities Exchange and Quotations (NEEQ) market in China, to measure the distinctiveness in each SME's business model relative to industry average. Results show an inverted U-shape between distinctiveness in business model and SMEs performance. Further, this U-shaped effect is attenuated by firm age, whereas category heterogeneity (as well as nascent market) and subcategory distinctiveness strengthen the relevance of optimal distinctiveness in business model. These findings inject fresh insights into both business model literatures and the optimal distinctiveness perspective.

Paper is Available to Meeting Registrants Only.

STR: How does Business Model Matter for Technology-based SMEs? An Optimal Distinctiveness Perspective

Author: **Hai Guo**, *Renmin U. of China*

Author: **Jiaping Han**, *School of Business, Renmin U. of China*

In this article, we introduce the optimal distinctiveness perspective to the business model literature. We argue that distinctiveness in business model design have a nonlinear effect on performance of technology-based SMEs. Specifically, we highlight the distinctiveness in efficiency-centered and novelty-centered business model designs, which are two critical themes attracted the attention of many mainstream researches. To test our hypotheses, we develop a dataset that measures the distinctiveness in efficiency-centered and novelty-centered business model design of 385 technology-based SMEs in nascent market listed on National Equities Exchange and Quotations (NEEQ) market in China. Results show a U-shaped effect of distinctiveness in efficiency-centered business model design and an inverted U-shaped effect of distinctiveness in novelty-centered business model design on performance of technology-based SMEs. In addition, the local density within the industry positively moderates these relationships. These findings provide new insights into business model literatures and the optimal distinctiveness perspective

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Personal Influence of CEOs

Digital Session Chair: **Dayuan Li**, *Central South U.*

STR: Once Bitten, Twice Shy: How CEO Famine Experience affects Firm Risk-taking

Author: **Dayuan Li**, *Central South U.*
Author: **Chen Huang**, *Central South U.*
Author: **Lu Zhang**, *Central South U.*

To comprehend the influence of CEOs' early life experience on corporate strategic decision-making, this study examines the impact of CEOs who experienced the Great Chinese Famine during their sensitive period on firm risk-taking. With a longitudinal data of Chinese publicly listed companies from 2006 to 2017, it is postulated that CEOs who experienced the three-year famine are more risk-averse. In addition, the negative relationship between the CEOs' early life experience of the famine and firm risk-taking is found to be stronger for non-state-owned enterprises and companies located in more liberalized markets, whereas the negative relationship is not affected by whether the CEOs have political connections. This article provides a new theoretical and practical perspective for the study of CEOs' early famine experience and firm risk-taking.

Paper is NOT Available. Please contact the author(s).

STR: The Dark Knight Rises, but Where? A Meta-Analysis of Executive Personality and Firm Performance    

Author: **Promila Agarwal**, *Indian Institute of Management, Ahmedabad*
Author: **Ashneet Kaur**, *Doctoral Student at IIM Ahmedabad*
Author: **Sudhanshu Maheshwari**, *Indian Institute of Management, Ahmedabad*

Research on performance effects of top executives' personality has followed traditional approaches to personality research and has categorized traits based on their performance effects as bright and dark traits. While there is support for the positive effects for bright and negative effects for dark traits on performance, emerging evidence on executive personality traits challenges these claims. We meta-analyze 75 independent samples with observations from over 30 years of research on executive personality to reconcile the current debate on the performance effects of bright and dark traits. To clarify some of the inconclusive findings on the performance effects of executive personality, we identify country-level indicators as boundary conditions. Our findings demonstrate that though there are variations among individual traits, at a broad level both bright and dark traits are positively related to firm performance. The moderation effects of country-level factors such as board efficacy, auditing standards, and R&D spending suggest that trait centric view of investigating bright-dark trait and firm performance link is limited in its scope as it ignores the situational factors that trigger the expression of traits.

Paper is Available to Meeting Registrants Only.

STR: Ex-Military CEOs and Portfolio Restructuring Strategies: An Empirical Investigation 

Author: **Guadalupe Solano**, *U. of Texas Rio Grande Valley*
Author: **Michael A. Abebe**, *U. of Texas Rio Grande Valley*

Given the increasingly turbulent nature of the business environment, the potential utility of CEO military experience is receiving recent scholarly attention. In this study, we explore the link between ex-military CEOs and portfolio restructuring strategies (divestitures and asset sell-offs). By virtue of its unique value-based training and intense socialization, military service has a capacity to not only profoundly shape a person's character but also professional decision-making. Drawing insights from the upper echelons theory, we argue that CEO military experience is positively related to the likelihood and frequency of portfolio restructuring strategies given the benefit these strategies provide in refocusing the firm to its core business. Furthermore, we propose that CEO tenure serves as a boundary condition whereby the positive relationship between ex-military CEOs and portfolio restructuring declines over time as they become entrenched in their position. We empirically tested our predictions using a panel data of S&P 500 firms between 2014-2018. The findings paint a mixed picture; firms led by ex-military CEOs have a higher likelihood and frequency of asset sell-offs. Further, this relationship turns negative among longer-tenured CEOs. Contrary to our predictions, CEO military experience is not associated with divestiture activities. Implications for research and practice are discussed.

Paper is NOT Available. Please contact the author(s).

STR: Keeping nice in check: When a nice CEO is not so nice for the firm

Author: **Andrew B. Blake**, *U. of Arkansas*
Author: **Oleg V. Petrenko**, *U. of Arkansas*
Author: **Federico Aime**, *Oklahoma State U.*
Author: **Theodore Waldron**, *Texas Tech U.*
Author: **Mahbuba Akter**, *U. of Arkansas Sam M. Walton College of Business*

In this study we argue that agreeableness, a personality trait that describes a set of behavioral patterns associated with getting along with others including compassionate, polite, and nice behaviors, is an important determinant of CEO decision making and subsequent firm performance. We use self-reported CEO agreeableness from 141 CEOs collected in partnership with an internationally recognized personality assessment firm to show that CEO agreeableness positively influences firm performance and that this relationship is weakened/strengthened by external and internal contexts of the organization. Our models show that technologically intensive industries weaken the relationship between agreeableness and firm performance while positive attainment discrepancy strengthens that relationship. Supplemental qualitative interviews from 10 top executives support our findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Behavioral Perspectives on Boards of Directors

Digital Session Chair: **Stephen Smulowitz**, *International Institute for Management Development - IMD*

STR: Board Demographic Diversity and Innovation: The Moderating Effects of Aspirations and Available Slack  

Author: **Stephen Smulowitz**, *International Institute for Management Development - IMD*
Author: **Didier Cossin**, *International Institute for Management Development - IMD*

Previous research has examined both the effect of demographic diversity, and performance relative to aspirations (PRA), on innovation intensity. We begin to integrate these two different lines of research by showing how demographically diverse boards of directors respond differently in terms of innovation intensity to the information that PRA provides. More specifically, we theorize that diverse boards will more effectively use the information from problemistic search to engage in innovation, due to information-processing and decision-making processes. Similarly, diverse boards will more effectively use slack search to develop innovation. However, in contrast, diverse boards will respond to positive PRA by reducing innovation even more than less diverse boards. Testing these predictions using a panel dataset of 18,161 observations for 2,012 S&P 1500 firms for the period 2006-2016, we provide robust empirical support for most of our predictions.

Paper is Available to Meeting Registrants Only.

STR: Director Election, Shareholder Dissent, and Earnings Management 

Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*
Author: **Xinhao QIAO**, *Hong Kong U. of Science and Technology*
Author: **Xueying Bian**, *Singapore Management U.*

Shareholders can voice their opinions primarily by voting in director election. The potential effects of their voting behavior on subsequent board monitoring were examined using data on S&P 500 firms spanning 2003 to 2019. Voting results were found to correlate strongly with a board's monitoring of upward earnings management. A high percentage of dissenting votes in the election of directors predicts weaker subsequent monitoring, as does a large difference in the number of dissenting votes among the different nominees. These effects are more pronounced when the directors perceive the board's operation to be unjust and when the directors' personal characteristics are more similar.

Paper is NOT Available. Please contact the author(s).

STR: CEO or Board Dominance? Uncovering the strategy-making process 

Author: **MOHAMMADS ADEGH HASHEMI**, *postdoctoral Research Fellow HEC Montreal*
Author: **Amin Moeinian**, *U. of Tehran*
Author: **Mahdi Ebrahimi**, *assistant Professor of Business Management at the U. of Allameh*
Author: **Taieb Hafsi**, *HEC Montreal*

Many firms have either CEO or board as the upper hand in their strategy-making process. Which configuration leads to a better strategy-making? This study tries to open the black box of CEO-board power relations to answer the question. To conduct a multiple-case-study of six banks in an overly politicized context of Iran, we interviewed 49 board members, CEOs, and top executives. We based our theory-building on within and cross-case analysis. Our observations revealed that, contrary to agency theory, board dominance harms the strategy-making process more significantly than the CEO dominance, at least in the Iranian context. Nevertheless, this research shows the multifaceted and complicated nature of power relations, thus alarms to give linear answers and sweeping prescriptions to such a question. Our attempt led to the development of a conceptual model including concepts and their proposed relationships based on three levels of analysis, including individual (e.g., personality, sense of belonging), group (e.g., trust, cohesiveness), and organizational (e.g., managerial stability, strategic change). Our contribution is providing a more contingent picture of CEO/board dominances and their effects on the strategy-making process. Furthermore, more details are explored and explained about personality and trust dynamics compared to the existing literature.

Paper is Available to Meeting Registrants Only.

STR: Team Sports outside the Work, Teamwork at the Board

Author: **Sadi Koray Demircan**, *U. of Victoria*

Building on spillover, social exchange, and similarity-attraction theories, in this study, I hypothesize that CEO engagement with team sports is positively associated with firm financial performance, and this relationship is further accentuated in innovative industries. CEO engagement with team sports as a non-work activity affects their cognitions and, consequently, their workplace behaviors and leadership styles. The contiguous nature of CEO leadership style at the CEO-TMT interface further cascades throughout the organization and affects both organizational processes and outcomes. This study contributes to the research on upper echelons theory (UET) by explicating the potential outcomes of CEO engagement with team sports as an unexplored phenomenon.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Exploration and Search

Digital Session Chair: **Kyootai Lee**, *Sogang U.*

STR: A Manager's Pursuit of Ambidexterity in New Technology Implementation Contexts 

Author: **Kyootai Lee**, *Sogang U.*

Author: **Han-Gyun Woo**, *Ulsan National Institute of Science and Technology*

Author: **Tae-Young Park**, -

The regulatory focus of individuals tends to influence ambidexterity pursuits; however, the underlying mechanism has remained unclear. This study investigates the role of regulatory focus induced by promotion- and prevention-framed messages for ambidexterity pursuits. We conducted three experiments with above middle-level managers in the new technology innovation context. The results indicate that managers with situationally induced (SI) promotion (prevention) focus tend to have higher opportunity (threat) appraisal (Experiment 1). Opportunity appraisal (but not threat appraisal) mediates the relationship between SI regulatory focus and ambidexterity pursuits (Experiment 2). Organizational risk-taking strategy moderates the links from SI regulatory focus to opportunity appraisal to ambidexterity (Experiment 3). This study provides new insights on the role of regulatory focus for ambidexterity pursuit. It theoretically contributes to the understanding of the mechanisms of how managers can have different cognitive processes in the ambidexterity pursuits when they are responding to the changes in technological environments.

Paper is Available to Meeting Registrants Only.

STR: What Directs Search? Behavioral Evidence on the Role of Performance Stability      

Author: **Sheen S. Levine**, *U. of Texas at Dallas*

Author: **Charlotte Reypens**, *U. of Texas at Dallas*

Author: **Christoph Riedl**, *Northeastern U.*

Author: **Felix Mauersberger**, *U. of Bonn*

Search is fundamental to entrepreneurs, managers, and their organizations. It is a cornerstone of the behavioral theory of the firm. But although theory and firm-level evidence rely on presumed individual mechanisms, these remain untested or contested. We join the effort to uncover the micro-processes of search by theorizing about and testing the effect of performance stability and variability. We expect that searchers treat stability as an indicator of reliability, considering it alongside aspiration-performance gaps when embarking on exploration. We take a multimethod approach, combining qualitative evidence, incentivized behavioral simulations, and a preregistered experiment (n=4750 decisions). The findings confirm that stability triggers exploration separately from an aspiration-performance gap. We propose that searchers are not only reactive, responding to immediate negative experiences—but also proactive—accumulating and processing feedback before acting. We discuss how the evidence adds to the debate on managerial perceptions of risk and individual vs. organizational search.

Paper is Available to Meeting Registrants Only.

STR: Two Faces of Decomposability in Search: Evidence from the Recorded Music Industry 1995-2015 

Author: **Sungyong Chang**, *London Business School*

We propose that decomposability may generate a trade-off across different stages of search. We compare (1) decomposed search, the process of searching by producing a decomposed module, and (2) integrated search, the process of searching by producing a full-scale product. In the variation generation stage, decomposability can allow firms to experiment with more alternatives at the same time than an integrated search. However, in the selection and retention stages, a decomposed search may be more vulnerable to imperfect evaluation than an integrated search. It may increase the chance of missing out on promising alternatives after the first evaluation because the low cost of a decomposed search makes firms less committed to each alternative. We test our theory with a unique empirical setting, the recorded music industry, where singles (i.e., decomposed products) and albums (i.e., integrated products) have coexisted since the early twentieth century. In the variation generation stage, single-producing firms experiment with 35.22% more new artists than album-only-producing firms. In the selection and retention stage, single-producing firms are 69.57% more likely to neglect top-tier artists who failed in their first releases because single-producing firms have a higher performance target (i.e., lower commitment) than album-only-producing firms.

Paper is Available to Meeting Registrants Only.

STR: Machine Learning in Strategic Search: Alleviating and Aggravating Local Search

Author: **Jane Seppälä**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Timo Olavi Vuori**, *Aalto U.*

Machine learning technologies could direct executives' scarce attention to improve the quality of decision making and, in particular, improve the search for strategic options. However, the use of such technologies could also amplify bias or induce local search. We draw from literature on local search as well as literature on managerial implications of artificial intelligence in general and machine learning in particular to specify how the use of machine learning could affect search in the context of strategic decision-making. We propose how machine learning applications can broaden or distort search space, change how cues are noted, and affect the interpretation of alternatives. We further detail what factors are likely to shape these dynamics. We thus contribute to the literature on heuristics in management by detailing how technologies might alleviate or aggravate local search, and to the literature on algorithmic decision-making by suggesting how the use of these technologies influences the quality of search.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Frontiers in Ecosystem Research

Digital Session Chair: **PuayKhoon Toh**, *U. of Texas at Austin*

STR: Generative or Exclusionary? How Ecosystems Evolve with Coordination and Standardization 

Author: **PuayKhoon Toh**, *U. of Texas at Austin*
Author: **Cameron Miller**, *Syracuse U.*

The literature typically depicts ecosystem evolution as “generative”, with coordination fueling growth in complements and complementors. We suggest that it could instead be “exclusionary”, where complements increase but complementors do not grow meaningfully and core component owners dominate the complementary areas with their own complements. Using a descriptive approach and data on ICT ecosystems adopting standard setting as coordination mechanism, we systematically trace how ecosystems evolve alongside standardization, indicating signs of “exclusionary” growth. We further describe how exclusionary growth occurs – core component owners exploit standardization and litigation to crowd out other complementors over time. Findings suggest that core component owners’ strategy to coordinate across complementors is interdependent with their choice to integrate into complementary areas, and that standardization is not merely a coordination mechanism but can be used strategically to stifle competition from complementors. Findings also help substantiate the practical threat that core components owners could exhibit monopolistic behavior in ecosystems.

Paper is Available to Meeting Registrants Only.

STR: The Ecosystem Penalty: Value Creation Technologies and Incentive Misalignmen 

Author: **Olivier Chatain**, *HEC Paris*
Author: **Elena Plaksenkova**, *The Ohio State U. Fisher College of Business*

When are the incentives of a business ecosystem’s participants aligned with its growth? How is the technology of value creation affecting this alignment? To answer these questions we formally model how value creation determines value capture in a business ecosystem. We find that alignment is typically imperfect compared to an integrated benchmark, highlighting an “ecosystem penalty” whereby participants’ returns to value creation are lower than that of the ecosystem. The occurrence of this penalty depends on whether the technology is loosely coupled (value additive in inputs), exhibits bottlenecks (value constrained by the weaker input), or is strongly supermodular (value multiplicative in inputs). Contrary to conventional wisdom, we find it can be severe for the participants who are constraining the system the most.

Paper is NOT Available. Please contact the author(s).

STR: Architects and Bottlenecks: Ecosystem Roles in the Solar Photovoltaic Industry  

Author: **Nathan Furr**, *INSEAD*
Author: **Anna Szerb**, *INSEAD*

Although ecosystems play a critical role in a focal firm’s ability to create and capture value, we have limited understanding of how the roles non-focal firms play contribute to their own performance. In the context of the maturing solar photovoltaic industry, we examine how the choice to produce bottleneck, non-bottleneck, and architectural components or complements for focal firms impacts the survival of these non-focal firms. We observe that the larger ecosystem follows a different lifecycle than that of the focal industry, expanding while the focal industry contracts following a dominant design. Furthermore, we find that although producing bottleneck and architectural ecosystem elements has survival benefits relative to producing standard elements, producing elements that combine both has the greatest survival benefit among the specific ecosystem roles.

Paper is Available to Meeting Registrants Only.

STR: Towards an ecosystem-based view of the firm

Author: **Nudrat Mahmood**, *Schulich School of Business*
Author: **Anoop Madhok**, *Schulich School of Business*

In this paper we use a generativity lens to develop an ecosystem-based view of the firm. In doing so we extend the domain of firm analysis to a context where valuable resources exist at the level of the ecosystem and are largely unknown to the focal firm ex ante. We suggest that by virtue of being both apart from as well as an essential part of the ecosystem, the platform firm plays the dual role of ecosystem designer and ecosystem governor. As the ecosystem designer, it develops a generative platform that allows it to attract towards itself complementors that possess potentially superior resources, and in doing so seed generativity within the ecosystem. As the ecosystem governor, the firm governs the value co-creation activities that take place and in doing so fosters generativity within the ecosystem. We contend that by conducting its dual role as apart from and a part of the ecosystem effectively, as designer-cum-governor, the firm can ultimately leverage the fruits of generativity to its advantage. Ultimately, we suggest that an ecosystem perspective requires a more holistic approach to assess competitive advantage; one in which the interplay between the firm, complementors and consumers creates the means through which firm-level advantage is created.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **774** | Submission: **10224** | Sponsor(s): **(STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AM ET (UTC-4)**

Platforms, Platform Characteristics, and Complementor Performance and Strategy

Complementor Competition on Digital Platforms



Chair: **Carmelo Cennamo**, *Copenhagen Business School*
Participant: **Kevin Boudreau**, *Northeastern & NBER*
Participant: **Manav Raj**, *New York U.*
Participant: **Joost Rietveld**, *UCL School of Management*
Participant: **Feng Zhu**, *Harvard U.*

Following the introduction of the Internet in the 1990s, digital markets and platforms have grown in size and prevalence over the last three decades. Consumers can now purchase clothes and household supplies through Amazon, groceries through Instacart, transportation through Uber or Lyft, lodging from Airbnb, takeout from Grubhub, and entertainment offerings from YouTube, Netflix, or Spotify. Digital platforms enable greater exchange and reduce the cost of consumption but change the organization of markets and alter the strategic choices that firms face. In this symposium, we compile research that examines what the implications of platforms and certain platform characteristics are for the providers competing on them. In doing so, we will allow for a greater understanding of the unique challenges and opportunities facing firms competing in such markets.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **775** | Submission: **16615** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00AM - 5:00AM ET (UTC-4)**

TIM Café 1 *TIM Café 1*

Organizer: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Thomas M. Kluter**, *IESE Business School*

Introducing the Community and Today's Sessions at AoM 2021. For those new or unfamiliar with AOM join us for a conversation about the Technology and Innovation Management community (TIM). Bring questions or ideas along, or just enjoy a joint café session with a TIM Executive member discussing the community. We will also highlight some of the key TIM sessions of the day.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **776** | Submission: **10834** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:30AM - 10:00AMET (UTC-4)**

What's Next for Narratives? A Prospective Look Theoretically, Methodologically, and Pragmatically



What's next for narratives?

Moderator: **Mercedes McBride**, *Case Western Reserve U.*
Panelist: **Richard J. Boland**, *Case Western Reserve U.*
Panelist: **Hans Hansen**, *Texas Tech U.*
Panelist: **Daved Barry**, *Clarkson U.*
Panelist: **David M. Boje**, *Emeritus*
Panelist: **Grace Ann Rosile**, *New Mexico State U.*
Panelist: **Alice De Koning**, *Haskayne School of Business, U. of Calgary*

Narratives have a rich history in the Academy, helping us to cognitively organize and cohere meaning in organizations, and—farther yet—understand the construction of the organization itself. Vaara, Sonenshein, and Boje (2016) explored what the future holds for narratives in the context of organizational stability and change, asking prescient questions regarding theoretical and methodological approaches. This panel symposium aims to extend their prospective project via an interactive discussion between narrative scholars, asking what could be next for narratives in Management. Are existing theories of narrative adequate for furthering our understanding of organizational phenomena? Or are there emerging forms of narrative theory that hold greater promise? Methodologically, how can we research narratives in new and different ways that remain rigorous yet honor the symbolic and interpretivist traditions in which narratives are primarily situated? And pragmatically, what are emerging approaches for applying narrative practices in an organizational system? To bring the manager back to management, how can these frameworks help address contemporary and emerging managerial challenges? The proposed Panel Symposium will ask these questions and more of our panelists, whose pioneering voices in narratives and narrative theory span well over thirty years.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networks

Digital Session Chair: **Evgueni Vinogradov**, *Nordland Research Institute*

TIM: Modelling webs of innovation value chains in the light of complexity theory

Author: **Evgueni Vinogradov**, *Nordland Research Institute*

Author: **Minh Thu Nhien Nguyen**, *NTNU*

Author: **Are Jensen**, *Nordland Research Institute*

The concept of Innovation Value Chains (IVCs) has been applied to studying innovation processes both on the abstract theoretical level and in particular industries. The recent studies suggest that various IVCs may co-exist forming interrelated networks where innovation in one area boost multiple innovations in other areas. This paper analyses the resulting webs of IVCs (WIVCs) in the light of complexity theory calling for the respective methodological approaches, including agent-based modelling (ABM). ABM has been previously used to study innovation processes and this paper suggests the next step in developing of such models. It describes how interrelated IVCs may be modelled and studied as complex dynamic systems. The model description is structured in accordance with ODD+D protocol. Referring to the complexity theory, the paper culminates with testable propositions and concludes with implications for researchers and practitioners.

Paper is NOT Available. Please contact the author(s).

TIM: Commercializing Emerging Technologies through Networks: Insights from UK Nanotechnology SMEs

Author: **Fatemeh Salehi**, *Lecturer in Enterprise, Alliance Manchester Business School*

Author: **Philip Shapira**, *Alliance Manchester Business School*

Author: **Judy Zolkiewski**, *Professor in Marketing, Alliance Manchester Business School*

This research investigates how small and midsize enterprises (SMEs) manage in networks for commercializing emerging technologies. Contrasting network types and their influences on commercialization outcomes are probed in the context of SME value chain positions. We build on literature on SMEs and innovation, networks, and how innovation occurs within collaborative arrangements. In a multiple case approach, 20 UK nanotechnology SMEs and their value-chain positions and strategic nets for commercialization are examined. Data are collected through 40 semi-structured primary interviews with managers and informants and from secondary business databases and other sources. We consider roles of SME agency and strategy to put forward a refined six-part framework of network types. Commercialization outcomes are found to vary by SME strategic net type and value chain positioning. SMEs can proactively create incumbent-oriented, SME-oriented or broker-oriented nets that aid commercialization. Incumbent-oriented nets with proactive SMEs enable successful commercialization of upstream and midstream products. SME-oriented nets are used for downstream commercialization. Broker-oriented nets facilitate commercialization in the upstream part of the value chain. Hybrid nets are used where SMEs pursue multiple commercialization strategies. Reactive approaches to networking and interrupted nets are unfavourable for commercialization. The study's conceptual and managerial implications are discussed.

Paper is Available to Meeting Registrants Only.

TIM: Toward a socially embedded view of disruptive technology emergence

Author: **Elisabeth S.C. Berger**, *Johannes Kepler U. Linz*

Author: **Leif Brändle**, *U. of Hohenheim*

Author: **Michael Deane Howard**, *Texas A&MU., College Station*

While prior literature emphasizes that technological discontinuities influence firms' collaboration activities, it remains unclear how technology collaboration networks emerge and evolve. Drawing on models of different stages of technological change, we examine how firms' rules of attachment evolve along technological discontinuities. Specifically, we theorize on the social embeddedness of technology emergence by focusing on the transferability of status mechanisms and tie closure across established and disruptive technology networks. The evolution of monoclonal antibodies in the cancer treatment provides a unique research context to test our theorized model. Results are based on a social network analysis spanning 20 years and 523 firms and emphasize that alliance formation dynamics in emerging disruptive technology collaboration networks are driven by status transfers from the established technology network. However, as the disruptive technology matures, status signals from the disruptive technology network start to become relevant to tie formation in both networks. In addition, our findings indicate that dual network triadic closure bridges the boundaries between the established and disruptive technology networks.

Paper is Available to Meeting Registrants Only.

TIM: Hype and Lock-in: The Dynamics of the Early Adoption of Ambiguous Technology (WITHDRAWN)

Author: **Lien De Cuyper**, *ETH Zürich*

Author: **Bart Clarysse**, *ETH Zürich*

In this study, we investigate how a venture makes sense of and adopts an emerging technology surrounded by hype during the early stages of its development. To do so, we draw on an inductive, qualitative study of a Swiss fintech start-up that adopted blockchain technology. The model we develop shows that there are three phases during which distinct aspects of the technology are highlighted, and different dynamics play out: (1) technology idealization, (2) technology internalization and (3) technology disassociation. We find that the motivation for using an emerging hyped technology changes over time, as different ideological and functional characteristics become important. Our model also shows that emerging technologies surrounded by hype are first used symbolically, and only later are they structurally embedded in the venture. We also show how, in some cases, a venture may become locked into an unsuitable technology by the hype and may resort to decoupling from the technology, in order to move away from it behind the scenes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **778** | Submission: **13428** | Sponsor(s): **(HR, OCIS, SIM, TIM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:45AM - 10:45AMET (UTC-4)**

**Algorithmic Management: Toward a Cross-Disciplinary
Research Agenda**
Algorithmic Management



Organizer: **Ulrich Leicht-Deobald**, *U. of St. Gallen*
Organizer: **Christoph Lutz**, *BI Norwegian Business School*
Organizer: **Jeroen Meijerink**, *U. of Twente*
Presenter: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Presenter: **Laura Lamers**, *U. of Twente*
Presenter: **Gemma Newlands**, *BI Norwegian Business School*
Presenter: **Mareike Mohlmann**, *Bentley U.*
Discussant: **Thomas J. Donaldson**, *The Wharton School, U. of Pennsylvania*

Recent years have seen a rapid uptake of algorithms in the workplace, both in standard employment settings and in new types of work such as the gig economy. Algorithmic management, defined as a system of control that relies on machine-readable data and software algorithms that support and/or automate managerial decision-making about work, has been introduced in the human-computer interaction (HCI) literature in the context of Uber and gradually adopted by business and management community. However, research on algorithmic management is still in its infancy: Most research on algorithmic management has focused narrowly on the gig economy, neglecting algorithmic management in standard employment settings. More importantly, research on algorithmic management has prospered in different research communities, including HCI, information systems, industrial relations, HRM and communication, but often lacks cross-disciplinary dialogue. Our workshop strives at bringing together researchers from different sub-fields of management who work on algorithmic management. After setting the stage with four expert presentations by leading academics from different fields of inquiry, participants will join breakout groups that mix disciplinary backgrounds. Then, the panel will include a summary by a discussant and a plenary group discussion that synthesizes the expert presentations and the breakout groups.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: 779 | Submission: 15914 | Sponsor(s): (AAM, IM, OMT, STR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

Institutional Convergence / Divergence and the Future of Chinese and US Business



Institutional differences between US and China

Chair: **Michael Young**, *Appalachian State U.*
Organizer: **Xinran Joyce Wang**, *U. of Missouri*
Presenter: **Wei-Ping Wu**, *Hong Kong Baptist U.*
Presenter: **Arif Mahmood**, *Beijing Normal U.-Hong Kong Baptist U. United International College*
Presenter: **Xiaoyu Yu**, *Shanghai U.*
Presenter: **Hongjuan Zhang**, *Tianjin U.*

This professional development workshop (PDW) is designed to exchange ideas on the increasingly important topic of Chinese and US business institutional differences and how to deal with them. Recent events, from the trade wars to the Covid-19 pandemic, emphasize more than ever the institutional differences that exist between the US and China. It was initially thought that China's entry into the WTO would lead to institutional convergence and increased compatibility among organizations and businesses. However, that has not played out in practice and currently it appears that divergence is the new consensus. The fact is that both countries are experiencing institutional turbulence and each side is learning how to navigate this increasing divide. The topic is of importance as US-China tensions have introduced complications for multinational firms amid increasing political animosity (e.g. the dispute regarding Huawei market access and disputes over intellectual property rights differences). The Chinese economy has now grown to the point that it is larger than that of the US in terms of purchasing power parity (PPP). As the world's two largest economies, it is the best interests of the entire world to increase resource exchange, global cooperation and market entry for between the US and China. In this environment, it is important for researchers to understand the institutional differences and how managers from both countries can deal with them. In that regard, this workshop seeks to encourage constructive dialogue regarding institutional arrangements and Chinese and US business cooperation. The intention is to provide a spectrum of topics and viewpoints. It will include both theoretical and practical components. The objective is to promote dialogue by finding common ground and providing advice for practitioners on how to deal with the differences.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Diversity-oriented



Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **780** | Submission: **16682** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

A Conversation with Isabel Wilkerson
GDO Plenary Session

Host: **Eddy S. Ng**, *Queen's U.*
Host: **Eden King**, *Rice U.*

The Gender and Diversity in Organizations (GDO) Division is proud to present Isabel Wilkerson, Pulitzer Prize winning author of “Caste: The Origins of Our Discontents” to keynote our Plenary.

Please join us on Monday, 2 August 2021 at 9:00 AM ET (UTC-4).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **781** | Submission: **16578** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:00AMET (UTC-4)**

IM Division Award for the Best Dissertation in International Management
IM Division Dissertation Award

Chair: **Davina E. Vora**, *State U. of New York at New Paltz*
Participant: **Marica Grego**, -
Participant: **Vera Kunczer**, *WU Vienna*
Participant: **Nan Zhang**, *California State U. Stanislaus*

Come and hear presentations by the finalists for the IM Division D'Amore-McKim School of Business Northeastern University Award for the Best Dissertation in International Management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Ownership, Entrepreneurship and Privatization Issues in International Management



Digital Session Chair: **Pallavi Shukla**, *Rutgers Business School*

This session includes interrelated papers related to issues of family ownership, entrepreneurship and privatization. The papers include a review of the international entrepreneurship literature. Two papers focus on family firms examining the moderating effect of social capital on the entrepreneurial internationalization of family-owned firms, and how family ownership and family management affect family firm multinationality. A final paper in the session examines whether privatization affects internationalization strategy.

IM: Addressing internationalization under International Entrepreneurship mainstreams and Risk Evolution      

Author: **Salman Kimiagari**, *Thompson Rivers U.*
Author: **Iman Rakhshani**, *Senman U.*

By an in-depth analysis of peer-reviewed journal papers (2002 to 2020), this article systematically reviews internationalization under two main IE streams (behavioral strategy and cross-national opportunism) and risk evolvability, through institutional views. The results show that (a) risk evolvability matrices are considered heterogeneous as per behavioral strategy and international opportunism; (b) thus, risk is considered an integral part of the developmental process of firms; (c) in examining the mechanism of determinants and theories, internationalization is often viewed as cross-national opportunism; (d) industrial determinants fall short in the literature; (e) few studies opt for comparative approaches; and (f) a strong correlation exists between dynamism, opportunism and institutionalism. The study contributes to understanding the (a) interconnection between the domains by an isolated view of the two streams, (b) fuller manifestations of risk, (c) interplay of institutional perspectives, (d) research structure conceptualization, (e) interconnections at the interplay, and (f) future research directions.

Paper is Available to Meeting Registrants Only.

IM: Multinationalization of family firms: The influence of family ownership and family management 

Author: **Arindam Mondal**, *XLRI-Xavier School of Management*
Author: **Somnath Lahiri**, *Illinois State U.*
Author: **Sougata Ray**, *Indian Institute of Management, Calcutta*

Drawing on family business, international business, and emerging market literature we theorize in this study how family ownership and family management affect important dimensions of family firm multinationality. Results of empirical analysis involving a sample of Indian family firms demonstrate that family ownership and family management impact three dimensions of multinationality (scale, scope, and location choice) somewhat differently. By offering findings that are new to the literature our study extends the growing literature on international expansion of family firms in general, and those from India in particular.

Paper is Available to Meeting Registrants Only.

IM: The moderating effect of social capital on the entrepreneurial internationalization of Family Owned  

Author: **Christian Keen**, *U. Laval*
Author: **Valeriano Sanchez-Famoso**, *U. of the Basque Country UPV/EHU*
Author: **Leo Dana**, *Montpellier Business School*

Family owned businesses (FOBs) are the most dominant type of business organization. New technologies, pressure to have access to key resources, and markets make internationalization a crucial entrepreneurial strategy for FOBs survival. The literature remains inconclusive about the internationalization of FOBs. To address this research deficit, this paper analyses the relationship between entrepreneurial orientation (EO) and their internationalization of FOB and the moderating effect of family social capital (FSC). To answer this question, we built an original database of Spanish FOBs and tested our research model using Partial Least Squares regression. Our results showed a positive relationship of entrepreneurial orientation on the internationalization of FOBs and positive mediating effect of FSC on the internationalization of FOBs. This paper contributes to the existing literature by providing a detailed literature review on the internationalization of FBOs, EO and FSC. Empirical contributions extend the inconclusive body of research on the relationship between EO and internationalization of FOBs to include the moderating effect of FSC.

Paper is NOT Available. Please contact the author(s).

IM: Does Privatization Affect Internationalization Strategy?

Author: **Zheyang Wu**, *Fudan U.*

The International Business literature has well documented the substantial differences between state-owned firms and privately owned firms in their international strategy, particularly in the setting of Chinese enterprises. However, a state-owned firm may transform its ownership and become a privately-owned firm. In this case, we do not know whether the privatized firm makes international strategies like other private firms. To explore the impact of privatization, we study the market entry decisions made by Chinese listed firms from 2000 to 2018. We categorize all firms into three types: the state-owned, the privatized, and the originally private firms. We find that privatized firms are less averse to the political risks of a host country when entering a market than originally private firms. The former firms' market entry decision is more consistent with that of state-owned firms. This organizational inertia experienced by privatized firms can be partially attributed to their experience in the host country before the privatization. Interestingly, their prior direct connection with the government does not influence their decisions any longer even though this connection mitigates political risks for state-owned firms. We therefore call for more research into the impact of privatization on firms' international strategy.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **783** | Submission: **12235** | Sponsor(s): **(IM, STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

**Researching National Innovation Ecosystems: Institutions,
Infrastructure, and Firms**
Researching National Innovation Ecosystems



Chair: **Joseph L.C. Cheng**, *U. of Illinois at Urbana-Champaign*
Chair: **William Maloney**, *World Bank*
Panelist: **Daniel Erian Armanios**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*
Panelist: **Kazuhiro Asakawa**, *Keio U.*
Distinguished Speaker: **Eduardo Bitran**, *Academic U. Adolfo Ibáñez*
Panelist: **Peter Thomas Bryant**, *IE Business School*
Distinguished Speaker: **Diego Comin**, *Dartmouth College*
Distinguished Speaker: **Stephen Ezell**, *Information Technology and Innovation Foundation*
Panelist: **Xudong Gao**, *Tsinghua U.*
Panelist: **Lauren Lanahan**, *U. of Oregon*
Panelist: **Michael Leatherbee**, *Pontificia U. Católica de Chile*
Panelist: **E. Geoffrey Love**, *U. of Illinois at Urbana-Champaign*
Panelist: **Elizabeth L. Rose**, *U. of Leeds*
Panelist: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

As global economic competition becomes increasingly innovation-driven, policymakers in both government and business are actively searching for ways to increase innovation at all levels of society. Past research on innovation policy tended to take a piece-meal investigative approach with focus on a single or narrow set of explanatory variables, resulting in limited or ineffective policy recommendations. The proposed PDW seeks to develop a programmatic, cross-national research agenda to investigate the respective roles of a nation's formal and informal institutions, knowledge infrastructure, and firm capabilities in affecting innovative performance at multiple levels of analysis and examine policy implications for governments, businesses, entrepreneurs, and other stakeholder groups. The session will be highly interactive with keynote speakers, panel commentators, and participants engaging in small group discussions to develop a preliminary research agenda that combines individual members' research interests with the aim of forming a global research network for follow-on collaboration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **784** | Submission: **10946** | Sponsor(s): (MC, ODC, MED)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 12:00PMET (UTC-4)**

**Management Consulting in the Era of the Digital
Organization**
Consulting in a Digital World



Moderator: **David B. Szabla**, *Western Michigan U.*
Participant: **Daniel Denison**, *IMD*
Participant: **Anthony F. Buono**, *Bentley U.*
Participant: **Joanne Preston**, *Joanne C. Preston & Associates*
Participant: **William A. Pasmore**, *Columbia U.*
Participant: **Frida Perner**, *Stockholm School of Economics*
Participant: **Judith H Katz**, -
Participant: **Fred Miller**, *Kaleel Jamison Consulting Group*
Participant: **Rita D. Meyerson**, *Organizational Management Consultant*
Participant: **Wessam Abdelaziz**, *Western Michigan U.*
Participant: **Dea Mulloli**, *Western Michigan U.*
Moderator: **Margaret D. Gorman**, *Denison Consulting*

As we begin to fully experience the era of the digital organization, one of the questions critical to the field of management consulting is, how is the practice and research of management consulting affected by the epoch of the internet of things, biotechnology, materials science, data science and big data, and quantum computing? The upcoming volume of Research in Management Consulting, Management Consulting in the Era of the Digital Organization, addresses this question. The purpose of this professional development workshop is to provide participants with a venue for sharing and exploring knowledge about management consulting in a virtual world. Contributing authors of the forthcoming volume share their observations about new consulting processes and techniques and interact with attendees interested in either enhancing their practice or developing their research agendas. The session brings together established scholars, practitioners, scholar-practitioners, and doctoral students, creating a forum through which practice and research ideas can be shared and research partnerships that emphasize inquiry into the field of management consulting during a time of profound change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **785** | Submission: **10241** | Sponsor(s): **(MOC, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

Managing with Emotions: Harnessing Benefits and Mitigating Detrimental Effects at Work

Harnessing Benefits of Emotions at Work



Organizer: **Yuxuan Lily Zhu**, *U. of California, Irvine*
Organizer: **Maia Young**, *U. of California, Irvine*
Discussant: **Myeong-gu Seo**, *U. of Maryland*
Presenter: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Yuxuan Lily Zhu**, *U. of California, Irvine*
Presenter: **Hooria Jazaieri**, *Levey School of Business, Santa Clara U.*
Presenter: **Xiao-yu Liu**, *U. of International Business and Economics*
Presenter: **Hanbo Shim**, *Rutgers U.*
Participant: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Olivia Amanda O'Neill**, *George Mason U.*
Participant: **Irene E. De Pater**, *Curtin U.*
Participant: **Remus Ilies**, *National U. of Singapore*
Participant: **Jinyoung Sohn**, *U. of Maryland - College Park*

Employees experience a wide range of positive and negative emotions at work, and their effects on performance and wellbeing could be beneficial or detrimental. In this symposium, we highlight how adequately understanding, utilizing, and regulating emotions can help us harness the benefits and guard against potential downsides of emotions at work. Across five empirical papers using diverse empirical approaches across various contexts, this symposium examines how individuals can deploy and manage emotions to facilitate performance, wellbeing, and social relationships. Discussant Myeong-gu Seo will offer implications and future directions in the study of workplace emotions and emotional intelligence. In doing so, we seek to generate novel and relevant insights about the cognitive, behavioral, and social implications of everyday attempts at understanding, using, and managing our own emotions and the emotions of others at work.

An Affective Model of Positive Adaptation for Working Mothers during the Covid-19 Pandemic

Author: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Author: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Naomi Beth Rothman**, *Lehigh U.*

Projecting Passion: Connecting Anxiety to Passion Improves Entrepreneur Pitch Performance

Author: **Yuxuan Lily Zhu**, *U. of California, Irvine*
Author: **Maia Young**, *U. of California, Irvine*

#SOGRATEFUL: Gratitude Bragging as an Emotion Regulatory Strategy

Author: **Hooria Jazaieri**, *Levey School of Business, Santa Clara U.*
Author: **Olivia Amanda O'Neill**, *George Mason U.*

The Role of Proactive Personality and Information Exchange in Affect Transference in Service (CANCELLED)

Author: **Xiao-yu Liu**, *U. of International Business and Economics*
Author: **Irene E. De Pater**, *Curtin U.*
Author: **Remus Ilies**, *National U. of Singapore*

The Effects of Emotional Intelligence on Social Networks

Author: **Hanbo Shim**, *Rutgers U.*
Author: **Myeong-gu Seo**, *U. of Maryland*
Author: **Jinyoung Sohn**, *U. of Maryland - College Park*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **786** | Submission: **10877** | Sponsor(s): (MOC, OMT, OB)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

Unpacking How Employees Navigate Unfulfilled, Unreasonable, and Unexpected Occupational Ideals

Navigating Occupational Ideals



Organizer: **Pascale Fricke**, *U. of British Columbia*
Organizer: **Natalya Alonso**, *Haskayne School of Business, U. of Calgary*
Organizer: **Patrick Reilly**, *U. of British Columbia*
Discussant: **Katherine C. Kellogg**, *MIT*
Presenter: **Winnie Jiang**, *INSEAD*
Participant: **Karim Ginena**, *U. of Virginia Darden School of Business*
Presenter: **Julia DiBenigno**, *Yale School of Management*
Presenter: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Participant: **Michel Anteby**, *Boston U. Questrom School of Business*

Occupations have become stabilizing fixtures of modern-day employment, providing employees with a set of established cultural tools, norms, values, and beliefs that offer meaning to employees and guide their workplace interpretations and action. Yet, as employees perform their occupations “on the ground”, they frequently encounter situations that challenge these occupational meaning systems. This symposium showcases four papers that develop novel theory about how individuals respond to incongruities between situational demands, environmental constraints, and audiences’ expectations, on the one hand, and occupational norms, values, and beliefs, on the other hand. More specifically, we examine (1) how workers counter harmful occupational cultures, (2) how women in male-dominated occupations transcend their status as female “tokens”; (3) how employees respond to labels (e.g., “hero”) cast upon their occupation by external audiences; and (4) how employees manage frequent exposure to tasks that conflict with their occupational ideologies extolling the nature and necessity of the work. Taken together, our papers and discussion endeavor to contribute to and generate future research on contemporary occupational dynamics, as well as deliver actionable insights for managers.

Meaning Detachment and Deviation from Invincibility Cultural Scripts among Stunt Performers

Author: **Winnie Jiang**, *INSEAD*
Author: **Karim Ginena**, *U. of Virginia Darden School of Business*

Transcending Tokenism: How Women in Male-Dominated Occupations Can Challenge Gendered Work Norms

Author: **Julia DiBenigno**, *Yale School of Management*

Heroes from Above and from Below: Workers’ Reactions to the Moralizing of their Work

Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Author: **Michel Anteby**, *Boston U. Questrom School of Business*

The Music Between the Notes: How Employees Manage Unforeseen Work Realities

Author: **Pascale Fricke**, *U. of British Columbia*
Author: **Natalya Alonso**, *Haskayne School of Business, U. of Calgary*
Author: **Patrick Reilly**, *U. of British Columbia*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **787** | Submission: **11453** | Sponsor(s): **(MOC, OMT, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

New Frontiers in Behavioral Strategy 
Behavioral Strategy

Organizer: **Luke Rhee**, *U. of California, Irvine*
Panelist: **Pino G. Audia**, *Dartmouth College*
Panelist: **Stefano Brusoni**, *ETH Zürich*
Panelist: **Donal Crilly**, *London Business School*
Panelist: **Vibha Gaba**, *INSEAD*

Behavioral strategy has long been a central subject in organizational and strategy research. The goal of this panel symposium is to highlight theoretical and empirical gaps in the behavioral strategy literature and propose future directions to advance our understanding for the human element in strategy. Specifically, our distinguished group of panelists will discuss 1) intra-psychic mechanisms from the perspectives of cognitive and social psychology and neuroscience, 2) the situated and structural aspects of behavioral strategy in a multi-level context, and 3) how firm strategists make decisions at the collective level and communicate with stakeholders.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **788** | Submission: **10511** | Sponsor(s): (MSR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

Merging Identity and Spirituality Through a Success Scenario

Merging Identity and Spirituality



Participant: **Eric Gautier**, *U. Paris Nanterre*
Participant: **Catherine Voynnet Fourboul**, *U. Pantheon-Assas (Paris II)*
Participant: **Patrick Mathieu**, *Patrick Mathieu Singularity*
Participant: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*

The aim of the workshop is to discover the existence of a singular success scenario for each participant. Deciphering the steps of one's own success scenario gives each person access to a spiritual dimension and acquire a better awareness of his or her singularity, i.e. the stable part of identity (Goffman, 1963). Success is understood as the achievement of a positive impact for oneself, for others and in society in general. It can be contextualized with the theory of derailment (Lombardo & Eichinger, 1989), i.e., when a person deviates from his or her success scenario. This inquiry requires us to search for what is deepest in ourselves; we suggest this is an exercise of existential hygiene and spiritual health. Thus, we may improve the coherence between our identity and our inner spiritual dimension. However, success scenarios are usually not conscious for the individuals, even if they may approach them when reflecting on personal and professional successes and failures. As academics and practitioners, we have developed an original method to identify individual success scenarios when we accompany leadership transitions, by relating them to the concept of singularity. The workshop will demonstrate the singularity method developed by a consultant (Gautier, Voynnet-Fourboul, 2019) in order to provide the means to decrypt one's success scenario (Mathieu & Monneyron, 2015), as well as the reasons for potential derailment (Lombardo & Eichinger, 1989).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **789** | Submission: **10390** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

OB Division Plenary
OB Division Plenary

tbd

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **790** | Submission: **13049** | Sponsor(s): **(OB, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

Advancements in Ethical Voice Research

Advancements in Ethical Voice Research

Organizer: **Anjier Chen**, *National U. of Singapore (NUS)*
Discussant: **James R. Detert**, *U. of Virginia*
Presenter: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Presenter: **Jihyeon Kim**, *Purdue U.*
Presenter: **Feng Qiu**, *U. of Massachusetts, Amherst*
Participant: **Linda K Trevino**, *Pennsylvania State U.*
Participant: **Edward McClain Wellman**, *Arizona State U.*
Participant: **Emma Laier Frank**, *U. of Georgia*
Participant: **Marie S. Mitchell**, *U. of Georgia*
Participant: **Crystal I Chien Farh**, *U. of Washington*
Participant: **Ke Michael Mai**, *National U. of Singapore*
Participant: **Aleksander P.J. Ellis**, *U. of Arizona*

Employees play a critical part in promoting work group and organizational ethical decision-making: They can do so by engaging in ethical voice behavior, communicating concerns, information, ideas, or suggestions about ethical issues in the workplace. Over the years, several streams of research have emerged and evolved, with the focus on ethical voice, such as whistle-blowing, moral objection and rebellion, verbal reactions to third-party injustice, and social issue selling. In this symposium, we seek to capture and integrate some of the new empirical and theoretical developments in ethical voice research and offer insights into future research on this topic.

Ethical Voice and Its Consequences: An Integrative Model

Author: **Anjier Chen**, *National U. of Singapore (NUS)*
Author: **Linda K Trevino**, *Pennsylvania State U.*

Doing Good and Doing Well: the Nature and Implications of Ethical Voice in Organizations

Author: **Edward McClain Wellman**, *Arizona State U.*
Author: **Emma Laier Frank**, *U. of Georgia*
Author: **Marie S. Mitchell**, *U. of Georgia*
Author: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Crystal I Chien Farh**, *U. of Washington*

Cross-cultural Differences in Reactions to Female and Male Moral Objectors

Author: **Jihyeon Kim**, *Purdue U.*

“Nonheroic Heroes”: How Competition and Machiavellianism Jointly Promote Whistleblowing

Author: **Feng Qiu**, *U. of Massachusetts, Amherst*
Author: **Ke Michael Mai**, *National U. of Singapore*
Author: **Aleksander P.J. Ellis**, *U. of Arizona*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **791** | Submission: **16678** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:00AMET (UTC-4)**

OCIS Business Meeting
OCIS Business Meeting

Organizer: **Marco Marabelli**, *Bentley U.*

Business Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **792** | Submission: **16586** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

OSCM Division Meet the Journal Editors Panel
OSCM Division Meet the Journal Editors Panel

Moderator: **Stephanie Eckerd**, *U. of Tennessee*
Panelist: **Wendy Tate**, *U. of Tennessee*
Panelist: **Tyson Browning**, *Texas Christian U.*
Panelist: **R Glenn Richey**, *U. of Alabama, Tuscaloosa*
Panelist: **Robert D Klassen**, *U. of Western Ontario*
Panelist: **Tingting Yan**, *Wayne State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **793** | Submission: **11205** | Sponsor(s): **(RM, OMT, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

**Critical Questions in Qualitative Research: Addressing Who, What, When,
Where, and Why**
Critical Questions in Qualitative Research



Organizer: **Luke Hedden**, *Boston College*
Participant: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Blake E. Ashforth**, *Arizona State U.*
Participant: **Julia DiBenigno**, *Yale School of Management*
Participant: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Participant: **Michael G. Pratt**, *Boston College*

This PDW will highlight how scholars can address key decisions throughout the qualitative research process. By drawing from the expertise of researchers who exemplify skill in qualitative research (Michel Anteby, Blake Ashforth, Julia DiBenigno, Jennifer Howard-Grenville, and Michael Pratt), this session will address a broad set of interconnected questions that paint a picture of the qualitative research process as a whole. A set of five brief presentations will move chronologically through the main decisions that qualitative scholars must address. In these brief presentations, successful scholars will share their expertise and experiences regarding how they have addressed these questions in their own research—making the session both inspirational and educational for qualitative researchers at all stages of their careers. In addition to the presentations, this PDW will allow attendees to discuss their own “critical questions” with other qualitative researchers in a highly interactive format. Attendees will therefore be encouraged to bring questions stemming from their own research. Through the presentations and the interactive discussions, this PDW will provide opportunities for scholars to share their ideas and experiences with one another in order to make tangible progress on their own research.

Because space is limited, pre-registration is required. Please use the following link to register:
https://bostoncollege.co1.qualtrics.com/jfe/form/SV_3vCV5aDsV7yfKWW

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

How Temporality and Space Shape and Are Shaped by Strategy-Making

Temporality and Space in Strategy-Making



Digital Session Chair: **Kathrin Sele**, *Aalto U. School of Business*

SAP: Enacted Clock-Time: How Temporal Agency Structures Strategic Activity

Author: **Vikas N. Prabhu**, *Indian Institute of Management, Bangalore*

SAP Best Practice-Oriented Paper Award

Agents strategizing in a specific context engage in an ongoing process of temporal structuring that regulates, and reflects, their strategic activity (Orlikowski & Yates, 2002). My study attempts to unpack the temporal structuring process to understand the interplay between temporal agency and strategic activity. Using a phenomenological approach (Interpretative Phenomenological Analysis, as per Smith & Osborn, 2008), I investigated the research-oriented strategic activities of a set of doctoral students in different stages of their respective programs at an elite management institute. Consistent with the structuration perspective, I observed dynamism in the temporalities underlying individuals' strategic activities, characterized by shifting temporal structuring patterns in response to their evolving contexts. Importantly, I found that temporal agents attempt to control their strategic context through enacting temporal discipline. Abstracting from my findings, I propose a process model of temporal enactment that substantiates the role of temporal agency in effecting strategic outcomes. By elaborating the process of temporal structuring, this study contributes at the intersection of temporality and strategy-as-practice literatures.

Paper is Available to Meeting Registrants Only.

SAP: Temporal Reflexivity When Striving to Be a Strategic Actor

Author: **Liisa Valikangas**, *Technical U. of Denmark*
Author: **Eero Vaara**, *U. of Oxford*

In this paper, we argue that temporal reflexivity is a key, but as of yet poorly understood, part of strategic actorhood and agency. We propose a view of strategic actorhood that acknowledges the key role of reflexivity in time and space when striving to be a strategic actor. By placing temporal reflexivity at the front and center of strategic agency, our analysis adds to a key component to recent discussions about actorhood and agency in strategic management research. In particular, we identify and elaborate on five key aspects of temporal reflexivity that each warrant attention and together for a framework for a better understanding of what temporal reflexivity means in practice. By so doing, our analysis also advances research on temporality in management and organization studies more generally.

Paper is Available to Meeting Registrants Only.

SAP: Storying Organizational Identity and Strategy: An Antennarrative Analysis

Author: **Etieno S. Enang**, *Coventry U.*
Author: **Harry Sminia**, *U. of Strathclyde Business School*
Author: **Ying Zhang**, *U. of Strathclyde*

The different temporal focus of strategy and of organizational identity (OI) raises questions about how the temporal discrepancies between the two can be overcome. Antennarratives are useful for making sense of complexity in organization studies, making them particularly suitable for understanding temporality in organizational becoming. We present, as our main theoretical contribution, four mutually constitutive temporal discursive strategies that are based on antennarrative and deal with coherence and incoherence between strategy and OI over time. We label these practices as reiterating the past, projecting the past, reinforcing the past, and adapting to the future. Our study tracks the storying over a period of 20 years to explore how a family-owned firm searched for novel solutions in their past and future in a manner that enabled strategy and OI to flow together. We show how the firm's incremental change emerged when they engaged 'before' 'bet' and 'beneath' antennarratives. However, 'between' antennarratives made more radical change plausible.

Paper is Available to Meeting Registrants Only.

SAP: Shaping the Buildings That Shape Us: Restoring Coordination Following a Disruption

Author: **Samer Faraj**, *McGill U.*
Author: **Karla Sayegh**, *U. of Cambridge*

The move to a new, state-of-the-art building is a momentous occasion in the life of an organization as it offers the rare opportunity to establish novel ways of working and organizing. However, when long established coordination practices can no longer be carried out in the new space, costly breakdowns may occur, necessitating effortful repair work to re-establish coordination. Through a two-year ethnographic study, we examine how coordination was disrupted and restored following the relocation of a leading hospital into a newly built and equipped state-of-the-art building. We show how established care coordination practices could no longer be sustained in the new setting and how the urgency of addressing situations of breakdown forced a reconstitution of coordination arrangements to better align with the new space. Our findings highlight the importance of the situation, rather than external environments, in guiding shared action and the importance of organizing boundaries and scripts in reassembling a novel coordination ordering. Thus, we suggest a move away from the notion of "coordination as social structure" toward a performative view of coordination that foregrounds the situation, the joint effects of material arrangements and boundaries and scripts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **795** | Submission: **11256** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

STR Plenary - Managing Tensions between Stakeholder and Shareholder Objectives *STR Plenary*

Participant: **Timothy B. Folta**, *U. of Connecticut*
Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Subramanian Rangan**, *INSEAD*
Panelist: **Jim Snabe**, -
Panelist: **Davis Smith**, -

There are increasing pressures for firm strategies to better balance tensions between markets and society, humans and nature, and the present and the future. These tensions introduce enormous complexity for CEOs and have huge implications for strategy research on firm performance. This plenary features a discussion between two leading CEOs (Jim Snabe - Chairman of Maersk and Siemens, and Davis Smith - CEO of Cotopaxi) who have effectively managed this complexity, and two leading scholars (Jay Barney - University of Utah, and Subi Rangan - INSEAD) who push the boundary of our understanding of this topic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **796** | Submission: **12217** | Sponsor(s): **(TIM, STR, OMT, PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

Research on Universities, Commercialization and Academic Engagement *Commercialization and Academic Engagement*



Organizer: **Riccardo Fini**, *U. of Bologna*
Organizer: **Markus Perkmann**, *Imperial College London*
Organizer: **Rossella Salandra**, *School of Management, U. of Bath*
Presenter: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Presenter: **Michael A. Bikard**, *INSEAD*
Presenter: **Pablo D'Este**, *Polytechnic U. of Valencia*
Presenter: **Andrew Nelson**, *U. of Oregon*
Presenter: **Henry Saueremann**, *ESMT European School of Management and Technology*
Presenter: **Valentina Tartari**, *Copenhagen Business School*

This workshop is aimed at scholars interested in research on universities and public science. We will focus on exploring the impact of universities on their economic and social environment, a topic of particular interest to management researchers. As stakeholders are calling for more impact, this raises several issues for research. First, as universities are challenged to be engines of innovation, more research is needed on how intra-scientific progress can be reconciled with the external relevance of academic science. Second, it draws attention to the pathways and organizational forms for achieving this, including new ways in which university-knowledge is transferred or co-produced besides the established mechanisms. Third, it highlights the diversity of stakeholders with a claim on the use of scientific knowledge. Overall, then, there are rich opportunities for management researchers to assess the impact of university science, the pathways conveying such impact, and the way in which different stakeholders are involved. This workshop provides an opportunity for participants to learn about recent work, different approaches, theories, data sources, and methods available for the study of the impact of academic science both on science itself and its wider environment. In doing so, the workshop aims to respond to the annual meeting theme, by shedding light on how domain-specific outcomes could be valued by multiple stakeholders. This PDW will be useful to both early career and experienced faculty to identify promising research opportunities, as well as to explore conceptual approaches and methodological challenges in this area.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **797** | Submission: **11835** | Sponsor(s): **(MED, ONE, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

Sustainability in Management Education: Exploring the Role of Cultural Context
Role of Culture in Sustainability Pedagogy



Participant: **Sarah Easter**, *Abilene Christian U.*
Participant: **Kim Ceulemans**, *TBS Business School*
Participant: **Matthew Murphy**, *U. of Victoria*
Participant: **Ashish Aggarwal**, *Indian Institute of Management, Lucknow*
Participant: **Andrea Maria Prado**, *INCAE Business School*
Discussant: **Dror Etzion**, *McGill U.*
Discussant: **Fiona Moore**, *U. of London*

Sustainability has become a popular teaching topic in business schools around the world. Yet, there has been very little mention of the role of culture in relation to embedding sustainability in business education. This lacuna is surprising given that researchers have noted the crucial role that culture plays in variation in sustainability adoption across contexts. In response, this 2021 symposium is designed to begin to explore the role that culture plays in sustainability-focused management pedagogies by bringing together academics that teach sustainability in a variety of different contexts. Rather than trying to determine universal or aggregate dimensions of culture that can be generalized without significant regard for differentiated contexts, we take the view that culture can best be understood in respect to specific settings, and, therefore, a high level of contextualization is imperative. Thus, our desire is to begin a conversation to understand sustainability-focused pedagogical practices in a grounded manner and how they may vary across differentiated contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Supervisor and Coworker Support

Digital Session Chair: **Virajanand Varma**, *Indian Institute of Management, Ranchi*

OB: Daily supervisor support, engagement, and extra-role behaviors: The role of psychological attachment

Author: **Jeffrey Joseph Haynie**, *Louisiana Tech U.*
Author: **Virajanand Varma**, *Indian Institute of Management, Ranchi*
Author: **Elizabeth Ragland**, *Doctoral Student*

In this paper, we integrate conservation of resources and relational cohesion theories, and test the mediating role of daily job engagement in the relationships of daily supervisor support (SupS) with prosocial behaviors such as interpersonal justice treatment and individually-directed organizational citizenship behaviors (OCBI). Additionally, we propose employees' turnover intentions to minimize these effects when high. Employees of a small credit union were recruited to participate in a repeated survey spanning ten days of a two-week workday period. 50 employees (59.52% response rate) with a total of 293 survey responses contained usable responses that were used in our hypothesis tests. Daily job engagement was found to mediate the relationships of daily SupS with OCBI, not interpersonal justice treatment. Turnover intentions were also found to reduce the SupS-job engagement relationship and offset the indirect effect with OCBI only. The implications of these findings for future research are then discussed.

Paper is Available to Meeting Registrants Only.

OB: The Impact of Cross-Domain Attention Residue and Buffering Effect of a Family Supportive Supervisor

Author: **Marcie LePine**, *Arizona State U.*
Author: **Soohyun Yoon**, *Arizona State U.*

Research on attention residue, or thoughts about one task persisting while performing another task, has predominantly focused on switching from one work task to another work task and its effect on work performance. We extend this literature by focusing on cross-domain attention residue, switching between work and family tasks while working from home, and examine the impact of cross-domain attention residue on work-family conflict and work and family performance. In addition, we examine whether management practices, specifically family supportive supervisor behaviors, may buffer the negative effects of cross-domain attention residue on work-family conflict and work and family performance. In a sample of 95 working from home matched participant-partner pairs, we tested and found support for our hypotheses. Our study highlights the need to examine the unique challenges that work from home employees face as they juggle work and family tasks, and the role that managers may play in buffering the negative effects of those challenges.

Paper is Available to Meeting Registrants Only.

OB: Follower Thriving and Job Performance Despite Leader Incivility? Dual Effects of Coworkers' Support

Author: **Ridwan Saptoto**, *Ph.D Student*
Author: **Desiree Van Dun**, *U. of Twente*
Author: **Celeste P.M. Wilderom**, *U. of Twente*

This study examines the mechanisms through which uncivil leader behavior can still lead to followers thriving and performing well in their jobs. We combine tenets of the conservation of resources, job demands-resources, broaden-and-build, and threat to self-esteem theories to develop the hypotheses. Leader incivility behaviors were expected to reduce follower positive affect and, in turn, to thwart thriving and job performance. To counteract those negative leader effects we derived two other, paradoxical hypotheses about the role of coworkers' support: such support was expected to both intensify and reduce the negative follower effects of leader incivility. On invoking a survey design, we collected data from Indonesian employees (n = 226), in three waves (separated by three weeks), and tested the mediated moderation hypotheses with structural equation modeling. The relationship between leader incivility behaviors and job performance was indeed mediated by employee positive affect and thriving in a series. Moreover, we established the intensifying effect of coworkers' support to leader incivility behaviors, and coworkers' support also compensated for the negative leader effect by providing solace to the victimized peer. In the future, similar models need to be examined in actual work settings where coworker relations are outright competitive or otherwise dissimilar.

Paper is Available to Meeting Registrants Only.

OB: Remotely stressed: Investigating remote work stressors, employee burnout, and supervisor support

Author: **Kayla Lacey**, *U. of Nebraska at Omaha*
Author: **Cheryl Gray**, *U. of South Florida*
Author: **Paul E. Spector**, *U. of South Florida*

Remote work is rapidly increasing in popularity, and much remains to be known about this new means of working. Across three studies using disparate methodologies, this research investigates remote work stressors, their relations with employee burnout, and the role of supervisor support. Study 1 provides a qualitative investigation of stressors experienced by 44 remote employees from an executive coaching company. A content analysis reveals eight stressors that are specific to or exacerbated by remote work. Study 2 begins to develop and evaluate a quantitative scale of remote work stressors based on the taxonomy established in Study 1. Using the new scale, a survey study (N = 196) demonstrates that each of the remote work stressors is positively associated with employee burnout, particularly excessive autonomy, work-life conflict, and diminished visibility. Study 3 replicates the results of Study 2 using a sample of university staff employees who transitioned to working remotely due to COVID-19 (N = 226). Study 3 also examines the role of supervisor support, finding that some unhelpful forms of supervisor support may act as additional stressors to remote workers. Drawing from the stressor-strain model, the findings provide valuable insights relevant to the future of remote work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Employee Deviance Behaviors

Digital Session Chair: **Andrea Pittarello**, *Virginia Tech*

OB: If It's Broken, Fix It: The Effectiveness of Moral Reminders Depends on Prior Behavior

Author: **Andrea Pittarello**, *Virginia Tech*
Author: **Thekla Schmidt**, *WHU-Otto Beisheim School of Management*
Author: **Assaf Segel**, *Hebrew U. of Jerusalem*
Author: **Ruth Mayo**, *Hebrew U. of Jerusalem*

It is still unclear whether moral reminders promote, hinder, or have no effect on behavior. In a field study measuring dishonesty and three experiments on reciprocity, we varied whether the reminder was phrased with an affirmation or a negation and whether it depicted people hurt by dishonesty. We also tested the type of behavior targeted by the reminder being first time or repeated. While depicting people hurt by dishonesty had no effect, affirmative reminders were more effective than negated ones. Crucially, we show that prior behavior is the main predictor of the effectiveness of reminders: While reminders are effective for first time behaviors, in repeated contexts they increase morality only for people who initially don't comply. Our findings offer insights that may explain inconsistencies in past work and encourage practitioners to consider people's behavior before implementing any interventions.

Paper is Available to Meeting Registrants Only.

OB: The Effects of Work-Related Electronic Communication during NonWork Time on Workplace Deviance

Author: **Huan Cheng**, *Huazhong U. of Science and Technology*
Author: **Weili Zheng**, *Wuhan U. of Technology*
Author: **Jinfan Zhou**, *Nanjing U.*
Author: **Beijing Tan**, *Huazhong U. of Science and Technology*

Advances in electronic communication technologies have made organizations more efficient and flexible. However, such technologies have not only changed the way employees work but also blurred the lines between work and nonwork domains. Drawing from relative deprivation theory and moral disengagement theory, the current study investigates when and how work-related electronic communication received during nonwork time leads to negative cognitive and behavioral consequences of employees. Using a daily survey across two work weeks, we found that work-related electronic communication during nonwork time enhanced one's tendency of moral disengagement, which in turn resulted in increased workplace deviance in the next day. Moreover, segmentation preference, a stable personal factor, strengthened the relation between work-related electronic communication during nonwork time and enhanced moral disengagement. Implications of these findings for theory, practice and future research on work-related electronic communication during nonwork time are discussed.

Paper is Available to Meeting Registrants Only.

OB: What are They Talking About: Exploring the Effects of Linguistic Ostracism on Proactive Behavior

Author: **Guanglei Zhang**, *Wuhan U. of Technology*
Author: **Weili Zheng**, *Wuhan U. of Technology*
Author: **Mingze Li**, *Wuhan U. of Technology*

Economic globalization increases opportunities for people speaking different languages to work together, making linguistic ostracism almost inevitable in the workplace. However, research offers only limited insight into its mechanisms. To help address this research gap, we draw on group engagement model, and apply an analysis of multi-source, multi-wave data from different samples to demonstrate a negative relationship between linguistic ostracism and employee proactive behavior. Findings also indicate that belongingness need satisfaction mediates the negative relationship between linguistic ostracism and employee proactive behavior, which explains how the internal mechanisms of linguistic ostracism result in low employee proactive behavior. In addition, findings show that employees with high trait social standing uncertainty will likely experience less belongingness need satisfaction and less likely to participate in proactive behavior when experiencing linguistic ostracism.

Paper is Available to Meeting Registrants Only.

OB: Self-Threatening Discretionary Behavior: Conceptualization, Measurement Development, and Validation

Author: **Ilanit SimanTov-Nachlieli**, *Tel Aviv U.*
Author: **Peter Bamberger**, *Tel Aviv U.*
Author: **Songqi Liu**, *Georgia State U.*
Author: **Mo Wang**, *U. of Florida*
Author: **Jingju Chen**, *Shanghai Jiao Tong U.*

The current research develops and validates a measure of employee Self-Threatening Discretionary Behavior (STDB), a new construct capturing a novel form of employee discretionary behavior which, while presumed to enhance one's performance, also poses physical threats to one's well-being. To assess STDB, we refined and validated a 7-item scale using six samples of individuals employed in various lines of work in three countries (USA, Israel, and China). Findings indicate that the STDB scale: (a) demonstrates high reliability and content validity; (b) is positively correlated, yet distinct from, other established employee discretionary work behaviors such as organizational citizenship behavior, pro-social rule breaking behavior, and working excessively; and (c) demonstrates incremental validity in the prediction of important employee outcomes including physical health, resource depletion, work exhaustion, and supervisor-rated performance, over and above demographics and other related discretionary work behaviors. We also identify situational (work pressure) and personality (conscientiousness and neuroticism) factors as antecedents of STDB. The theoretical and empirical implications of capturing this novel form of employee discretionary work behavior are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **800** | Submission: **16631** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

OMT Business Meeting

OMT Business Meeting

Division Chair: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
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Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Laure Cabantous**, *Cass Business School, City U. London*
Participant: **Emilio J. Castilla**, *Massachusetts Institute of Technology*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *U. of Technology, Sydney*
Participant: **Srividya Jandhyala**, *ESSEC Business School*

Come join us for our business meeting. This activity is a great opportunity to learn what the OMT division is up to. All OMT members and prospective members are welcome. Our PDW chair will introduce this year's OMT artifact.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability governance: Risk and reporting,

Digital Session Chair: **Anshul Mandliya**, *Indian Institute of Management, Indore*

ONE: Understanding Environmental Social and Governance controversies: A Moderated Mediation Model

Author: **Anshul Mandliya**, *Indian Institute of Management, Indore*
Author: **Jatin Pandey**, *Indian Institute of Management, Indore*

In the last few decades, attention towards organizational controversies has grown manifold due to the increased activism of media houses, rating agencies, and lawmakers. This increase in attention has brought controversies at the disposal of internal and external stakeholders of the firm. These stakeholders which majorly include stockholders, investors, customers, governing bodies, and, employees of the firm are observed to respond negatively to such controversies. Little attention has been paid to explore the antecedents and consequences of these controversies in the extant literature. Thus, the study aims to explore the relationship between corporate governance, ESG controversies, and workforce satisfaction across the manufacturing sector in the world. Results of the study show that firms with low governance level are seen to observe higher ESG controversies which further negatively affect their workforce satisfaction levels. Additionally, environmental management teams and product responsibility at the organizational level are seen to moderate the relationship between corporate governance and ESG controversies, while their indirect effects are also observed on workforce satisfaction. Organizational image and social identity theory are used as theoretical anchors to explain the key relationships between these constructs. The results of the study are primarily useful for organizations and policymakers to reduce ESG controversies and scandals. The result would also contribute to research in workforce satisfaction from the perspective of organizational controversies and other CSR-related constructs.

Paper is Available to Meeting Registrants Only.

ONE: Beacon of Hope or Ships in the Night? A systematic assessment of changes in corporate reports

Author: **Keith Whittingham**, *Crummer Graduate School of Business, Rollins College*
Author: **Andrew Earle**, *U. of New Hampshire*
Author: **Dante Ignacio Leyva-de La Hiz**, *Montpellier Business School*
Author: **Alessia Argiolas**, *U. Cattolica del Sacro Cuore*

While the importance of achieving global sustainable development has been in the United Nations (UN) agenda for decades, the role of the private sector in such political agenda has been largely ignored. However, current urgency about global warming and increasing inequalities has made the UN to ask for a massive collaboration from a variety of actors, among which businesses play a key role given their ability to develop new and bold ideas to tackle social and environmental issues. As a result of this, the UN launched the Sustainable Development Goals (SDGs) in 2015, a year that may represent a major shift in the way business is conducted. Taking that year 2015 as a reference, we took 164 large corporations from the S&P Sustainability Yearbook and analyzed their pre-SDGs and post-SDGs sustainability reports to see if they actually changed their sustainability practices. Our results show that there is indeed a change from the pre- and post-reports over the average of firms, and across some industries and geo-institutional groups.

Paper is Available to Meeting Registrants Only.

ONE: Sincerity not Hypocrisy: Green M&A and Corporate environmental Governance

Author: **Xiaoyue Zhao**, *Northwestern Polytechnical U.*
Author: **Jia Ming**, *Northwestern Polytechnical U.*
Author: **Zhe Zhang**, *Xi'an Jiaotong U.*

Although governments in China has introduced a serious of environmental police and measures to ensure the improvement in corporate green management such as green merger and acquisition (green M&A), we find that part of green M&A firms still pollute environment. This cast doubt on assertions that green M&A expect to have a positive impact on reducing corporate environmental pollution. To explain this tension, we use both perspectives of legitimacy-benefit and illegitimacy-penalty to discuss when organizations will take green M&A as a sincere greening action rather than hypocritical greenwashing in environmental governance. We thus argue that media scrutiny and state-owned enterprise (SOE) influence the likelihood that an organization will take green M&A as a sincere substantive strategic action. To be specific, we investigate that the positive relationship between green M&A and corporate environmental governance is stronger for firms in localities with greater media scrutiny, as these firms face more legitimacy-benefit and illegitimacy-penalty. While state-owned enterprises (SOEs) weaken it, as SOEs have natural political connections to undermine legitimacy-benefit and avoid illegitimacy-penalty. Empirical analyses using data on Chinese heavy-polluting firms listed on stock exchange from 2009 to 2017 support these arguments.

Paper is Available to Meeting Registrants Only.

ONE: Corporate Resilience During Crisis: The Role of Sustainability, Risk Management, and COVID-washing

Author: **Ariela Caglio**, *Bocconi U.*
Author: **Gaia Melloni**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Janet Su**, *U. of Lausanne*

Resilience is the ability of an organization to anticipate, prepare for and respond to sudden disruptions. Using the COVID-19 pandemic as a research context, we study the relationships between corporate sustainability and resilience in times of crisis. Indeed, it is debatable whether the so-called environmental, social and governance (ESG) initiatives do or do not immunize stocks against crises such as the COVID-19 pandemic. Moreover, despite the importance of risk management for crisis management efforts and the potential for "COVID-washing," there is no evidence that either lead to greater resilience. In our paper, we analyse global firms which disclose about COVID. Results from multivariate regression analyses show that top ESG performers fare better during the crisis but worse during the recovery period. We also find evidence that firms with more advanced risk management approaches handle the crisis better. Lastly, COVID-washing, though beneficial in the short-term, does not pay off in the long-term. In this respect, we address important knowledge gaps for managers, investors, and other non-financial stakeholders by offering robust empirical evidence on predictors of corporate resilience and the effects of corporate sustainability, risk management, and COVID-washing on financial performance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **802** | Submission: **13197** | Sponsor(s): (SIM, TIM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

Imagining Management Research In Human-Centered & Digital-Powered Convergence Science and Innovation

Management Research in Convergence Science



Moderator: **Srivardhini K. Jha**, *Indian Institute of Management, Bangalore*
Organizer: **Laurette Dubé**, *McGill U.*
Presenter: **John Keogh**, *Henley Business School, U. of Reading, United Kingdom*
Presenter: **Cameron McRae**, *McGill U. - Desautels Faculty of Management*
Presenter: **Maria Carmela Annosi**, *Wageningen U.*
Participant: **Spencer Moore**, *Wageningen U. and Research*
Presenter: **Atefeh Ramezankhani**, *Deloitte Consulting, LLP*
Participant: **Jeroen Struben**, *EMLYON Business School*
Discussant: **Isam Faik**, *Ivey Business School*
Discussant: **R Sandra Schillo**, *Telfer School of Management, U. of Ottawa*
Discussant: **Ted London**, *U. of Michigan*
Discussant: **Shawn Brown**, *Pittsburgh Supercomputing Center*

Many forms of risk, uncertainty, and possibility face individuals and organizations today. At the same time, the industry 4.0 digital transformation of science, business, and society has unlocked many affordances for sustainable resilience. This symposium presents four emerging convergence research papers, together with invited commentary from leading management scholars, to explore how organizations behave and can use technology to co-create scalable social and economic value. We also explore how digital innovation can accelerate interdisciplinary scholarship and on-the-ground action from a variety of perspectives. Together, this symposium articulates a next-generation, solution-oriented, cross-disciplinary paradigm where management can play a central role.

Convergence for Multi-Level Resilience in a Changing World

Author: **Laurette Dubé**, *McGill U.*
Author: **John Keogh**, *Henley Business School, U. of Reading, United Kingdom*

Co-creation of value through behavioral visibility and digital affordances across enterprises

Author: **Cameron McRae**, *McGill U. - Desautels Faculty of Management*
Author: **Ambika Gandhi**, *Consultants Immobilier Urbain*

Multilevel institutional change through digital transformation for poverty alleviation

Author: **Maria Carmela Annosi**, *Wageningen U.*
Author: **Spencer Moore**, *Wageningen U. and Research*

Creating Commercial Market Ecosystems for Social Impact

Author: **Atefeh Ramezankhani**, *Deloitte Consulting, LLP*
Author: **Jeroen Struben**, *EMLYON Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

CEOs and Corporate Strategy

Digital Session Chair: **Katsushi Suzuki**, *Hitotsubashi U.*

STR: Newly Appointed CEOs and Strategic Change: The Impact of Social Ties 

Author: **Katsushi Suzuki**, *Hitotsubashi U.*

Author: **Yoichiro Nishimura**, *CHUO U.*

Author: **Margarethe F Wiersema**, *U. of California, Irvine*

Demographic characteristics of newly appointed CEOs have been shown to influence the extent of strategic change they pursue, but our understanding of the role of social capital is more limited. In this study, we seek to provide insight into the role of social capital on executive decision making by examining the influence of social ties between the newly appointed CEO and the prior CEO. We find that in firms with newly appointed CEOs with social ties, there was significantly less strategic change than in firms with new CEOs without social ties. Further, we find that poor firm performance and CEO power result in more strategic change for new CEOs with no social ties but does not have a significant effect on new CEOs with social ties. Our study contributes to our knowledge on the role of social capital in influencing whether executive succession leads to strategic change.

Paper is NOT Available. Please contact the author(s).

STR: CEO's Industry Experience and Firm Performance: The Effects of Corruption and Political Uncertainty

Author: **Juan Carlos Morales**, *U. of Kansas*

Author: **Vincent L. Barker**, *U. of Kansas*

We examine how CEO's industry-specific experience influences firm performance in emerging markets. Drawing from upper echelons theory and a learning perspective, we argue that as CEOs accumulate industry-specific experience, they increase their understanding of the environmental dynamics within emerging markets, strengthen intra-industry connections to key suppliers, creditors, regulators, and influential resource networks that helps firms acquire and maintain access to critical resources. As such, firm performance should increase as its CEO gains industry knowledge. However, we also argue that as CEOs acquire industry-specific experience, they develop commitment to industry practices and the value of older knowledge gained from their early years in the industry decreases, hurting firm performance. Therefore, we posit that an inverted U-shaped relationship exists between CEOs' industry-specific experience and firm performance. We also examine the effect of two important moderators in the context of emerging markets: corruption and political instability. We argue that the increased environmental uncertainty and complexity caused by corruption or political instability accelerate CEO learning effects making for greater performance gains and steeper performance declines with increasing CEO industry experience. We test our hypotheses using data from the World Bank's Enterprise Survey of firms in emerging economies from 2006 to 2019 covering 143 countries. The results largely support our hypotheses. We conclude by discussing the implications of this research for CEO learning, CEO experience, and firms in lesser-developed institutional environments.

Paper is NOT Available. Please contact the author(s).

STR: Do Social Media Influence CEOs' Strategic Decisions? CEOs' Twitter Activity and Subsequent M&As 

Author: **Amirhossein Zohrehvand**, *Leiden U.*

Social media have introduced entirely new ways in which CEOs can communicate; however, our understanding of the impacts of social media communication on CEOs and their decisions has remained limited. I argue that CEOs' social media activity increases their confidence, risk-taking, and M&A activity and decreases their organic growth expenditure. I argue that social media activity can be confusing for external stakeholders, resulting in less favorable market reactions to this increased M&A behavior. I test my theory using the M&A activity of a sample of CEOs from S&P1500. I found that CEOs who are active on Twitter engage in 800 million dollars more expensive deals than before they joined. This effect increases by 1 million dollars for every ten extra tweets. For every thousand tweets, investors' reactions to this increased M&A activity is one percent less positive. I discuss the implications for the literature on M&A and CEO social media communication.

Paper is NOT Available. Please contact the author(s).

STR: CEO Power Motive and Propensity for Real Options Strategy: Evidence from New Industry Entry Mode Choice between Acquisition and Corporate Venture Capital 

Author: **Boshuo Li**, *U. of Miami*

Real options theory posits that firms pursue a real options approach in investment to reduce uncertainty. Yet, top executives may exhibit heterogeneous motives to mitigate uncertainty. We propose that CEOs' power motive—the motive to exert impact, influence, and control over others—can influence their uncertainty avoidance propensity and thereby affect whether they will take a real options approach in decision making. To test our argument, we consider whether firms choose to enter a new industry through acquisition (a non-real options mode) or corporate venture capital (CVC) (a real options mode). We find that CEOs with a stronger power motive are more likely to enter a new industry through CVCs rather than acquisitions. In addition, this relationship is stronger in the presence of high decision uncertainty reflected by boards' lack of experience in the new industry and a salient threat from short sellers. This study extends real options theory by highlighting the importance of CEO power motive in shaping whether firms will adopt a real options strategy in decision making.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Antecedents, Management, and Outcomes of Interfirm Collaboration

Digital Session Chair: **David Joel Skandera**, *U. of Central Florida*

STR: The role of corporate social responsibility in the formation of strategic alliances

Author: **David Joel Skandera**, *U. of Central Florida*

Author: **Dane Patrick Blevins**, *U. of Central Florida*

Firms that pursue more corporate social responsibility (CSR) are perceived as operating with more integrity and should thus be more attractive strategic alliance partners. It remains unknown, however, whether this attractiveness actually translates into more new alliances and how the relationship between CSR and alliances differs for different types of CSR. Drawing from signaling theory, we present novel theorizing about the unique signaling properties of the three core dimensions of CSR— environmental, social, and governance responsibility — and explain how the salience of any type of CSR as a signal depends on the institutional setting. Relying on 17 years of data spanning 2,291 observations across 354 U.S. firms, we find that environmental and social responsibility have a positive impact on the number of new alliances firms enter, but that governance responsibility has a negative impact. Further, we find that the relationships between alliance formation and environmental and governance responsibility, respectively, are attenuated by the extent to which the respective type of CSR is institutionally prescribed in the organizational field. Our study adds important nuance to knowledge about the signaling properties of CSR and contributes by explaining the impact of various dimensions of CSR on another key strategic activity that firms pursue — the participation in alliances. We also contribute to understanding of signaling theory by introducing a novel boundary condition that defines the salience of an activity as a signal: institutional norms for the activity.

Paper is NOT Available. Please contact the author(s).

STR: Can Alliance Substitute Acquisition? The Evidence from Natural Experiment

Author: **Jaemin Lee**, *Imperial College Business School*

Author: **Joon Mahn Lee**, *Korea U. Business School*

We utilize a quasi-experimental setting that exogenously changes costs to acquire the targeted firm, which allows us to examine the relationship between the costs of acquisitions and decisions to pursue alliances. We find that firms with increased acquisition costs, due to the increased takeover protection, are more likely to experience alliances than their comparison group and that equity alliances are more likely to be adopted to substitute for acquisitions than non-equity alliances. Our post-hoc analyses also reveal that when the cost of acquisition increases, acquisitions indeed become less likely and that the sequential investment relationship of alliances and acquisitions becomes less likely. Finally, we show that following an increase in takeover protection, alliance performance decreases and acquisition premium increases.

Paper is Available to Meeting Registrants Only.

STR: Relational Capabilities: Is it an influencer to business financial performance?

Author: **MD Pigola**, *U. Nove de Julho - UNINOVE - São Paulo*

Author: **Fernando A R Serra**, *U. Nove de Julho - UNINOVE - São Paulo*

Author: **Priscila Rezende Da Costa**, *U. Nove de Julho*

Author: **Geciane Silveira Porto**, *U. of Sao Paulo (FEA/USP)*

Relational Capabilities (RC) building is a key research area, including decisions heuristics, management of collective uncertainty or any situation that affects more than one actor. It is valuable not only for performance as a whole but also as an asset that generates profitability as well. In this direction, the study conducted a meta-analytic investigation of the association of RC with firm's financial performance from the RC literature. The study also examined the role of moderating factors – knowledge management and partners integration - in influencing this association. For the meta-analytic review, 54 empirical studies that had examined the link between RC and firm's financial performance were sampled. The study adopted the 'random-effects' model using weighted mean of raw correlation coefficient as a measure of the effect size and calculating the path effects using moderator's meta-regression. The results showed the existence of direct and positive association of RC on firm's financial performance and the existence of moderators, partner integration and knowledge management, impact this association revealing that at an aggregate level there is a higher positive association between RC and firm's financial performance.

Paper is Available to Meeting Registrants Only.

STR: Competition, Coordination, and Civic Wealth Creation

Author: **Devin Stein**, *Syracuse U.*

"Civic wealth" emerges from the joint efforts of many stakeholders. Yet, while governments are tasked with investing in civic organizations (i.e. fire and police departments, schools, and homeless shelters) to improve community well-being, some local actors are able to capture disproportionate benefits. We propose a model of how competitive and coordinative incentives faced by civic organizations moderate the effectiveness of external support on community outcomes. We suggest that coordination improves outcomes for the community, but organizational incentives to coordinate eventually level-out with increasing organizational density, while incentives to rent seek increase because of greater competition over resource dependencies. Therefore, we hypothesize an inverted-U shaped relationship where the effectiveness of external resources increases with more civic organizations up to a point, beyond which it declines as competition for survival exceeds incentives to cooperate. Further, we hypothesize that this relationship is moderated by the incentives faced by different types of organizations (i.e. public, private, and nonprofit organizations). To test our theory, we construct an original longitudinal dataset linking civic organizations in communities at high-risk of wildfires in Northern California to their government grants for fire prevention, and subsequent outcomes in terms of property loss. Our results provide evidence that the effectiveness of external support is indeed moderated both by the number and type of organizations in a community.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Organizational Change

Digital Session Chair: **Yao Ma**, *U. of Neuchâtel*

STR: New CEO Succession Origin and Strategic Change in Turnaround Situations: A Relational Perspective

Author: **Yao Ma**, *U. of Neuchâtel*

Author: **Dimitrios Georgakakis**, *U. of St. Gallen*

Author: **Claudia D. Jonczyk**, *U. of Neuchâtel*

We study the effect of new CEO succession origin on strategic change in firms facing turnaround situations. Taking a ‘relational perspective’ of CEO succession, we argue that the degree to which outside CEO succession associates with strategic change depends on the relational network between the outside CEO and key incumbent executives prior to succession. Using data from 108 companies with new CEOs in turnaround situations between 1993 and 2015, we find that high CEO outsidership has a negative effect on strategic change in firms facing turnaround conditions – while this effect is weaker in the later years of the new CEO’s tenure. We further find that outsider CEOs with more connected intra-TMT network brings a higher degree of strategic change to the firm early after succession. Overall, our paper contributes to the extant literature on CEO succession by underscoring the important role of the relational CEO-TMT interface when a new CEO takes charge with the mandate to bring about strategic change (i.e., in turnaround conditions).

Paper is NOT Available. Please contact the author(s).

STR: he impact of corporate label change on shareholder reaction: Evidence from South Korean firms

Author: **KwangWook Gang**, *Salisbury U.*

Author: **Jihyun Eun**, *Salisbury U.*

Author: **Byungchul Choi**, *Hankuk U. of Foreign Studies*

This study probes the impacts of corporate label change (CLC) on shareholder value. We try to address two research questions: (1) how shareholders respond when investing companies change their corporate label; and (2) what are the factors of firm heterogeneities deviate shareholder reactions? The findings from South Korean companies reveal that corporate label change itself does not significantly affect shareholder value. However, two firm-level heterogeneities—size and prior CLC experience—show inverted U-shaped relationships with the shareholder reactions. Furthermore, the negative and significant interaction between the firm size and prior CLC experience illustrate more dynamic contingencies of how shareholder react depending on the two conditions. Key academic and practical implications are highlighted.

Paper is Available to Meeting Registrants Only.

STR: Spaces for Creativity: The Role of Physical Environment in Creative Problem Solving

Author: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*

Author: **Manuel Sosa**, *INSEAD*

Previous literature has studied how the physical space influences organizational processes and outcomes, and recent studies have delved deeper into this topic by examining the impact of organizational decisions such as relocating offices, reconfiguring into open-office layouts, and adopting flexible seating arrangements. However, the literature has often overlooked the role that the actual visual features of physical space could have on organizational members’ behaviors or performance in important areas such as creativity. We investigate whether a visually stimulating physical environment (as a whole) has a causal effect on individual-level creativity. Specifically, we study how two contrasting physical spaces (visually “quiet” vs. visually stimulating spaces) influence the two most widely recognized types of creative thinking—convergent and divergent creative thinking. Taking a controlled experiment approach, we randomly assigned 116 participants to either a visually “quiet” or visually stimulating space and asked them to solve a convergent or divergent creative thinking task. We found that participants performed better in the convergent creative thinking task in the visually stimulating space and that participants performed better in the divergent creative thinking task in the visually “quiet” space. The implications of our findings for organization designers challenge the wide-spread belief that creative workspaces with many visual stimuli serve as silver bullets for fostering creative problem solving.

Paper is Available to Meeting Registrants Only.

STR: Middle Managers’ Resistance to Strategy Implementation: The Impact of Managers’ Shared Realities

Author: **Benedikt Alexander Schuler**, *U. of St. Gallen*

Author: **Kevin Orr**, *U. of Hull*

Although much is known about the impact of middle managers’ cognition on strategy implementation, little is known about the impact of middle managers’ social cognition on strategy implementation. By studying the top-down implementation of a strategy in the plant of a multinational German engineering company using a qualitative approach, we propose a social cognitive model of middle managers’ resistance to strategy implementation. This model shows how middle managers construct shared realities—subjectively experienced commonalities with others’ inner states—about a new strategy based on information that is socially shared by other middle managers during their sensemaking of the new strategy. As the experience of shared realities socially validates middle managers’ negative inner states about the new strategy, middle managers exert cognitive and behavioral resistance to the implementation of the new strategy. In contrast, middle managers who do not experience shared realities but the same negative inner states about the new strategy do not exert cognitive or behavioral resistance to the implementation of the new strategy. Our study contributes to research on strategy implementation by providing a social cognitive explanation for the question why middle managers resist strategy implementation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Complexity and Cognition in Organizations and Markets

Digital Session Chair: **Shavin Malhotra**, *U. of Waterloo*

STR: CEO Cognitive Complexity, Industry Conditions, and Firm Performance

Author: **Shavin Malhotra**, *U. of Waterloo*
Author: **Joseph Harrison**, *Texas Christian U.*

Research in strategic leadership has pointed to cognitive complexity as a critical dimension of CEO cognition, generally assuming it should be beneficial for CEOs and their firms. We question this assumption and posit a more nuanced effect based on the industry conditions facing the firm. Using a recently developed linguistic tool to assess CEO cognitive complexity in a sample of S&P 1500 firms, we argue and find that the nature of the relationship between CEO cognitive complexity and firm performance is contingent on the levels of complexity, dynamism, and munificence of the industry in which a firm operates. CEO cognitive complexity is positively related to performance in industries characterized by high complexity, low dynamism, and high munificence, but negatively related to performance in less complex, more dynamic, and more hostile industries. Our theory and findings contribute to a more complete understanding of the role of CEO cognition in performance outcomes of firms, and specifically help to clarify the boundary conditions under which cognitive complexity may be a benefit or a burden, with implications for strategic decision making processes.

Paper is Available to Meeting Registrants Only.

STR: Psychology of Resource Pricing Decisions in Strategic Factor Markets

Author: **Ipek Koparan**, *Bentley U.*
Author: **Federico Aime**, *Oklahoma State U.*

Strategic resources mostly have unestablished market prices. In this paper, we recognize that making better predictions on how much strategic resources are worth in corresponding factor markets is as critical as forming more accurate expectations on how valuable such resources are when used in firm-specific resource bundles. By focusing on the latter and disregarding the former, extant literature presents an incomplete story about factor market activities and their probable effects on value generation from resources. How do firms make predictions about market prices of strategic resources? What factors do determine how much to pay for a resource in a corresponding factor market? In an attempt to answer these questions, we focus on two factors that affect the psychology of resource pricing decisions. First is the similarity between focal resource and earlier resource pricing experiences. The second is organizational wealth. We conducted an experiment and an archival analysis in soccer leagues. We find that increased similarity increases accuracy in pricing decisions, but this positive relationship is not linear representing an upper bound on accuracy. Our results also demonstrate a quadratic relationship with decision speed. We find that similarity increases response time up to a certain level. After repeated practice in a relevant domain, decision-makers may develop intuitive expertise or find effective heuristic strategies, which speeds up decisions. Our study results further show that higher wealth may negatively affect precision and speed in resource pricing decisions. Wealthy companies may improve decision quality by constraining the financial resources allocated to resource acquisition. We finally discuss the theoretical and practical implications of study findings and extend future research directions.

Paper is NOT Available. Please contact the author(s).

STR: Hierarchical complexity and corporate opaqueness

Author: **Zhengyi Zhao**, *Beijing Information Science and Technology U.*
Author: **Dirk Boehe**, *Massey U.*
Author: **Ralf Zurbrugg**, *U. of Adelaide*
Author: **Jean Canil**, *U. of Adelaide*

This study examines the impact of hierarchical complexity on corporate opaqueness and how this relationship varies under the moderating effect of corporate diversification. We hypothesise that increases in firms' hierarchical complexity are related to greater corporate opaqueness between the firm and outside investors on the capital market. Using a sample of U.S. firms spanning 5 years from 2012 to 2016, we find a statistically and economically significant, positive relationship between hierarchical complexity and corporate opaqueness. The results of the study further imply that the impact of hierarchical complexity on opaqueness is alleviated when there is related corporate diversification involved in firms' business operations and structures.

Paper is Available to Meeting Registrants Only.

STR: New Insights on the Firm-Specific Human Capital Debate: Theoretically Decoupling KSAOs from Tasks

Author: **Thorsten Grohsjean**, *Bocconi U.*
Author: **David Kryscynski**, *Brigham Young U.*
Author: **Shad S. Morris**, *Brigham Young U.*

In this paper we try to reconcile the conflicting positions in the strategic human capital literature about the implications of firm-specific human capital by suggesting that human capital results from the complementarity that emerges when employee knowledge, skills, abilities, and other characteristics (KSAOs) match the tasks the firm requires to produce economic value. Doing so allows us to introduce a new human capital typology that can be expressed in a two-by-two matrix where the level of specificity of KSAOs to tasks is compared to the specificity of tasks to firms. The two-by-two matrix allows us to organize extant human capital research into three of the four cells, but also highlights an under-theorized cell that we call mobile firm-specific human capital. This type of human capital is characterized by tasks that are specific to the firm, but that only require highly general KSAOs. We then discuss how our framework helps us to revisit the firm-specific human capital debate but also its implications for the HR architecture that has set firm boundaries based on traditional notions of valuable and unique human capital, as well as aggregation issues related to the emergence of human capital resources within the firm.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Dynamic Capabilities, Survival, and Performance

Digital Session Chair: **Peiran Su**, *Oxford Brookes U.*

STR: Dynamic Capabilities of Cowan & Sons, Papermakers, Penicuik, 1779-1965 

Author: **Ying Ding**, *U. of the West of Scotland*
Author: **Peiran Su**, *Oxford Brookes U.*

We applied Teece's dynamic capabilities framework to understand the long-term prosperity of Cowan & Sons. Cowan was a successful Scottish papermaker founded in 1779 and acquired in 1965 as a profitable entity. We divided the firm's 187-year history into four periods (1779-1830-1914-1945-1965) based on critical technological, economic, and social changes in the external environment. We discussed the evidence of sensing, seizing, and transforming capacities to demonstrate how the firm reacted to the external changes. While dynamic capabilities explained Cowan's longevity and success, the historical evidence fed back to the understanding of dynamic capabilities.

Paper is NOT Available. Please contact the author(s).

STR: Why Co-working Spaces in an Analogical Context Exhibit Different Recovery Abilities after COVID-19?

Author: **Wanyue Wei**, *Chengdu U.*
Author: **Zheng He**, *U. of Electronic Science and Technology of China*
Author: **Lez Rayman-Bacchus**, *Winchester Business School, U. of Winchester, SO22 HT UK*
Author: **Tingting Jiang**, *U. of Electronic Science and Technology of China*

Despite co-working spaces as a typical type of platform organizations have attracted much attention in the era of sharing economy, little is known about why these spaces faced with an analogical environment showcase obvious differences in recovery ability when sudden shocks like the COVID-19 pandemic occur. To better understand this novel phenomenon, we collect data from Chengdu high-tech zone and employ fuzzy set qualitative comparative analysis (fsQCA) to identify causal configurations that are likely to lead to a high level of organizational resilience. Our findings reveal that: (1) there are five antecedent configurations multi-morphologically lead to the same outcome; (2) compared with other antecedent conditions, networking ability and diverse value co-creation with customers play more important roles in the formation of a high level of organizational resilience; (3) under certain circumstances, there is a substitutional relationship between industrial experience and communication ability. This study mainly contributes to organizational resilience literature and co-working space research. Some practical suggestions for pursuing co-working spaces' sustainable development are also provided. This paper is extremely useful for researchers and practitioners to understand organizational resilience in an unpredictable business environment.

Paper is Available to Meeting Registrants Only.

STR: Dynamic managerial capabilities and entrant survival: insights from the solar PV industry life cycle

Author: **Ionna Trofimova Elliot**, *Association for Borderless Renewables*
Author: **Omar Al-Tabbaa**, *U. of Kent, Canterbury*

This study identifies the dynamic management capabilities which command firms' survival in their entries into both new and uncertain industries at the maturity stage of an industry lifecycle. Through quantitative data analysis, we reveal that the effect of these capabilities is asymmetrical: whilst dynamic management capabilities (reflected by prior industry experience of executive management) do not assist in entry during the evolution stage, more so, the length of prior industry experience available to entrants at a time of entry correlates to post-entry mortality rates, these capabilities are important to succeed in market entry during the maturity stage of an ILC. Our analysis comprises data from the energy sector during the evolution and maturity stages of solar photovoltaic industry. The empirical setting of the energy sector over the last three decades provides a fresh and ideal domain in which to test the success of entry timing decisions at various stage of an industry lifecycle in uncertain industry. Our results overwhelmingly support our central thesis regarding the specific impact of dynamic management capabilities on post-entry survival. We test and find a partial support for our hypotheses by analysing the acquisitions and joint ventures of 149 energy firms in years between 1997 and 2016. These findings have important implications for the literature on entry timing and dynamic management capabilities.

Paper is Available to Meeting Registrants Only.

STR: Digital Transformation: meet or evade the Challenge? A Case Study in the Maritime Industry  

Author: **Beniamino Callegari**, *Høyskolen Kristiania*
Author: **Alessandra Luzzi**, *BI Norwegian Business School*
Author: **Ingvid Martinsen**, *BI Norwegian Business School*
Author: **Elise Walla**, *BI Norwegian Business School*

As the digital transformation wave expands, more and more existing firms find themselves lacking the capabilities required to cope with the transition. Management faces the question of developing new routines, resources and organizational structures without either damaging existing capabilities or missing current opportunities. We explore the issue through a case study of a large firm in the maritime industry, an industry leader in the digital transformation process. Our study uncovers a structural approach to the development of dynamic capabilities, focused on creating new organizations adjacent to the old structure, minimizing present interferences and attrition while simultaneously preparing the conditions for a sudden, controlled disruption process to take place in the medium term, timed to happen simultaneously with a structural change in market demand. Rather than digitally transform the existing firm, it appears preferable to build up a "born digital" structure from the ground up, benefitting from the domain expertise and the business network managed by the parent company. We argue that such approach may ease many of the tensions associated with digital transformation of oligopolistic incumbent firms and could be replicated widely outside the narrow confines of the maritime sector.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

The Influence of Board Networks

Digital Session Chair: **Pardeep Maheshwaree**, *Aalto U.*

STR: The role of board members' networks in acquiring and using information for outsider CEO selection

Author: **Pardeep Maheshwaree**, *Aalto U.*

Author: **Jens Schmidt**, *Aalto U.*

Outsider CEO selection is one of the most difficult decisions for boards due to lack of information for evaluating suitable candidates. We hypothesize and find evidence that boards use their professional networks to obtain information about outsider CEO candidates in a sample of 318 outsider CEO appointments in S&P 1500 firms from 2004-2013. Our hypothesis that direct ties provide more reliable information and are thus more likely to lead to a candidate being selected than indirect ties was supported. We did not find support for the hypothesis that ties to members of the nominating committee or to more senior board members increase the likelihood of being selected, which indicates that in outsider CEO selection information quality matters more than individual board members' role or status.

Paper is Available to Meeting Registrants Only.

STR: Born Elite, Always Elite? How Board Chairs Gain Access to the Inner Circle of the Corporate Elite

Author: **Simone Maria Eulitz**, *LMU Munich*

Author: **Anja Christine Tuschke**, *LMU Munich*

In this study we examine the effects of board chairs' social class background on becoming a part of the inner circle of the corporate elite. We define the inner circle to consist of those directors best connected among the upper echelons by holding multiple board seats. In line with sociological research we argue that individuals with an upper class upbringing are more likely to be part of the inner circle of the corporate elite. Through an upper class upbringing directors learn the implicit social codes dominating behavior in the inner circle of the corporate elite and are therefore able to swiftly interact within this sublime circle. We further argue that disadvantages arising from not being socialized with such elite social codes can partly be compensated by offering superior qualification, i.e. a high level of human capital. Understanding the interacting dynamics of social class background and human capital might be a step towards opening the corporate elite to more diverse backgrounds.

Paper is Available to Meeting Registrants Only.

STR: A Multidisciplinary Mapping of Political Connections Research: Looking Back and Looking Ahead

Author: **Qiao (Stella) Wei**, *Business School, U. of New South Wales, Sydney*

Existing studies on political connections reflect fragmentations, with scholars within one discipline failing to appreciate how the insights from other scholarship can advance research further. Also, existing political connection literature has largely been viewed as an area nested in other research streams such as nonmarket strategy and corporate political activity, while a systematic and specific review for the upgoing political connections literature remains needed. Relying on science mapping, this study offers a big picture displaying 1,537 systematically identified political connection literature published in 645 multidisciplinary journals over more than 28 years. In doing so, I identify (1) the intellectual structure of political connections based on the most influential works and (2) the research topics of political connections which are reflected in the highly discussed terms. Specifically, I map both the overall status and the evolution of these two aspects. To provide a range of research opportunities for political connections scholars, I describe the clusters in the maps with emphasis on the intellectual structure and research topics that have yet to explore.

Paper is Available to Meeting Registrants Only.

STR: The Co-Evolution of Board Networks and Corporate Strategic Action

Author: **Steffen Triebel**, *Leibniz U. Hannover*

Author: **Christiana Weber**, *Leibniz U. Hannover*

Author: **Julia Brennecke**, *U. of Liverpool*

Network dynamics and network outcomes are two popular research streams in management studies. However, even when assessing the same phenomenon, these research streams are usually treated separately. Using the example of interlocking directorates and corporate strategic actions in the form of acquisitions and divestitures, we model dynamics and outcomes as a co-evolution process. We show that, while acquisitions and divestitures influence changes in the focal firm's network, they are also explained by the focal firm's network position. Our results suggest that co-evolution approaches offer a more nuanced view than traditional analysis and have merit for the field of management studies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adapting to Disruptive Change

Digital Session Chair: **Joseph Simpson**, *Virginia Tech*

STR: Firm Security Orientation: Strategically Responding to an Increasingly Disruptive World

Author: **Joseph Simpson**, *Virginia Tech*

Author: **Richard Hunt**, *Virginia Tech*

Author: **David Matthew Townsend**, *Virginia Tech*

Author: **Maximilian Stallkamp**, *Virginia Tech*

Severe data breaches and cyber-attacks have heightened the salience of security issues facing firms as well as their suppliers, alliance partners, and customers. However, cyber-security is simply one of the many security challenges large firms face in pursuing growth while simultaneously forestalling attacks upon physical assets, intellectual property, supply chains, resources, employees, and customers. Paradoxically, precise strategic levers critical for firm growth – alliances, open innovation, emerging markets, cloud-based big data solutions, and others – are drivers of heightened security threats. Thus, security management issues have taken center stage in efforts to develop strategic responses to a disruptive world, especially as firms attempt to manage their growth objectives within an increasing complex threat environment. To frame these issues for strategy research, we propose and test a novel construct we have labeled “Firm Security Orientation” to assess firms’ ability and willingness to navigate growth-threat paradoxes.

Paper is Available to Meeting Registrants Only.

STR: Novelty and the Onset of Strategic Agenda Shifts: A Bayesian Perspective

Author: **Andrew Sarta**, *Ivey Business School*

The ability to adapt to novel technologies is crucial to strategic management yet challenging for incumbent organizations. Prior experience with technology among decision-makers is believed to ease the process of adaptation since familiarity channels attention toward technological terrains, which enables novel technologies to be detected and prioritized more readily. Paradoxically, familiarity with technology also suggests that experienced decision-makers would be increasingly aware that few novel technologies succeed, therefore, making them less likely to be prioritized strategically. By applying an attention-based view to the emergence of FinTech in financial services, I show the paradoxical nature of familiarity. Through an analysis of 1,400 earnings call transcripts, I leverage topic modeling and Bayesian regression to uncover that increased technological experience generally leads to increased prioritization of FinTech for incumbents; however, the increased prioritization of FinTech occurs when novelty is low. As both technological experience and novel technologies increase together, the probability of FinTech being deprioritized approaches 90%. The findings point to the importance of context in attention-based decision-making and that greater consideration should be given to the nature of stimulus in adaptation research.

Paper is Available to Meeting Registrants Only.

STR: How Do Family Firms Respond Strategically to the Digital Transformation Trend?

Author: **Zixu Liu**, *Tsinghua U.*

Digitalization has been identified as one of the major trends changing society and business. Incumbent firms need to respond strategically to such a digital transformation trend in different forms. The results of our study on Chinese listed companies demonstrated that, as family firms have stronger needs for legitimacy, and are sensitive to invest in uncertain projects, they, compared with their nonfamily counterparts, are more likely to communicate more visions of digitalization, whereas less likely to invest substantively on digitalization, i.e., emphasizing digitalization in their annual reports a lot while making fewer digital investments. Furthermore, we also investigated firm-level and provincial-level contingencies. Specifically, we show that, the family firms that are located in provinces with better digital infrastructure are more likely to communicate more visions of digitalization and invest more substantively in digitalization. Also, the family firms that have finished the intergenerational succession process are more likely to communicate more visions of digitalization.

Paper is Available to Meeting Registrants Only.

STR: Intuition, Reflection and Organizational Adaptation to Discontinuous Change

Author: **Marlon Fernandes Rodrigues Alves**, *Federal Institute of Education, Science and Technology of São Paulo*

Author: **Vincenzo Vastola**, *Montpellier Business School*

Author: **Simone Galina**, *U. of Sao Paulo (FEA/USP)*

Author: **Maurizio Zollo**, *Imperial College Business School*

The phenomenon of adaptation to discontinuous change is a subject of long-standing inquiry in organizational theory. A key source of variation in organizational adaptation is managerial cognition, as it engenders both routine inertia and change. Yet, empirical research on the role of cognitive processing types (Type 1-intuition and Type 2-reflection) in organizational adaptation to discontinuous change is nonexistent. To close this gap, we theorize and show the causal effect of cognitive processing types on group adaptation under different ambiguity conditions. Using a longitudinal, behavioral, no-deception, between-groups experimental design, we introduce a discontinuous change that makes previous routines obsolete to observe how groups adapt. Analyzing behavioral data from 80 groups of experienced managers, we find that: (1) priming Type 1 processing increases organizational adaptation more than Type 2; (2) this effect is stronger in conditions of high ambiguity; and (3) there is no difference between cognitive types when ambiguity is low. Therefore, our findings suggest not only that the nature of change imposes specific cognitive challenges for organizational adaptation, but also that the level of ambiguity of the environment influences the efficacy of the cognitive processing types. Overall, our study advances the understanding of the interplay between managerial cognition and environmental ambiguity on organizational adaptation to discontinuous change.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Evolution of Platforms and Bottlenecks

Digital Session Chair: **Ksenia Podoyntsyna**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech.*

STR: Bottlenecks as Drivers of Evolution in Innovation Ecosystems - A Systematic Literature Review

Author: **Thomas Draschbacher**, *Graz U. of Technology*

Author: **Michael Rachinger**, *Graz U. of Technology*

Bottlenecks have recently emerged as one of the key objects of inquiry in research on ecosystems. However, as the concept of ecosystems in management research and business strategy suffers from a lack of theoretical clarity and rigor in application, definitions of bottlenecks used by different scholars often diverge dramatically. Additionally, despite the high potential significance of the topic to practitioners in today's interconnected business reality, existing literature on strategies to address bottlenecks in ecosystems is disparate and yet to be unified under the roof of an overarching research agenda. We aim to solve this fragmentation by synthesizing existing literature on bottlenecks in the specific case of innovation ecosystems. The results of this study aim to contribute to the research strand of innovation ecosystems in business strategy by (1) offering a clear definition of bottlenecks in innovation ecosystems, (2) by providing a typology to distinguish different types of bottlenecks in innovation ecosystems, (3) by describing overarching strategies that actors can apply to address these bottlenecks, and (4) by conceptualizing bottlenecks as drivers of evolution in innovation ecosystems.

Paper is Available to Meeting Registrants Only.

STR: A Complementor Strategy Based on Fit With Platforms and Competition Among Products

Author: **Vera Verwijmeren**, *Jheronimus Academy of Data Science*

Author: **Ksenia Podoyntsyna**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech.*

Within platform markets, research is dominated by the platform owner's perspective. This study takes the complementor perspective and investigates how complementors can decrease the timeframe needed to sell their products on the platform. Products could have various degrees of fit with different platforms, ranging from bad to excellent. Therefore, we introduce a new concept, namely fit between a product and platform, and develop two distinct measures for it: the number of subcategories and the number of details in product presentation on the platforms. Based on survival analyses and Rubin's potential outcomes framework, we observe a negative relationship of fit with the timeframe needed to sell a product. More specific, complementors will be able to sell 10% faster when aligning their products to the more appropriate platforms. Another element that is researched in this study is the competition among products. We identify an inverted U-shaped relationship, signaling that the benefits of indirect network externalities only hold up to a certain extent for complementors, after which the disadvantages of crowdedness dominate. This contradicts current literature from the platform owner's perspective, which mentions that the benefits of indirect network externalities take place without boundaries.

Paper is NOT Available. Please contact the author(s).

STR: The Shape-Shifting Dynamics of Digital Platform Disruption: How Grab Leveraged Established Players

Author: **Nina Teng**, *London Business School*

Author: **Michael G Jacobides**, *London Business School*

Through our historical case study of the Southeast Asian digital ride-hailing platform ecosystem, we find evidence that incumbents faced with an innovative platform entrant first ignore and then accommodate them, rather than repelling them. This is because there is no clear sense of who is an entrant or incumbent, friend or foe, as industry boundaries are effaced and proactively reconstructed over time. The digital platform entrant we studied, Grab, had the advantage of being able to morph and transform itself. Rather than trying to adapt to the existing industry architecture, it repositioned its business model with little regard for the focal industry or its incumbents, who ultimately clamored to support the disruptive digital platform entrant. Our study contributes a novel perspective on incumbent-entrant dynamics to research on disruptive innovation and digital platform ecosystems.

Paper is NOT Available. Please contact the author(s).

STR: Yes, Get Closer to Your Enemies: Rivals' Product Entry and Focal Firm's Shifts in Exploration Focus

Author: **Kinde M. Wubneh**, *U. of Texas at Austin*

Extant research has long noted the criticality of firms successfully shifting between exploitation and exploration to secure a sustainable competitive advantage. In focusing on internally driven tradeoffs these firms may face, we do not yet have a more comprehensive understanding of the external drivers affecting a firm's exploitation and exploration decisions. Some studies focusing on the influence the environment may have on a firm's decision to exploit and explore note for example market dynamism as predominant stimuli. Yet, we postulate that firms' shifts from exploitation to exploration may be driven due to a specific actor — rivals. Based on FDA medical devices data from 1990 – 2020, we show that exploratory rival entry in a product area prompts domain and firm specific reasons for firms to shift to exploratory entry into that domain as well. Furthermore, this study also finds that several rivals entering, will however reduce this likelihood of entry, while firms with low technological diversity are more likely to develop additional exploratory products in that focal domain.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **811** | Submission: **11169** | Sponsor(s): **(STR, IM, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

Value Creation and Appropriation in Firms: Methodological Challenges and Research Opportunities *VCA in Firms: Challenges and Opportunities*



Coordinator: **Gerhard Schnyder**, *Loughborough U.*
Panelist: **Marvin B Lieberman**, *UCLA Anderson School of Management*
Panelist: **Natarajan Balasubramanian**, *Syracuse U.*
Panelist: **Philipp Kern**, *Loughborough U.*
Panelist: **Blanche Segrestin**, *Mines ParisTech*
Panelist: **Jeroen Veldman**, *Cass Business School, City U. London*

The stakeholder value creation and appropriation (VCA) approach is a new lens for understanding how the economic value created through the firm's activities is shared among its immediate stakeholders—employees, customers, suppliers, government, and capital owners. A series of recent articles in the *Strategic Management Journal* have conceptualized the approach, developed the method, and shown its application in comparative case study analysis (Garcia-Castro and Aguilera, 2015; Lieberman, Garcia-Castro and Balasubramanian, 2017; Lieberman, Balasubramanian and Garcia-Castro, 2018; Kern and Gospel, 2020). The approach holds potential beyond the Strategy field: as a tool for investigating how firm-level decisions and practices create winners and losers, but also as a new way of linking these micro-level patterns to macro-level pressures and outcomes, thereby helping Management scholars contribute to addressing one of the world's grand challenges. The need to better understand inequality in and around organizations has been acknowledged in recent years (Suddaby, Bruton and Walsh, 2018; Amis, Mair and Munir, 2020; Bapuji, Ertug and Shaw, 2020) but has been laid bare in particular during the Covid crisis (Bapuji et al., 2020; Munir, 2020). The goal of this panel symposium is therefore to take stock of how the stakeholder VCA approach has been used so far, reflect on considerations and practicalities of applying it to new empirical settings and research questions, and engage in a discussion of how it could be used to help us unpack the complex relationship between organizations and inequality. To this end, we bring together scholars who are experts on the approach with those who are pursuing research that could stand to benefit from it.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **812** | Submission: **11384** | Sponsor(s): (STR, OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

**Strategic Decision Making and the Pursuit of Conflicting Goals:
Taking Stock and Looking Ahead**
Strategic Decision Making and Conflicting Goals



Organizer: **Cha Li**, *U. of Michigan*
Organizer: **Tara (Fengchun) Li**, *Drexel U.*
Panelist: **Felipe Csaszar**, *U. of Michigan*
Panelist: **Vibha Gaba**, *INSEAD*
Panelist: **Metin Sengul**, *Boston College*
Panelist: **Jack A. Nickerson**, *Washington U.*

Strategy and organization research has long recognized that decisions in firms are rife with conflicting goals and interests. However, despite the ubiquity of conflicting goals and the importance to manage them effectively, existing research on strategic decision making largely assumes unitary goals. As a result, there is still a lack of understanding on how conflicting goals influence strategic decision making and how firms can better manage them. This panel symposium brings together a group of distinguished scholars who do cutting-edge research in this area and employ diverse methodologies (e.g., conceptual, empirical, and simulation-based). In particular, the panelists will discuss how taking into account conflicting goals generates new insights on several key aspects of strategic decision making, including (i) search in a complex environment, (ii) responses to performance feedback, (iii) adaptation to disturbances, and (iv) design of organizational structure and processes. Overall, this symposium aims to facilitate research that offers a more fine-grained understanding of how conflicting goals influence strategic decision making and provides practical implications on how firms can effectively deal with conflicting goals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **813** | Submission: **14033** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:45AM - 11:15AMET (UTC-4)**

Celebrating A Decade of Academic Advancement in Crowdfunding

Academic Advancement in Crowdfunding



Organizer: **Swati Oberoi**, *Indian Institute of Management, Shillong*
Organizer: **Smita Srivastava**, *Wichita State U.*
Host: **David W. Sullivan**, *U. of Houston*
Participant: **Achal Bassamboo**, -
Participant: **Audra Grace Quinn**, *Ivey Business School*
Participant: **John Christian Broberg**, *Wichita State U.*
Participant: **Dev K. Dutta**, *U. of New Hampshire*
Participant: **Golshan Javadian**, *Morgan State U.*
Participant: **Joel Andrus**, *U. of Missouri*
Participant: **Prasad MV Thotapalli**, -
Participant: **Pyayt Phyoo**, *U. of Texas At Arlington*
Participant: **Steven Creek**, *Appalachian State U.*

The aim of this caucus is to provide a forum for conversation about crowdfunding research as a decade of its academic inquiry draws to a close. We seek to take a deep dive in the advancement made in this emerging field over the past decade and uncover its future potential.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networks and Performance

Digital Session Chair: **Caio César Medeiros-Costa**, *U. of Brasilia*

PNP: **Political and Technical Information Exchange in Adversarial Policy Networks (WITHDRAWN)** 

Author: **Jeongyoon Lee**, *U. of Kentucky*
Author: **Kun Huang**, *U. of New Mexico*

Information exchange is one of the essential elements of learning processes in policy subsystems or networks. The role of scientific and technical information in structuring policy subsystems or networks is a foundational tenet of the Advocacy Coalition Framework. Previous research focuses on trust and political influence as drivers of information exchange between actors in networks or subsystems. Few studies examine how low levels of trust and political power disparity, common in adversarial policy networks, are associated with information exchange. Using the quadratic assignment procedure multiple regression, we analyze political and technical information flows in an adversarial local hydraulic fracturing policy network in New York. We found that low levels of trust between policy actors increase political information exchange, and a larger power disparity constrains political information exchange, despite existing informal collaborative relationships. Also, low levels of trust strengthen technical information exchange between collaborative actors in the network. These findings extend research on policy networks and ACF scholarship by pinpointing novel contingencies of political and technical information exchange in an adversarial network.

Paper is NOT Available. Please contact the author(s).

PNP: **Do what you want or what you are told? The effect of forced collaboration on governmental performance** 

Author: **Caio César Medeiros-Costa**, *U. of Brasilia*
Author: **Marcelo Marchesini Da Costa**, *Inspere Institute of Education and Research*
Author: **Alexandre Rabelo Patury**, *U. of Brasilia - Brazil*

Collaboration is an important topic in government studies but collaboration does not always produce the intended results. One of the factors differentiating collaboration between public agencies is the motivation and initial conditions of these arrangements. This paper investigates the effects of forced collaboration on police inquiries in Brazil. Using a unique dataset with all enquires conducted in 2017 and 2018, besides interviews with police chiefs, this paper indicates that inquiries demanded by an external partner have a higher rate of success but take longer to finish. Additionally, forced collaboration interacts with police chiefs' experience to improve performance indicators. On the other hand, forced collaboration interacts with police squads/units based in state capitals, leading to worse results. This paper raises insights to discuss the effectiveness of collaboration between public agencies imposed by legislation. These forced collaborations may align government organizations, but can also compromise efficiency and create additional accountability challenges.

Paper is Available to Meeting Registrants Only.

PNP: **Knowledge-based Resources and Public-Nonprofit Partnership Performance** 

Author: **Aline Santos**, *Fundação Getúlio Vargas/EBAPE*
Author: **Alketa Peci**, *EBAPE/FGV*

Prior research recognizes that both formal and relational factors, defined here as intangible resources, play a role in public-nonprofit partnership (PNP) performance. However, studies overlook the specific role of knowledge-based resources in PNP performance. This study contributes to theory on the role of intangible resources in PNP performance by adopting a resource-based view (RBV) of partnerships to investigate how knowledge-based resources influence PNP performance. Using a unique panel dataset of 108 PNPs with philanthropic hospitals in Minas Gerais, a Brazilian state, we adopt a plural approach to PNP performance as evidence of positive outcomes. Our results suggest that overall, knowledge-based resources are positively correlated with both dimensions of PNP performance, collaborative and productivity performance. The findings show that collaborative experience in PNPs helps increase the rates of hospitalizations, one objective measure of productivity performance. While experienced philanthropic hospitals leverage more funding, experienced local governments face issues in funding routines due to nonprofits' competition for funding. We detect a strong relationship between partnership age and PNP performance: older PNPs tend to gather more funding and deliver more health care services. Our findings support the role of knowledge-based resources in PNP performance and shed light on the role of knowledge resources in value creation in collaborations.

Paper is Available to Meeting Registrants Only.

 PNP: **Purpose-oriented Networks and their Environment: A Population Ecology of Network Domains**

Author: **Branda Nowell**, *North Carolina State U.*
Author: **Kate Albrecht**, *U. of Illinois at Chicago*

Charles H. Levine Award for the Best Conference Paper in the Public and Nonprofit Division

Purpose-oriented networks have arisen to center-stage in the field of public management as a crucial, and increasingly prevalent, forum for addressing complex or wicked public issues in local communities. Recently, scholars have identified the need for greater theorizing on environmental factors and their influence on purpose-oriented networks. Theories of population ecology aim to understand population level dynamics within organizational settings. In this study, we apply theories of population ecology to advance scholarship of network domains. Network domains are defined as populations of purpose-oriented networks active within the same mission and geographic area. Using a longitudinal bipartite dataset of 74 different purpose-oriented networks nested in three different geographic areas, we test a series of hypotheses drawn from population ecology concerning the impact of domain saturation on organizational and network-level outcomes. Analysis employs a combination of dynamic network modeling using stochastic agent-oriented models, as well as case study and standard OLS regression techniques. Findings offer support for the relevance of population level dynamics in explaining network change over time. Specifically, findings indicate that the introduction of new networks into the domain attracts members away from existing networks and can lead to network dissolution. Findings further suggest that this effect is more pronounced in more saturated network domains. Implications for advancing a population ecology of networks is discussed as well as a cautionary tale for public and philanthropic initiatives which require the introduction of new networks as a requirement of funding.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **815** | Submission: **14546** | Sponsor(s): (AFAM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 12:00PMET (UTC-4)**

The contextual embedded influence of religion on women entrepreneurial leadership in Africa, Latin America, and South Pacific.



ContextReligionWomenEntrepreneursAfricaLACPacific

Participant: **Caren Brenda Scheepers**, *Gordon Institute of Business Science*
Participant: **Ethne Swartz**, *Montclair State U.*
Participant: **Daniela Alejandra Gimenez Jimenez**, *TU Dortmund U.*
Participant: **Ofer Zwikael**, *Australian National U.*
Participant: **Anastacia Mamabolo**, *GIBS / U. of Pretoria*
Participant: **Nasima Mohamed Hoosen Carrim**, *GDO*
Participant: **Shumaila Yousafzai**, *Cardiff U.*
Participant: **Birgit Muskat**, *The Australian National U.*

Our PDW focuses on the Contextual Embedded Influence of Religion on Women Entrepreneurial Leadership in three emerging market regions, namely Sub-Saharan Africa (SSA), Latin America and Caribbean (LAC), and the South Pacific region. This PDW involves women entrepreneurship scholars from these three regions. Building on New Institutional Theory, we highlight that religion as an informal institution, shapes gender roles, which in turn affects women entrepreneurs' choice of business (traditionally female activities such as retail and foodservice versus non-traditional activities such as engineering or manufacturing); role models, and the role of social capital in conferring access to funding and available business networks. The three regions under discussion represent the world's major religions (Islam, Hinduism, Christianity, both Pentecostal and Catholicism traditions, and traditional African and indigenous religions) and offer an opportunity for deeper exploration of the influence of these informal institutions on women entrepreneurial leadership. Using Welter's contextual entrepreneurship framework, we consider the influence of socio-spatial geographical regions and post-colonial periods with the resultant patriarchal traditional religious norms on women entrepreneurship in the three regions. Our research question revolves around how religion might restrain or promote women entrepreneurial leadership in these three regions. Aligned with the 81th Annual AOM theme for 2021 on managers, our PDW endeavours to enhance the ability of women to manage resources strategically in their entrepreneurial activities. Our PDW offers an opportunity for AOM scholars in participating in building a vibrant entrepreneurial ecosystem for women entrepreneurs in these three regions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **816** | Submission: **17564** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Fit and Embeddedness

Digital Session Chair: **Aichia Chuang**, *U. of North Carolina, Greensboro*

CAR: **Psychological and Neurological Correlates of Perceived Person-Environment Relational & Rational Fit**  

Author: **Aichia Chuang**, *U. of North Carolina, Greensboro*

Author: **Yu-Ping Chen**, *National Taiwan U.*

Author: **Tsung-Ren Huang**, *National Taiwan U.*

Author: **Hsu Min Lee**, *National Taiwan U.*

Current theorizing of person–environment fit rests predominantly on investigations performed according to psychological methods. The current study advances fit research by exploring the meaning and antecedents of perceived fit via the neuroscientific method of functional magnetic resonance imaging (fMRI). Using brain images of trait-like and state-like activities of 62 participants in Taiwan, we found that the participants’ engagement in relational-fit and rational-fit contexts corresponded to four brain regions: the posterior cingulate cortex, the precuneus, the medial prefrontal cortex, and the bilateral temporoparietal junction. These regions involve social constructs (e.g., mentalizing, perspective-taking, empathy) and drive cognitive, emotional, and social processing. In our study, the regions exhibited greater activation when participants engaged in relational-fit contexts than in rational-fit contexts. We also found that participants’ emotional intelligence predicted their person–group fit (PG fit) and that their cognitive intelligence predicted their person–job fit (PJ fit), the latter relationship being further mediated by cognition-related brain connectivities in the frontoparietal network (FPN). Our research advances the debate over the affective vs. cognitive roots of perceived fit, provides possible construct validation for perceived fit, identifies a potential neurological antecedent for PJ fit, and presents promising directions for future neuroscientific investigations into fit.

Paper is NOT Available. Please contact the author(s).

CAR: **Should I stay or should I go? Examining Occupational Culture Fit of the Manufacturing Labor Force**

Author: **Enrique Barreiro**, *Trident U. International*

Author: **Indira Rita Guzman**, *Trident U. International*

Understanding the reasons why manufacturing workers may leave or stay in an occupation is a topic of importance amongst researchers and the manufacturing world. Although extensive research has been conducted on organizational culture, turnover intentions, and commitment, the impact of Occupational Culture Fit on employees’ decision to stay or leave the occupation remains unclear. Building on the theories of Group and Grid Dimensions of Occupational Culture Fit, Social Identity, Social Exchange, and Image Theory, this study examines the link between Occupational Culture Fit, Occupational Global Job Embeddedness, Occupational Commitment, and Occupational Turnover Intention. Using Smart PLS for measurement and structural model analysis, a model was tested with 201 responses from individuals working in manufacturing organizations located in the Midwest of the United States. The findings of this study indicate that there is a positive relationship between Occupational Culture Fit, Occupational Global Job Embeddedness, and Occupational Commitment; and Occupational Commitment and Occupational Turnover Intentions. The findings extend the theoretical study of Group and Grid Dimensions of Occupational Culture Fit, Social Identity, Social Exchange, and Image Theory by improving our understanding of the impact of Occupational Culture Fit, and Occupational Job Embeddedness on Occupational Turnover Intentions and Occupational Commitment.

Paper is Available to Meeting Registrants Only.

CAR: **Working on the Edge: Precarious Employment in Organizational Research**

Author: **Kurt Kraiger**, *U. of Memphis*

Author: **Rachel Muhammad**, *Federal Express*

Research in the organizational sciences routinely assumes that the relationship between the worker and the organization is both relatively permanent and reciprocal. In this paper we define and discuss the construct of precarious employment – a work arrangement that, from the perspective of the employee, lacks stability and creates unpredictability, uncertainty, and risk from the perspective of the worker. We explore a relatively new way of measuring precarious employment and then propose and test whether precarious employment moderates the relationship between person-job fit and turnover intentions. We do this to illustrate the importance of considering and testing whether traditional findings and models in organizational research may differ between precarious workers and those in more stable positions. We found that the precarious employment scores were internally consistent and predictive of job attitudes such as job satisfaction and career satisfaction. Person-job fit scores were negatively correlated with turnover intentions (as predicted), but the effect was weak and non-significant. Crucial to our central purpose, employment precarious scores significantly moderated the relationship between fit and turnover intentions, albeit in a different form than expected. Limitations of the design and suggestions for future research were provided.

Paper is Available to Meeting Registrants Only.

CAR: **How Do High Performance Work Practices Shape Organizational and Occupational Embeddedness?**  

Author: **Romila Singh**, *U. of Wisconsin, Milwaukee*

Author: **Xiaoxia Zhu**, *U. of Wisconsin - Milwaukee*

Author: **Megha Yadav**, *U. of Wisconsin, Milwaukee*

Author: **Nadya Fouad**, *U. of Wisconsin, Milwaukee*

Embeddedness refers to the forces that keeps an employee in the job, organization or occupation. However, extant research on different foci of embeddedness has predominantly focused on organizational embeddedness and relatively little attention has been paid to other form of embeddedness. In this study, we focus on the nature of the relationship between organizational and occupational embeddedness. Following Kiazad, Holtom, Hom, and Newman’s (2015) conceptual model that proposed antecedents and outcomes associated with different foci of embeddedness, we use Conservation Of Resources (COR) theory, to examine the differential relationships between High Performance Work Practices (HPWPs) and two forms of embeddedness - organizational embeddedness and occupational embeddedness. We further extend Kiazad et al.’s (2015) model to pose research questions that explored whether organizational embeddedness mediated the relationships between HPWPs and occupational embeddedness, as well as whether there were gender differences in the relationship between HPWPs and organizational and occupational embeddedness. Using data from 1,925 engineers, we demonstrated that HPWPs have a direct influence on both organizational embeddedness and occupational embeddedness. However, the effects of all three forms of HPWPs were stronger on organizational embeddedness than on occupational embeddedness. Further, we found that organizational embeddedness fully mediated the effects of HPWPs on occupational embeddedness. Finally, we did not find any gender differences in the relationships between HPWPs and organizational and occupational embeddedness. Theoretical and practical implications of this research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **817** | Submission: **11548** | Sponsor(s): **(CAR, HR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Social Class and Gender in Working Lives Across the Globe: An Intersectional Perspective

Class and Gender in Working Lives Across the Globe



Organizer: **Lea Katharina Reiss**, *WU Vienna*
Organizer: **Wolfgang Mayrhofer**, *WU Vienna*
Discussant: **Kathleen L. McGinn**, *Harvard U.*

Against the backdrop of enduring gender and class inequalities, this symposium explores the relationship between social class and gender in various facets of working lives in different national and professional settings from an intersectional perspective. While career, HRM and gender issues have long been in the focus of management scholars, related research on impacts of social class and the interplay of gender and class is still scarce. This symposium assembles different perspectives from Africa (Nigeria), Asia (India), Europe (UK), North America (USA), and South America (Brazil) to provide fine-grained insights into the complexity of gendered and classed life experiences and address related challenges at the individual, organizational, and societal level.

Exploring intersectionality in an African context: Class and gender in Nigeria

Author: **Ifedapo Adeleye**, *Georgetown U.*
Author: **Nkiru Nwokeroku**, *Georgetown U.*

Exploring positionality of intersecting structures in a UK study of personal internet use at work

Author: **Julie Monroe**, *Newcastle U. Business School*

Caste dynamics: Dirty workers' identity characteristics and their work and non-work lives

Author: **Divya Tyagi**, *Indian Institute of Management, Indore*
Author: **Sushanta Kumar Mishra**, *Indian Institute of Management, Indore*

'Nobody taught me this': How learning 'professional' expectations differs by race, gender, and class

Author: **Anna Kallschmidt**, -
Author: **Asia Eaton**, *Florida International U.*

Higher education expansion and reproduction of gender, race and class inequalities in Brazil

Author: **Sidinei Rocha De Oliveira**, *UFRGS - Federal U. of Rio Grande do Sul - BRAZIL*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Showcase Symposium**
Program Session: **818** | Submission: **15568** | Sponsor(s): (CM, GDO, MOC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Understanding and Disrupting Class Inequality in the Workplace *Disrupting Class Inequality at Work*

Organizer: **Catherine Owsik**, *U. of Virginia*
Organizer: **Jieun Pai**, *U. of Virginia*
Discussant: **L Taylor Phillips**, *NYU Stern*
Presenter: **Jon Michael Jachimowicz**, *Harvard Business School*
Presenter: **Christilene Du Plessis**, *Singapore Management U.*
Presenter: **Catherine Owsik**, *U. of Virginia*
Presenter: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Presenter: **Mindy Truong**, *U. of Southern California*

If there is one thing that recent events have shown, it is that systemic inequality needs to be addressed. From a systems perspective, solving inequalities will require a diverse group of stakeholders to understand what fuels and maintains inequality—ideally informed by empirical findings. This symposium presents five empirical papers that, together, provide a framework for individuals to start to understand inequality from three different lenses—income, power, and culture—and how they can take action against inequality in the workplace. We start with resource-based differences (i.e., income); Hauser and colleagues will show how providing unconditional cash transfers can impact well-being, cognitive capacity, and physical health, and its implications in the workplace. Next, du Plessis et al. will pivot to look at how one's structural position in the power hierarchy (i.e., power inequality) shapes a person's trust and cooperation. Then, the last three papers will examine inequality through a cultural lens—an outcome of a cultural divide between mainstream institutions and the social groups that participate in them. Han and colleagues will demonstrate the importance of subtle environmental cues at work for the sense of belonging of individuals who come from working-class backgrounds. Fourth, Dittmann et al. will expand on the importance of cultural mismatch to show that organizational values, both espoused and enacted, are crucial to mitigating inequality and harnessing the potential of individuals who come from working-class backgrounds. Fifth, Truong and Townsend will show that people from working-class backgrounds may bring a unique set of cultural competencies that convey advantages in organizational life. Phillips will serve as the discussant and make the case for why managers and organizations should care about solving inequality. Together, this symposium presents a theoretically-driven framework to understand social class inequality, and discuss possible ways managers can mitigate its negative impact in organizations.

A Randomized Controlled Trial Varying Unconditional Cash Transfer Amounts in the US

Author: **Oliver Hauser**, *U. of Exeter Business School*
Author: **Jon Michael Jachimowicz**, *Harvard Business School*
Author: **Julian Jamison**, *U. of Exeter*
Author: **Ania Jaroszewicz**, -

Power Versus Inequality: Which is the Proximate Predictor of Interpersonal Trust?

Author: **Christilene Du Plessis**, *Singapore Management U.*
Author: **Michael Schaerer**, *Singapore Management U.*
Author: **My Nguyen**, *Singapore Management U.*
Author: **Trevor Foulk**, *U. of Maryland*

Perceptions of Managerial Mindset Shape First-Generation Individuals' Sense of Belonging at Work

Author: **Inhyun Han**, *Bellevue U.*
Author: **Catherine Owsik**, *U. of Virginia*
Author: **Peter Belmi**, *U. of Virginia*
Author: **Melissa C. Thomas-Hunt**, *Vanderbilt U.*

From 'Team' Talk to Teamwork: Espoused and Enacted Interdependent Values Benefit LowSES Employees

Author: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Author: **Nicole Stephens**, *Northwestern U.*
Author: **Sarah S M Townsend**, *U. of Southern California*

Benefits of a Working-Class Background in Stressful Interpersonal Interactions

Author: **Mindy Truong**, *U. of Southern California*
Author: **Sarah S M Townsend**, *U. of Southern California*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



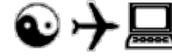
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **819** | Submission: **11134** | Sponsor(s): **(CMS, OMT, SIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Theoretical perspectives on organizations and organizing in a post-growth era
Theoretical perspectives on post-growth



Organizer: **André Reichel**, *ISM International School of Management*
Panelist: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Panelist: **Ekaterina Chertkowskaya**, *Lund U.*
Panelist: **John M. Jermier**, *U. of South Florida*
Panelist: **Mario Pansera**, *U. of Vigo*
Panelist: **Ana Maria Peredo**, *U. of Victoria*
Panelist: **Robert Perey**, *U. of Technology, Sydney*
Panelist: **James Scott Vandeventer**, *U. of Huddersfield*

‘Not everything that is faced can be changed, but nothing can be changed until it is faced’. – James Baldwin (1962) The purpose of this symposium is to broaden and intensify the discussion of ways humanity might disengage from the putative imperative of unbridled economic growth. Central to this discussion is the critical re-examination of economic and social relations in organizations and relations between organizations and the natural environment. Hence, for this panel symposium, we invited scholars that participated in a special issue for Organization on organizations and organizing in a post-growth era to reflect on how economic growth is conceptualized (implicitly or explicitly) in existing theoretical frameworks and in the paradigmatic underpinnings (often functionalist) of these frameworks. Relatedly, we think it is essential to reimagine organizations and their impacts under macro-economic conditions characterized by decoupling of resources, the steady-state economy, or even conscious degrowth—which requires a radical paradigm shift and other fundamental changes that can elevate human happiness, well-being, quality of life and other non-economic criteria from the periphery to the center of organizational analysis. We approach this challenge first by discussing the hegemonic properties of growth ideology and second by sketching an alternative political economy as a context for reimagining social and economic relations within planetary capacities in a post-growth era. Drawing on degrowth literature in ecological economics, sociology and political ecology, we identify key principles relevant to processes of organizing for a more just and environmentally sustainable future: frugal abundance, conviviality, care, and open relocation. We conclude by introducing some thoughts about theorizing policy and regulatory changes needed to generate transformational change and a future research agenda beyond growth.

More information and background material is provided at <https://degrowthaom.wordpress.com/>.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **820** | Submission: **15368** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AM ET (UTC-4)**

Reconceptualizing Necessity Entrepreneurship

Reconceptualizing Necessity Entrepreneurship



Organizer: **Chad David Coffman**, *U. of Missouri, Kansas City*
Discussant: **Marc B. Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Participant: **Pierre-Yann Dolbec**, *John Molson School of Business, Concordia U.*
Presenter: **Robert Nason**, *McGill U. - Desautels Faculty of Management*
Presenter: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Participant: **Madeline Toubiana**, *U. of Alberta*
Presenter: **Philip James O'Donnell**, *Dublin City U.*
Participant: **Margot Leger**, *Utrecht U. School of Economics*
Presenter: **David Gras**, *U. of Tennessee*
Participant: **Ace Beorchia**, *U. of Tennessee*
Presenter: **Sanwar A. Sunny**, *U. of Baltimore*

Recent scholarly work on necessity entrepreneurship has highlighted shortcomings in theoretical development underlying the construct and, by extension, limitations in our understanding of the behaviors of individuals we assign to this category. While necessity entrepreneurs compose a sizable proportion of the world's entrepreneurs (approximately 30% according to Global Entrepreneurship Monitor data), theory about their behavior remains sparse, and our understanding of who they are, their motivations and their outcomes remains limited. Often conceptualized within a push-pull framework, necessity entrepreneurship occurs when individuals are pushed into entrepreneurship by negative forces, as opposed to opportunity-motivated entrepreneurship, which occurs when individuals are pulled into founding a venture by the attractiveness of an opportunity. This push-pull framework has resulted in a dichotomous view that, despite being widely used, some scholars have described as over-simplified, and unable to account for the wide array of antecedents, processes and outcomes. In this symposium, we convene established scholars who routinely use these constructs in the field. We highlight recent work to develop the constructs, identify use cases where a dichotomous framing of entrepreneurial motivation is insufficient, and suggest ways to develop a more meaningful framework moving forward. This symposium aims to contribute by further developing our understanding of the necessity entrepreneur, by considering new frameworks to better explain the nuance in nascent entrepreneurial motivation, and by discussing practical steps for measuring these constructs in the field.

Entrepreneurial Processes Under the Condition of Basic Needs

Author: **Marc B. Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

Blurred Lines: NE and OE Amongst Rural Coffee Farmers

Author: **Robert Nason**, *McGill U. - Desautels Faculty of Management*
Author: **Pierre-Yann Dolbec**, *John Molson School of Business, Concordia U.*

Entrepreneurship in Response to the COVID-19 Crisis: The Fine Line Between Necessity and Opportunity

Author: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Author: **Madeline Toubiana**, *U. of Alberta*

Necessity Entrepreneurship: A Construct Cut Adrift?

Author: **Philip James O'Donnell**, *Dublin City U.*
Author: **Margot Leger**, *Utrecht U. School of Economics*

The (Not-So) Bare Necessities of Entrepreneurship

Author: **David Gras**, *U. of Tennessee*
Author: **Ace Beorchia**, *U. of Tennessee*

A Needs-Based View of Entrepreneurial Motivation

Author: **Sanwar A. Sunny**, *U. of Baltimore*
Author: **Chad David Coffman**, *U. of Missouri, Kansas City*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital 2

Digital Session Chair: **Arzi Adbi**, *NUS Business School*

ENT: **Social Exclusion and Financial Barriers to Entrepreneurship**

Author: **Arzi Adbi**, *NUS Business School*

Author: **Siddharth Natarajan**, *Chinese U. of Hong Kong*

Although extant theory highlights the importance of access to sources of entrepreneurial finance, it provides less insight into how marginalized individuals' financial barriers to entrepreneurship are influenced by the adoption of digital financial technologies such as mobile money. We reconceptualize financial barriers to entrepreneurship as a combination of access to sources of finance and frictions in financial transactions. We argue that adoption of mobile money by individuals increases their entrepreneurial intentions particularly when individuals face higher social exclusion, and that mobile money and bank accounts work in a complementary manner particularly when individuals face higher social exclusion. Analyzing recent data from the Global Findex Database on a large sample of 154,472 adults across 144 countries, we find support for our core arguments. Overall, we extend theory on financial barriers to entrepreneurship, and enrich the emerging narrative on mobile money by highlighting the importance of complementarity between mobile money and bank accounts.

Paper is Available to Meeting Registrants Only.

ENT: **Are the Futures Computable? Knightian Uncertainty & Artificial Intelligence**

Author: **David Matthew Townsend**, *Virginia Tech*

Author: **Richard Hunt**, *Virginia Tech*

The growing sophistication of artificial intelligence (AI) tools promises to revolutionize organizing processes in the near future, transforming how firms identify, gather, analyze, and utilize information from their internal and external operating environments. The business venturing process, however, presents a unique set of challenges for AI tools since entrepreneurs often must navigate informational environments characterized by Knightian Uncertainty, defined as an unbounded set of future possibilities which cannot be measured or predicted. Because these uncertainties are by definition, unmeasurable using probabilistic tools, the presence of unmeasurable sources of Knightian Uncertainty logically raises questions about the long-term viability and relevance of AI tools to the field of entrepreneurship. In this study, we examine these questions through the lens of computational theory – namely the Church-Turing computability thesis – to examine the extent to which particular classes of AI tools are capable of addressing the unique epistemic problems intrinsic to Knightian Uncertainty in entrepreneurship. In doing so, our comprehensive analysis of the organizational implications of AI tools through the lens of modern computational theory allows us to identify the effective limits and boundary conditions of AI tools to navigate entrepreneurial environments characterized by Knightian Uncertainty. We conclude the paper with a robust future research agenda at the intersection of artificial intelligence and entrepreneurship theory.

Paper is Available to Meeting Registrants Only.

ENT: **Quantum computing, quantum innovation and entrepreneurial opportunities**

Author: **Ataullah Kiani**, *U. of Science and Technology of China*

Quantum computing and information processing use quantum phenomena such as quantum state superposition and entanglement to exponentially perform calculations with high-level accuracy. Progress towards the development of the large-scale quantum computer is becoming a reality and these events mean the 21st century could be called “The Quantum Age.” Innovation in quantum technologies is one of the hot topics and intricate challenges to the scientific and business community to cope with modern economic and entrepreneurship goals. To have a strong business market and entrepreneurship, we need to have a strong awareness of the latest technological aspects and developments, particularly quantum innovation which is one of the highest economic sinks in advanced countries. Although the largest economies of the world are devoting large amounts of government funds to develop quantum technologies, countries are competing to establish themselves as leaders in quantum innovation, but still, it's very early to claim who will win the race. This paper is dedicated to outlining the entrepreneurship challenges and opportunities for the next quantum technology and innovation decades. Quantum devices have a very wide range of real-time applications e.g., defense, agriculture, interdisciplinary and fundamental research, health and medicines, artificial intelligence, geographical and geological implementation, space and upper atmosphere control and manipulation. The most noteworthy revolutions and discoveries of our time are gradually expected to be evident at Quantum levels. Numerous examples of varying Quantum technologies offer noteworthy results to present worldwide challenges in countless critical parts of the human endeavor and may also present outstanding prospects for active, courageous and scientifically knowledge entrepreneurs, innovators and investors.

Paper is Available to Meeting Registrants Only.

ENT: **Beyond Fundraising—Token Dispersion and Venture Performance in Initial Coin Offerings**

Author: **Christian Schaefer**, *Chair of Innovation Management, TU Dortmund U.*

Author: **Steffen Strese**, *TU Dortmund U.*

During the funding campaign of an early-stage venture, investments by the team in their own venture are considered a signal of value indicating a promising future. However, emerging funding models such as initial coin offerings (ICOs) present challenges to established theories due to their unique characteristics. In particular, utility tokens issued in an ICO, which sometimes raise millions of dollars for the issuing venture, are listed on exchanges—just like shares—while they may also be utilized within the venture's ecosystem. Combining signaling theory and the resource-based view in the context of ICOs, this study investigates signals of post-funding venture performance. In contrast to established signaling theory concepts, we reveal a positive association between higher token dispersion (i.e., lower retention by insiders) and post-funding venture performance. We explain this with the unique features of tokens as both investment and utility tools. Further, we show that a venture's efforts to increase transparency regarding its strategy amplifies the relation between token dispersion and post-funding venture performance. We contribute to signaling theory and entrepreneurial finance literature by theorizing and demonstrating why in the context of an emerging funding model, a signal's direction of efficacy opposes the predictions of established theoretical concepts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Founders and Family Firms

Digital Session Chair: **Martí Guasch**, *ESADE Business School*

ENT: Manager's Body Expansiveness, Investor Perceptions, and Firm Forecast Errors and Valuation

Author: **Martí Guasch**, *ESADE Business School*

Author: **Tony Davila**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

We examine the relation between a measure of managers' physical display—body expansiveness—and favorable reporting practices (in firm forecasts and valuation information) and performance (survival and financing success). We videotaped a sample of 154 entrepreneurs pitching their business idea and obtain 2D skeletal information about speakers' physical joints. We show that physical expansiveness correlate with higher forecast errors and proposed firm valuations, lower rates of survival, yet higher likelihood of funding success. We argue that investors do not correctly incorporate the informational value of nonverbal communication, and propose a behavioral argumentation. In the cross section, results dissipate for older and VC-backed companies (governance). We further corroborate the proposed mechanism by studying entrepreneurs' personal characteristics. Altogether, we shed light on an overlooked information set—nonverbal behavior—and relate it to firm forecasting, valuation, survival and financing success; important factors in the assessment of investment opportunities, deal structure, and ex-post monitoring.

Paper is Available to Meeting Registrants Only.

ENT: Displaying and negotiating entrepreneuring expertise in context: A practice theory perspective

Author: **Betsy Campbell**, *Pennsylvania State U.*

Author: **Neil Aaron Thompson**, *Vrije U. Amsterdam*

In this paper, we use practice theory to expand what is known about entrepreneurial expertise. The study presents evidence suggesting that expertise is accomplished by entrepreneurial team members for and by themselves in ordinary workplace interactions. We discuss four types of expertise that reveal how entrepreneuring practitioners establish and assess knowledge positions given uncertainty constraints, integrate external abstract knowledge into their situation, and reject or replace their lived experiences with abstract knowledge. The study advances theory on entrepreneurial expertise and contributes to the literature of the entrepreneurship-as-practice.

Paper is NOT Available. Please contact the author(s).

ENT: Family events and new venture survival: effects of positive and negative affect on entrepreneurs

Author: **Pi-Shen Seet**, *Edith Cowan U.*

Author: **Alex Tai Loong Tan**, *National U. of Singapore*

Author: **Wee-Liang Tan**, *Singapore Management U.*

This paper investigates how family events impact founding entrepreneurs' psychological affect during the new venture creation process and whether their ventures commenced before such events continue to be viable. We also explore the impact of the interaction of family events and overconfidence on new venture survival. We use panel data drawn from the Australian Household, Income and Labor Dynamics (HILDA) survey, focusing on non-venture related, family event-induced psychological affect that entrepreneurs may experience as a predictor of their new venture survival. Our accelerated failure time model results are consistent with past arguments in the social psychology literature, that ceteris parabis, positive events have a positive influence and negative events have a negative influence on survival. However, when entrepreneurial overconfidence is considered, although the interaction between negative family events and entrepreneur overconfidence spurs cautious behaviour to a small degree as anticipated, it is positive events interacting with overconfidence that makes the biggest impact (negative) on the new venture. The research contributes to our understanding of the embeddedness of family in the entrepreneurial process – specifically how major family events, such as the birth and death of a child and marriage and divorce, which seemingly have little or nothing to do with the new venture, can impact its survival. New founders experiencing a major family event(s) can be psychologically affected through their feelings, emotions and moods. The viability of the startups they helm depend on their ability to manage these stressors. It challenges past assumptions by revealing how positive family events can have comparatively greater negative impact on new venture survival than negative ones. Keywords: Family events; psychological affect; overconfidence; new venture survival; affect spin

Paper is Available to Meeting Registrants Only.

ENT: Homogamy or Heterogamy: The Effects Of CEO Marriage on Family Firm Performance

Author: **Xi Yang**, *East Stroudsburg U.*

Author: **Wanrong Hou**, *U. of Texas Rio Grande Valley*

Author: **Wencang Zhou**, *Montclair State U.*

By integrating the complementary needs theory of mate selection and the notion of complementary assets into the research of family business, we propose that three components of spousal capital complement each other. We elaborate on how homogamy and heterogamy in terms of various socioeconomic and psychological factors can affect family business performance through its impact on marital conflict—an individual-level lens. The empirical analysis on the questionnaires conducted to CEOs of small and medium-sized family firms in the U.S. shows that occupational homogamy and religion homogamy have a positive effect on family-business firm performance, while psychological heterogamy has a positive effect on family-business firm performance. Our research extends the extant studies on spousal involvement in new ventures and copreneurs by revealing the strategic significance of marriage.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender 1

Digital Session Chair: **Imge Kaya Sabanci**, *IE Business School*

ENT: Is Being Trustworthy Always Rewarded? Think Twice! Trust Penalty for Women Entrepreneurs

Author: **Imge Kaya Sabanci**, *IE Business School*
Author: **Rachida Justo**, *IE Business School*

Our study explores an understudied mechanism, trustworthiness, through which gender-based inequality is created and perpetuated in entrepreneur - investor relationships. Drawing on stereotypes literature, we propose an inverse U-shaped relationship between trustworthiness and investment for women entrepreneurs. We suggest that while moderate levels -compared to low levels- of trustworthiness positively affect the investment decisions for both women and men, high levels of trustworthiness have adverse effects for women. We also consider macro-contextual factors moderating this relationship. Specifically, we expect the mechanisms, through which women suffer a trustworthiness penalty, to be more prevalent in societal contexts where women are less represented in entrepreneurship. Contrary to common sense and empirical evidence indicating that perceived trustworthiness is good for all- entrepreneurs in investment decisions, our results show that investors' evaluations of trustworthiness depend on the gender of the trustee. Men benefit from being highly trustworthy, while women are penalized. Results also reveal that there is a difference between what respondents claim that they will do (intention) and what they really do (investment amount). In other words, investors talk the talk but do not actually walk the talk. Overall, by bridging the macro-micro divide and employing a sociopsychological lens, we highlight the dark side of trust and conceptualize trustworthiness as a parameter that contributes to and reproduce investment gap between female and male entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: Differential Effects of External Enablers on Entrepreneurship based on Gender

Author: **Parul Manocha**, *Virginia Tech*

External enablers (EEs) are exogenous macro-environmental forces that influence the rate, extent, and substance of entrepreneurial activity. A steadily increasing body of empirical research has sought to identify, describe, and predict the aggregate impact of EE's, yet few studies have assessed whether EE's exert the same or different effects across societal groups, and none to date have sought to ascertain whether or not EE's function in a gender-neutral fashion. The issue is important to address since it is common for governmental entities to implement policies designed to leverage or mitigate the influence of EE's. Absent knowledge regarding the differential effects of EE's, policies may be enacted with an aggregate intent, but which may routinely disadvantage female entrepreneurs. To investigate the gender effects of EE's, we develop and test new theory in the context of internet access, employing a longitudinal research design. Our results suggest that increased internet access is, in the aggregate, associated with heightened entrepreneurial activity, but that the favorable effects for male entrepreneurs is markedly greater than for female entrepreneurs. The findings reveal that EE's can magnify the impact of underlying gender discrimination. We assert that gender-based disaggregation is critical to assessing the lasting influence of EE's.

Paper is Available to Meeting Registrants Only.

ENT: The Boundaries of Crowdfunding in Democratizing Innovation for Women: A Role Congruity Perspective

Author: **Benedikt David Christian Seigner**, *TUM School of Management, Technical U. of Munich*
Author: **Hana Milanov**, *TUM School of Management, Technical U. of Munich*

Research has documented that crowdfunding helps to overcome the fundraising gender gap and thereby democratizes innovation. However, research documenting female advantages has limited its investigation to entrepreneurs' sexes as a binary characteristic, leaving gaps in understanding whether these advantages hold for feminine gender if examined more holistically. We employ role congruity theorizing to study several gender-related congruity factors. In a sample of 7,454 Kickstarter campaigns, we show that crowdfunding indeed favors women. However, we also demonstrate boundary conditions to this effect for attractive women, whose attractiveness exaggerates their femininity, if they highlight the innovativeness of their projects, and, surprisingly, in female-dominated project categories. Our findings speak to the complexity of gendered expectations and encourage more nuanced conversations on conditions under which crowdfunding can democratize innovation.

Paper is Available to Meeting Registrants Only.

ENT: Start-up entrepreneurial finance of women-owned firms in the United States

Author: **Maria Figueroa-Armijos**, *EDHEC Business School*

Using a comprehensive national microdata sample, this study unveils the individual and firm characteristics of U.S. women-owned firms that influence their odds of receiving venture capital or public financing during the firm's lifespan. Following an institutional approach to policy design, the findings are further compared across U.S. regions to identify differences that can inform strategic policy for innovative entrepreneurial financing. Results indicate that receiving public financing positively influences the odds of women-owned firms to also secure venture capital. Women-owned businesses which are classified as family businesses are less likely to seek venture capital but are more likely to seek out public financing. Education and Hispanic ethnicity increase the odds of receiving public financing.

Paper is NOT Available. Please contact the author(s).

ENT: Mapping Women's Geography of Fear onto the Entrepreneurial Landscape

Author: **Sara Alshareef**, *Department of Business Administration, King Abdulaziz U. Jeddah, KSA*

In studies of emotion in entrepreneurship, the link between gender and geography and the effects of both on women's decisions about whether or not to engage in business-related activities, are areas relatively unexplored. In response to this identified research gap, we have conducted a study that proposes the concept of the 'geography of fear' and examines female entrepreneurs' relationships with, and use of, physical places and spaces needed for business social activities. Previous studies that address the fear of harm in entrepreneurship and the associated gendered norms regarding women's use of space, are rare. Semi-structured interviews were conducted with 23 female nascent entrepreneurs. Based on participants' narratives, it is the perception of others tied with gender norms, proneness to vulnerability and coping mechanisms, which in the context of women entrepreneurship contribute to the development of the geography of women entrepreneurs' fear and to understanding the intersection between emotions, gender and geography in influencing women's entrepreneurial decisions in their use of space.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Institutional Context 4

Digital Session Chair: **Hugo Gómez**, *U. del Desarrollo*

ENT: **Institutional Metamorphosis and Creative Destruction in the Era of Crisis**

Author: **Hugo Gómez**, *U. del Desarrollo*
Author: **Maribel Guerrero**, *Newcastle Business School, Northumbria U.*
Author: **Daniel Lerner**, *IE Business School*
Author: **Jean Sepúlveda**, *U. del Desarrollo*

Research regarding entrepreneurship and crisis has typically focused on how entrepreneurs are affected by catastrophic events, how they respond to external shakeouts, how they learn from failure, and how they build resilience to recover from adversity. However, despite this recent accumulation of knowledge, little is known about external shakeouts re-configure or transform the “rules of the game”. Based on this research gap, we theorize the conditions under which an economic shakeout motivates an institutional metamorphosis. In doing this, we proposed a model based on a retrospective/longitudinal cryptomarket case that emerged in the aftermath of the 2008 Global Financial Crisis. Results suggest that a new digital currency, new transaction-oriented technologies, trust mechanisms, and shared values led to an institutional metamorphosis. By understanding the conditions that have led to institutional metamorphosis, several implications emerged oriented to policymakers, entrepreneurs, and society.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurial identity and strategic response in the informal economy**

Author: **SHELTER SELORM TEYI**, *Copenhagen Business School, Denmark*
Author: **Marcus Møller Larsen**, *Copenhagen Business School*
Author: **Rebecca Namatovu**, *Copenhagen Business School*

While entrepreneurs generally confront many challenges in running their businesses, those in the informal economy must do so outside the boundaries and support of formal institutions. The nuances of the informal economy means that entrepreneurs operating in such environments may have to rely on different mechanisms in dealing with adversity than their formal counterparts. Applying the lens of entrepreneurial bricolage, this article sheds light on how entrepreneurs respond to contexts of adversity in the informal economy. As a result of our exploratory research of informal entrepreneurs in Ghana, we find that their response is closely associated with their entrepreneurial identity. We discuss the theoretical and practical implications of these findings. Keywords: Entrepreneurship, entrepreneurial identity, informal economy, exploratory research design, Ghana.

Paper is Available to Meeting Registrants Only.

ENT: **Does Entrepreneur’s social and environmental Activism Pay off?**

Author: **Shuaijun Zhang**, *UTRGV*

In this paper, we investigate a phenomenon of entrepreneur’s activism (verbal or action on social and environmental issues) and its consequences. Drawing on the strategic management and marketing literature, we argue that entrepreneur’s social and environmental activism may positively affects venture outcomes. Synthesizing stakeholder theory and neo-institutional theory, we propose that entrepreneur’s social and environmental activism help firms gain external legitimacy and thus affects venture outcomes. We also investigate the moderating effect of ex-ante industry activism (e.g., boycotts/buycotts). We found that when there has been boycott/buycott activism in certain industries, the impact of entrepreneur’s social and environmental activism on venture outcomes is stronger. We conclude with discussion and implication for theory and research.

Paper is Available to Meeting Registrants Only.

ENT: **Organizational responses in a rationalized institutional context**

Author: **Cagla Yavuz**, *Yeditepe U.*
Author: **Mine Karatas-Ozkan**, *U. of Southampton*
Author: **Vadim Grinevich**, *Southampton Business School, U. of Southampton*
Author: **Serdal Temel**, *Ege U.*
Author: **Jeremy Howells**, *Portsmouth U.*
Author: **Linda Baines**, *U. of Southampton*
Author: **Stratos Ramoglou**, *U. of Southampton*

There is a growing research interest in the role of Technology Transfer Offices (TTOs) in facilitating academic entrepreneurship (Clarysse et al., 2005; 2011; Wright et al., 2007). Extant scholarship has studied how TTOs influence entrepreneurial outcomes of university research via supporting patenting, licensing and spin-off activities. (Clarysse et al, 2011); establishing and overseeing intellectual property (IP) policies (Welsh et al. 2008; McAdam et al. 2017); and developing relationships with industry (Lee and Win 2004; Hsu et al. 2015; Miller et al. 2014; McAdam et al. 2017). TTO are therefore operating in increasingly rationalized yet complex institutional contexts, governed by prescriptions and expectations emerging from very diverse stakeholders, including the university, government and industry amongst others. These institutional contexts may not necessarily be considered effective by TTOs for achieving their objectives. There is very limited knowledge about the ways in which TTOs can cope with such contexts, although the evidence from elsewhere indicates that organizations may, for instance, choose to comply with practices that help them survive an institutionally demanding context, in spite of the fact that these practices do not align with the ends that the organizations are meant to serve (Bromley and Powell, 2012). Hence, the aim of this paper is to advance our understanding of TTO responses to highly rationalized institutional contexts, complicated by multiplicity of stakeholders, expectations and practices. We make several empirical and theoretical contributions. First, we provide systematic categorisation of TTO responses within a complex and rationalized institutional environment. Second, we demonstrate how combination of several institutional dynamics matter in developing response strategies and associated tactics. Third, we develop policy insights for pertinent stakeholders, illuminating managerial challenges faced by TTOs when achieving top-down metrics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Nvf 3

Digital Session Chair: **Ugur Uygur**, *Loyola U. Chicago*

ENT: How Are Entrepreneurial Opportunities Novel? Hierarchical Analysis of New Venture Ideas

Author: **Ugur Uygur**, *Loyola U. Chicago*

Novelty is a distinctive quality of new venture ideas, which are core components of entrepreneurial opportunities. However, our understanding of novelty is unidimensional: a vague sense of degree. This paper offers a hierarchical model to unpack novelty in both kind and degree. The consequent framework dissects the novelty of the new venture idea into two components. The structural location of novelty has implications for the entire venture creation process including: upper level novelty will lead to more innovative ventures but encounter more uncertainty, a more complex creation process, more indirect and legal challenges, less direct competition, and less direct retaliation by the incumbents.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurial Experience and Opportunity Exploitation: How Does the Context Matter? 

Author: **Mehmet Nasih Tag**, *Mersin U.*

We develop and test a multi-level framework postulating that both property rights institutions and entrepreneurial opportunities moderate the positive influence of prior entrepreneurial experience on opportunity-motivated entrepreneurship. We analyze this framework by exploiting a hierarchical dataset that spans 92 countries and a period of 16 years. Using the multi-level logit regression in conjunction with the instrumental variables approach, we find that the exogenous variation in property rights protection has both a direct and an indirect—through entrepreneurial experience—positive influence on the likelihood of becoming an opportunity-motivated entrepreneur. On the other hand, we find that while entrepreneurial opportunities increase the odds of observing opportunity-motivated entrepreneurs, they nevertheless weaken the positive effect of entrepreneurial experience on the likelihood of becoming an opportunity-motivated entrepreneur.

Paper is Available to Meeting Registrants Only.

ENT: The Pursuit of Legitimacy: How do AI Startups Navigate Between Institutional Environments?

Author: **Andreas Clark**, *HEC Montreal*

Author: **Mai Thai**, *HEC Montreal*

Startups need legitimacy to acquire resources from their environment to survive and thrive. In a born-global industry such as artificial intelligence (AI), startups' legitimacy building is subject to pressures from institutions that are constantly evolving at both macro and meso levels due to AI's huge potentials for creating positive and negative impacts. Yet, we do not know how AI startups deal with such an institutional context because prior studies mostly explored startups in established or static institutional environments. From our embedded multiple-case study of six AI startups based in Montreal (Canada) and Kuala Lumpur (Malaysia), we found that informal norms largely guide AI entrepreneurs despite governments' efforts to influence startup operating frameworks. In the case of weak formal regulations, AI startups purposefully rely on industry norms over other institutions. When corporate social responsibility (CSR) is embedded in meso-level norms, startups are more likely to proactively engage in CSR activities. We also found that industry leaders play a primary role in establishing the governing rules in AI, which in turn inform national policy development. Our study results provide interesting insights for players in emerging industries who want to know about CSR strategies when the industry is writing its rules. Furthermore, our study has implications that help policymakers in their efforts to influence normative institutions with the aim of creating an environment conducive to responsible practices. All in all, our study contributes to the literature a better understanding of entrepreneurs' legitimacy building through CSR in dynamic institutional settings.

Paper is Available to Meeting Registrants Only.

ENT: A Timely Take-off. Human Capital, Age, and Entrepreneurial Process Duration

Author: **Tomasz Marek Mickiewicz**, *Aston Business School*

Author: **Syed Rizwan Shahid Pirzada**, *Aston Business School*

Author: **Anna Rebmann**, *King's College London*

Author: **Paul D Reynolds**, *Aston U.*

We examine the impact of nascent entrepreneurs' human capital, both general and specific, and of their age, on the duration of the business start-up process until a positive (profitable) outcome. We argue why higher knowledge and older age of entrepreneurs may be associated either with shorter or with longer duration of the entrepreneurial process to a profitable outcome. Using the harmonised PSED dataset, and applying competing risks Cox models, we find that higher educational attainment trumps other forms of human capital being associated with the fastest venture creation process towards a profitable outcome, especially for hi-tech start up projects. Age has a sinusoidal relationship with the speed of the start-up process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper



Digital Session Chair: **Anthea (Yan) Zhang**, *Rice U.*

ENT: Who Is Devaluing Females in S&T Entrepreneurship? The Buffering Role of Token Identity   

Author: **Anthea (Yan) Zhang**, *Rice U.*

Author: **Lun Li**, *School of Economics and Management Tsinghua U.*

Author: **Jizhen Li**, *Tsinghua U.*

Males have been blamed for their prejudice towards females, and existing literature has dominantly advised increasing the proportion of females into authoritative positions as a remedy to mitigate gender inequality. Drawing on a unique dataset consisting of applicants and evaluating panelists from the Science & Technology Venture Program (STVP), we examine whether female evaluating panelists favor female applicants in S&T entrepreneurship and further explore the extent to which evaluating panelists' token identity strengthens or weakens such gender bias. We found that female evaluating panelists discounted female applicants in S&T entrepreneurship while male evaluating panelist not. In addition, we evidenced that not all female evaluating panelists deal with gender identity threat in the same manner. Specifically, when the female evaluating panelist was a token, namely, the only female, the only novice, or the one with the non-tech background in the evaluating panel, such rating penalties towards female applicants were mitigated. Our research contributes to the literature on gender inequality, token, minority, as well as funding decisions in S&T entrepreneurship.

Paper is NOT Available. Please contact the author(s).

ENT: The Relationship Between Entrepreneurial Orientation and Firm Performance for Black Entrepreneurs 

Author: **Ronald Leonardo Pegram**, *U. of Wisconsin, Whitewater*

Author: **K. Praveen Parboteeah**, *U. of Wisconsin, Whitewater*

This study evaluates the relationship between entrepreneurial orientation (EO) and firm performance for Black American entrepreneurs to propose a possible suggestion for the persistent performance gap between Black American entrepreneurs and others, particularly white entrepreneurs. The dominant explanations for this trend in the literature have tended to structural inequalities in access to funding and in wealth levels, resulting in an uneven playing field that places Black entrepreneurs at a considerable disadvantage. This review appears to offer a novel contribution in that EO is applied to test its connection to firm performance for Black entrepreneurs, and to evaluate how EO influences the development of social capital for Black entrepreneurs. Using a panel of self-reported business owners, we conduct a series of analyses including multivariate regression, hierarchical linear regression, and tests of mediation to discover that EO influences the development of social capital for the Black entrepreneur, and that the relationship between EO and firm performance is significant and positive for the Black entrepreneur but completely mediated by social capital, particularly that of external connections. The implication is that Black entrepreneurs need access to connections to fully realize the EO / firm performance relationship.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial team diversity, performance and disruption: Insights from a simulation model

Author: **Karl J. Wennberg**, *Linköping U.*

Author: **Vivek Kumar Sundriyal**, *Linköping U.*

Author: **Axel Norgen**, *Linköping U.*

While team diversity is believed to increase both cognitive conflict (performance-enhancing) and risk of affective conflict (disruption-enhancing), examining this trade-off in entrepreneurship settings is hampered by the lack of data allowing for joint assessments of diversity, performance and disruption over time in new venture teams. Drawing upon research in psychology and small group research, we develop a simulation model formalizing how different levels of entrepreneurial team diversity may influence team performance and disruption over time. Experimenting with different scenarios related to the diversity-performance and diversity-disruption relationships, our model generates insights how team diversity act as a double-edged sword where teams with greater diversity are more likely to create high-performing ventures, but also more exposed to the risk of disruption. Explicating the boundary conditions under which diversity maximize long-term team performance conditional on team survival, we contribute to the discussion on entrepreneurial team composition, behavior, and performance.

Paper is Available to Meeting Registrants Only.

ENT: Avoiding the Familiarity Trap: How entrepreneurs reach beyond their network to attract co-founders 

Author: **Steven Gray**, *U. of Texas at Austin*

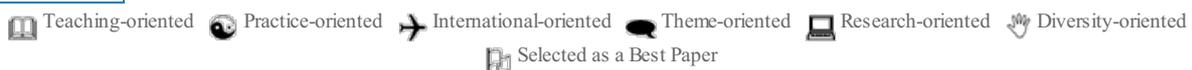
Author: **Esther Sackett**, *Santa Clara U.*

Author: **Travis Howell**, *UC Irvine*

Entrepreneurs assemble teams almost exclusively composed of people they already know, even though there are potential benefits of adding someone from beyond their personal network. Despite the proliferation of new programs and platforms aimed at giving entrepreneurs access to vastly broader pools of potential team members, entrepreneurs likely struggle to attract unfamiliar others to the venture. By integrating similarity attraction theory with research on surface-level and deep-level diversity, we explain how entrepreneurs can better attract unfamiliar others to their venture if they share deep-level similarity (e.g., personality, goals), rather than surface-level similarity (e.g., ethnicity, gender). We test our theory using survey and archival data from a sample of entrepreneurs and potential team members enrolled in an incubator program designed to help entrepreneurs form a team and launch their venture. Our model and results show that entrepreneurs can attract unfamiliar others to their venture when they are similar on less-visible dimensions and that adding a team member from beyond the entrepreneur's network promotes early venture success.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Session Type: **Paper Session**
Program Session: **827** | Submission: **17478** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Entrepreneurship and Emotions 3

Digital Session Chair: **Leidy Yurani Cubillos Pinilla**, *TUM School of Management, Technical U. of Munich*

ENT: I make my own rules! A multi-method analysis of individual antecedents of entrepreneurial intention    

Author: **Leidy Yurani Cubillos Pinilla**, *TUM School of Management, Technical U. of Munich*

Author: **Sylvia Hubner**, *Free U. of Bozen-Bolzano*

Author: **Franziska Emmerling**, *Technische U. München*

We propose a cognitive-personality-ethic model of entrepreneurial intention, which is based on a multi-method analysis. Our model integrates conditional rule-breaking – the cognitive skill to follow or break a rule according to the expected consequence and self-interests – as well as personality traits and ethical orientations as antecedents of entrepreneurial intention. The model bridges different theoretical perspectives and overcomes methodological flaws of previous entrepreneurial intention research. We argue that conditional rule-breaking is likely to be linked to entrepreneurial intention in individuals with high openness or low relativism, and that narcissism is related to conditional rule-breaking and entrepreneurial intention. Our study (N = 108), in which we assess individuals' conditional rule-breaking skill in a computerised task, and their personality traits and ethical orientations in a questionnaire, supports our predictions. Our research contributes to entrepreneurship and organisational behaviour literature by (1) introducing conditional rule-breaking, and its behavioural measurement in a computerized task, as an antecedent of entrepreneurial intention, and (2) considering the interplay of individual characteristics in an integrative model of antecedents of entrepreneurial intention.

Paper is Available to Meeting Registrants Only.

ENT: How planned behavior drives employee intentions to pursue new product and service development 

Author: **Katarina Ingrid Blomkvist**, *Uppsala U.*

Author: **Jeanette Veronika Engzell**, *Dept of Business Studies Uppsala U.*

Author: **Philip Kappen**, *Uppsala U.*

Author: **Ivo Zander**, *Uppsala U.*

We draw on the theory of planned behavior to develop and test a set of hypotheses about the drivers of employee intentions to become engaged in the development of new products and services. The results from a survey of 3,435 employees of Swedish companies, including small, medium-sized, and large firms, reveal a number of factors related to attitudes, subjective norms, and perceived behavioral control that have an either positive or negative influence on the presence of such intentions. We further show how the strength of the identified relationships varies with firm size. Overall, the findings suggest that firms may differ substantially in terms of their ability to support employee initiatives that are critical for sustained introduction of new products and services.

Paper is Available to Meeting Registrants Only.

ENT: Collectivistic Personal Values, Entrepreneurial Intention, Motivation and Behavior 

Author: **Susana Correia Santos**, *Rowan U.*

Author: **Xaver Neumeyer**, *U. of North Carolina, Wilmington*

Author: **Antonio Caetano**, *ISCTE - Instituto U. de Lisboa*

Author: **Francisco Liñán**, *U. of Sevilla*

This study examines the role of entrepreneurial intentions and motivations in the interplay between collectivistic personal values and self-employment career options. Our analysis of a sample of individuals throughout two different points in time uncovers how and when collectivistic personal values (i.e., conservation and self-transcendence) lead to self-employment. Results suggest that entrepreneurial intentions function as a mechanism that triggers self-employment decisions for individuals with collectivistic personal values and that this effect is stronger when they engage in opportunity-based entrepreneurship. We conclude by discussing the implications of our results on the entrepreneurship literature and the values - intention - action links.

Paper is NOT Available. Please contact the author(s).

ENT: From Committed Employees to Aspiring Entrepreneurs: A Conditional Process Analysis

Author: **Qinglin Liu**, *Rensselaer Polytechnic Institute*

Author: **Hao Zhao**, *Rensselaer Polytechnic Institute*

Extending previous research on antisocial rule-breaking in high school and entrepreneurship, we study a different form of rule-breaking—prosocial rule-breaking (PSRB) in the workplace. Based on the stewardship theory, we expect that employees' affective organizational commitment will lead to employees' PSRB, which, under some conditions, is related to entrepreneurial intentions to start new businesses. Our moderated mediation analysis on time-lagged data from 122 employees supported an indirect effect between affective organizational commitment and entrepreneurial intentions that is mediated by PSRB and moderated by age and entrepreneurial self-efficacy simultaneously. We discuss theoretical and practical implications.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **828** | Submission: **12590** | Sponsor(s): **(ENT, GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AM ET (UTC-4)**

Women's Entrepreneurship: Cultural, Institutional, and Global Perspectives

Women's Entrepreneurship



Distinguished Speaker: **Amanda Brickman Elam**, *Babson College*
Organizer: **Vishal K. Gupta**, *U. of Alabama*
Organizer: **Golshan Javadian**, *Morgan State U.*
Organizer: **Crystal Lynn Dobratz**, *Howard U.*
Organizer: **Alka Gupta**, *Bernard M. and Ruth R. Bass Center for Leadership Studies*

Much of research on women entrepreneurship has been focused on individual-level factors that serve to keep women out of achievement-oriented domains like entrepreneurship or limit their access to resources they need to grow their business (Brush and Jennings, 2013). This is while institutional-level contributors to gender-level inequality have often been overlooked. This is problematic because systematic or institutional factors can have a profound influence on individual-level psychological processes (Konig and Muller, 1986). The purpose of this symposium is to highlight the unrecognized institutional-level factor that influence woman entrepreneurship in either positive or negative ways.

Timeout: The Role of Social Welfare in Entrepreneurship among Mothers

Author: **Magdalena Markowska**, *Jönköping U.*
Author: **Helene Ahl**, *Jönköping U.*
Author: **Lucia Naldi**, *Jonkoping International Business School*

Practice Rather Than Preach: Cultural Practices and Female Social Entrepreneurship

Author: **Diana Maria Hechavarria**, *U. of South Florida*
Author: **Steven Brieger**, *U. of Sussex Business School*

Gendered Wording: An Institutional Mechanism for Gender Inequality in Entrepreneurship

Author: **Golshan Javadian**, *Morgan State U.*
Author: **Crystal Lynn Dobratz**, *Howard U.*
Author: **Alka Gupta**, *Bernard M. and Ruth R. Bass Center for Leadership Studies*
Author: **Vishal K. Gupta**, *U. of Alabama*

The Family as a Legitimacy-Granting Stakeholder

Author: **Arielle Newman**, *U. of Southern Mississippi*
Author: **Lisa Mali Jones Christensen**, *Brigham Young U.*

Nudge! Does critical mass create momentum in women entrepreneurship?

Author: **Parul Manocha**, *Virginia Tech*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **829** | Submission: **13153** | Sponsor(s): **(ENT, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Effectuating Effectively: Exploring Processes and Boundary Conditions

Effectuating Effectively: Exploring Processes



Organizer: **Sonia-Cristina Codreanu**, *U. College London*
Presenter: **Sonia-Cristina Codreanu**, *U. College London*
Organizer: **Sophia Braun**, *ESCP Business School*
Presenter: **Sophia Braun**, *ESCP Business School*
Presenter: **Yi Jiang**, *ESCP Business School*
Presenter: **Somayeh Taghvaei**, *ESCP Business School*
Participant: **Katrin Marike Smolka**, *Warwick Business School*
Participant: **Thijs Geradts**, *Erasmus U. Rotterdam*
Participant: **Rene Mauer**, *ESCP Business School*
Participant: **Yashar Mansoori**, *Chalmers U. of Technology*
Participant: **Daniel Lyons**, *Euler Hermes*
Discussant: **Tiago Ratinho**, *IESEG School of Management*
Discussant: **Ona Akemu**, *Nazarbayev U.*

In recent years, effectuation has gained prominence in the entrepreneurship literature as a theory for understanding and conceptualizing entrepreneurial decision-making and action. Despite the breadth of findings related to effectuation and overall progress in the literature, significant gaps still exist in our understanding of effectuation processes. The papers presented in this symposium and the ensuing discussion aim to advance our understanding of effectuation by addressing the following questions: what makes effectuation effective? When, why, and how do entrepreneurs shift from effectuation to causation techniques? When, why and how do practitioners apply effectuation techniques and under which circumstances is the use of effectuation valuable for practitioners? How can effectuation interact with entrepreneurial team dynamics? The ensuing discussions between presenters, discussants, and audience will capture the interests of academics and practitioners alike.

Effectual Learning for Causal Competence – a POMDP Model of Decision-Making Sequences

Author: **Yi Jiang**, *ESCP Business School*
Author: **Daniel Lyons**, *Euler Hermes*

How to Effectuate: Uncovering the Details of Effectuation as a Process

Author: **Sophia Braun**, *ESCP Business School*
Author: **Rene Mauer**, *ESCP Business School*

Effectually Committed or Causally Involved? Exploring Entrepreneurial Decision-Making in Teams

Author: **Katrin Marike Smolka**, *Warwick Business School*
Author: **Sonia-Cristina Codreanu**, *U. College London*
Author: **Thijs Geradts**, *Erasmus U. Rotterdam*

New Venture Ideation Through Effectuation

Author: **Somayeh Taghvaei**, *ESCP Business School*
Author: **Yashar Mansoori**, *Chalmers U. of Technology*
Author: **Rene Mauer**, *ESCP Business School*

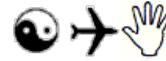
KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **830** | Submission: **10255** | Sponsor(s): **(GDO, HR, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 12:00PMET (UTC-4)**

Solutions That Work: How to Combat Gender Inequality in Business Schools

Recommendations for greater gender equality in HE



Organizer: **Tina Miedtank**, *Erasmus U. Rotterdam*
Panelist: **Joana Vassilopoulou**, *Rotterdam School of Management, Erasmus U.*
Panelist: **Anna Ginès I Fabrellas**, *Esade Law School*
Panelist: **Janka Kottulová**, *Comenius U. in Bratislava*
Panelist: **Hanneke Takkenberg**, *Erasmus U. Rotterdam*

Whereas in the past, gender equality was especially recognized as an issue in the field of science, technology, engineering and maths (STEM), it is now also more and more being recognized by AHMSSBL institutions. This PDW aims to provide an opportunity for panelists and participants to discuss and share best practices and HR tools promoting greater gender equality in business and management schools and higher education overall. Through a panel presentation and four round table discussions the goal of the PDW is to develop a more nuanced understanding of the various organizational and institutional contexts, experiences, challenges to and consequences of gender inequality in business and management schools. It brings together international scholars in order to discuss ways to address the challenges faced and offer a way forward. The online workshop is planned to consist of two parts, first a panel discussion focusing on the challenges and opportunities in developing solutions for combating inequality in higher education. Panelists will share their experience of their 'Equality 4 Europe' research project within their institution, including the challenges faced. The second part consists of four round tables where panelists and attending participants discuss different thematic areas, share their insights, critiques, and institutional challenges into the respective topics and particularly discuss possible solutions and measure fostering gender equality in academia. The round tables will be lead each by one of the panelists.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **831** | Submission: **17235** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:45AMET (UTC-4)**

Working Together: Organizational Perspectives on Integrating Efforts to Improve Health Care Delivery

Digital Session Chair: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*

Integrating Individual, Interpersonal, and Interorganizational Efforts to Improve Health Care Delivery

HCM: High-Minority Nursing Homes Disproportionately Affected by COVID-19 Deaths  

Author: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Author: **Justin Lord**, *Louisiana State U. Shreveport*
Author: **Ganisher K. Davlyatov**, *U. of Oklahoma Health Sciences Center*
Author: **Akbar Ghiasi**, *U. of the Incarnate Word*
Author: **Gregory N. Orewa**, *U. of Alabama, Birmingham*

Racial/ethnic disparities in healthcare have been highlighted by the recent COVID-19 pandemic. Using the Centers for Medicare and Medicaid Services' Nursing Home COVID-19 Public File, we examined the relationship between nursing home racial/ethnic mix and COVID-19 resident mortality. As of October 25, 2020, high minority nursing homes reported 6.5 COVID-19 deaths as compared to 2.6 deaths for nursing homes that had no racial/ethnic minorities. After controlling for interstate differences, facility-level resident characteristics and resource availability, high-minority nursing homes had 61% more COVID-19 deaths (Incidence Rate Ratio [IRR] = 1.61; $p < 0.001$) as compared to nursing facilities with no minorities. From a policy perspective, nursing homes, that serve primarily minority populations, may need additional resources, such as, funding for staffing and personal protective equipment in the face of the pandemic. The COVID-19 pandemic has sharpened the focus on healthcare disparities and societal inequalities in the delivery of long-term care.

Paper is Available to Meeting Registrants Only.

HCM: Interprofessional Teamwork for Infection Prevention: Development of a Model and Solutions 

Author: **Megan Gregory**, *The Ohio State U. College of Medicine*
Author: **Sarah MacEwan**, *Ohio State U.*
Author: **Lindsey Sova**, *Ohio State U.*
Author: **Alice Gaughan**, *Ohio State U.*
Author: **Ann Scheck McAlearney**, *Ohio State U.*

Healthcare-associated infections (HAIs) are associated with patient mortality and high costs to the healthcare system. These HAIs are largely preventable by practices such as prompt removal of lines and Foley catheters. While seemingly straightforward, these practices are complicated in that they require interprofessional teamwork between physicians and nurses to be enacted successfully. Yet, it is unknown how interprofessional teamwork occurs in the HAI prevention context. As part of a larger project on HAI prevention, we interviewed 420 participants (physicians, nursing, others) across 18 hospitals about interprofessional collaboration in this context. From these findings, we propose an input-mediator-outcome-input (IMOI) model of interprofessional teamwork in the context of HAI prevention, suggesting that various organizational processes and structures facilitate specific teamwork attitudes, behaviors, and cognitions, which subsequently lead to HAI prevention outcomes including timeliness of line and Foley removal, and ensuring sterile technique and hand hygiene. We discuss the extent to which these results are actionable for managers, and propose specific strategies that managers adopt to improve interprofessional teamwork around HAI prevention.

Paper is NOT Available. Please contact the author(s).

HCM: Impact Assessment of "Community Training Program" on Dengue Prevention and Control 

Author: **Swati Alok**, *Assistant Professor Birla Institute of Technology (BITS-Pilani)*
Author: **Samrun Nessa**, *PhD Student*
Author: **Sajeli Begum**, *Associate Professor*
Author: **Rishi Kumar**, *assistant professor*

Context: The global threat of dengue has burdened the health systems of underdeveloped and developing countries. In such a scenario, 'community training programme' has become the only remedy for vector-borne diseases like dengue. Program: The authors strongly believe that a personalised/ customised training programme designed for a set of population has the potential to bring a significant impact on behavioural change in the masses. The present study prospects in empathizing the knowledge, attitude and practice of a community in general and add a pragmatic value to the policy-makers in designing effective strategies to control dengue. Implementation: A two-step methodology was followed for designing the training materials viz., (i) accessing baseline knowledge through KAP survey, entomological survey and spatial survey and (ii) survey outcome-based designing of training materials which included personalized videos, PowerPoint presentations, poster & pamphlets, games, activity sheets, demos, etc. The customised materials mentioned were used during the training programme, and its effectiveness was evaluated after six months using "Difference in differences" (DID) methodology. Evaluation: The significant and positive DID coefficients 1.079, 0.599 and 1.7 indicated remarkable improvement in attitude, risk perception and knowledge respectively. Also, there was a significant behavioural change (1.50) in mosquito reduction practices post-intervention. Discussion: The results revealed a positive impact of the customized and tailor-made training materials on knowledge, attitude, risk perception and preventive practices scores. The encouraging outcome concerning behavioural change among the common masses could be attributed to the customised materials used for the training.

Paper is Available to Meeting Registrants Only.

HCM: Health System Responses to COVID-19: A Multi-level Systematic Review of Primary Qualitative Studies ✈

Author: **Simon Turner**, *U. de los Andes, Colombia*

Author: **Natalia Botero-Tovar**, *Uniandes*

Author: **Maria Alejandra Herrera**, *Uniandes*

Author: **Juan Pablo Borda**, *Uniandes*

Author: **Francisco Ortiz**, *Uniandes*

Author: **Jean Carlo Ramirez**, *Uniandes*

Author: **Luisa Fernanda Maldonado**, *Uniandes*

COVID-19 had presented challenges to the healthcare systems and healthcare professionals in all countries. After one year of the pandemic, the evidence begins to consolidate, and the literature demands the documentation of the experiences lived by healthcare professionals and other frontline actors. This systematic review of primary qualitative studies depicts the experiences and perceptions of organizations and actors at multiple levels of health systems internationally in responding to COVID-19. Six main databases of biomedical information, public health and health administration research were searched over the period 1 October 2019 to 21 October 2020. Information extracted from included studies was analysed thematically. Twenty-two articles were selected for full assessment. Considering the professional level experiences, the most predominant themes of the studies consisted of the new roles and responsibilities of healthcare workers, burnout and distress, unseen healthcare workers, and positive changes and emergent solutions amid the crisis. Recommendations of the studies discussed mainly about the urge to provide psychological support, and leadership for managers and health authorities. Continuous training, regulation of working conditions, providing supportive resources, coordinating a diversity of actors, and reviewing and updating regulations were recommendations of a wider system support. The experiences of frontline healthcare workers had been the focus of attention of primary qualitative studies as of October 2020. Knowledge gaps and the need for primary research were identified in the organisational and national levels that could answer to the needs of the workforce.

Paper is Available to Meeting Registrants Only.

HCM: Service Duplication and Local Hospital System Membership

Author: **Hanh Q. Trinh**, *U. of Wisconsin, Milwaukee*

Purpose: To assess the influence of organizational characteristics on service duplication of 1,183 hospitals that affiliate with local hospital systems in U.S. core based statistical areas (CBSA) in 2015. Methodology: Ordinary least square regression is used to estimate the relationship between organizational characteristics in 2013 and service duplication in 2015. Findings: The results show that hospitals affiliated with either centralized hospital systems or with decentralized hospital systems duplicate more services than those in independent hospital systems. Hospitals duplicate more services if they are large, teaching, and have high case mix severity. Hospitals duplicate fewer services if they are for-profit and affiliated with large systems. Practice Implications: System management should be aware of member hospital management's concerns about the reduction in decision making autonomy and should strive to coordinate services among all members in a way which assures members that the benefits of cooperation are greater than the costs of losing some autonomy. Key words: Hospital systems, hospital services, duplication of services, integrated health systems

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **832** | Submission: **17243** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:45AMET (UTC-4)**

Best Papers Session 1

Digital Session Chair: **Rachel Gifford**, *Maastricht U.*

HCM: To Uncertainty and Beyond: Cataloguing Hospitals' Adaptations during the COVID-19 pandemic

Author: **Rachel Gifford**, *Maastricht U.*
Author: **Daan Westra**, *Maastricht U.*
Author: **Frank Van De Baan**, *Maastricht U.*
Author: **Dirk Ruwaard**, *Maastricht U.*
Author: **Fred Zijlstra**, *Maastricht U.*
Author: **Lieze Poesen**, *Maastricht U.*
Author: **Bram Fleuren**, *Maastricht U.*

HCM Division Best International Paper **HCM Division Best Theory to Practice Paper**

The environment of healthcare organizations is becoming increasingly uncertain. Emergent environmental threats such as the recent COVID-19 pandemic pose imminent and real risks to our societies and require healthcare organizations to adapt rapidly and continuously. To understand how healthcare organizations can cope with such deep uncertainty, we conducted a multiple case study of five hospitals during the COVID-19 crisis in a heavily hit region of the Netherlands. We find that hospitals made adaptations in six key categories, namely; reorganization, decision-making, staffing, well-being, resources, and planning. These adaptations offer insights into the core capabilities needed by healthcare organizations to cope with dynamic uncertainty. Our findings highlight the need for agility (e.g. reconfiguring staff and bed capacities) and a long-term orientation (e.g. strategic decision-making, forecasting and planning) in order to sense and respond to environmental change. Furthermore, a learning mindset allows organizations to seize opportunities and be resilient in the face of ongoing uncertainty. We make recommendations on how healthcare organizations can build these capabilities and address the core challenges and dilemmas they face in this pursuit.

Paper is Available to Meeting Registrants Only.

HCM: Lessons from the Brazilian National Patient Safety Program for Building Safety Culture in Hospitals

Author: **Barbara Caldas**, *National School of Public Health, Oswaldo Cruz Foundation*
Author: **Margareth Portela**, *National School of Public Health, Oswaldo Cruz Foundation*
Author: **Emma-Louise Aveling**, *Harvard U.*

Carolyn Dexter Award Nominee

Strong safety culture is foundational to improving patient safety. National or large-scale, multi-organizational programs combining organization-level components with targeted clinical components may be particularly suited to strengthening hospital safety culture. In 2013, Brazil's Ministry of Health launched the National Patient Safety Program (NPSP), involving national incident reporting, hospital-level safety teams and targeted safety protocols. We conducted in-depth qualitative case studies (including documents, interviews and observations) of NPSP implementation in two public hospitals, to identify lessons for optimizing the impact of large-scale programs on safety culture strengthening. Using Singer and Vogus' Safety Culture Framework, we examined how program implementation at organization- and department-levels affected the enabling, enacting and elaborating processes that produce and sustain safety culture. Findings highlight the critical role of enabling processes, and the important interplay of multi-level processes in strengthening safety culture. Both hospitals experienced challenging starting conditions. While NPSP provided critical enablers for hospital-level action, external mandates alone were insufficient. Internal enabling failures (e.g. little safety-relevant senior leadership) hindered enactment at organization-level (e.g. safety teams unable to institute plans) and department-level (e.g. difficulties deploying safety protocols). Limited enactment and weak elaboration processes (e.g. bureaucratic monitoring, limited resources for improvements) in turn failed to institutionalize protocol use and stymied safety culture. Optimizing the safety culture impact of large-scale patient safety programs requires effective enabling at all levels and capitalizing on the productive potential of interacting national- and local-level influences to address resource constraints, develop local leadership capacity and avoid bureaucratic implementation approaches that overlook significant sociocultural challenges.

Paper is NOT Available. Please contact the author(s).

HCM: Masked and Distanced: How Personal Protective Equipment Affects Teamwork in Emergency Care

Author: **Tuna Cem Hayirli**, *Harvard Business School*
Author: **Nicholas Stark**, *U. of California, San Francisco*
Author: **Aditi Bhanja**, *Harvard T.H. Chan School of Public Health*
Author: **James Hardy**, *U. of California, San Francisco*
Author: **Christopher Peabody**, *U. of California, San Francisco*
Author: **Michaela Kerrissey**, *Harvard U.*

Newly intensified and widespread use of personal protective equipment (PPE) as a result of the COVID-19 pandemic in emergency departments presents teamwork challenges affecting the quality and safety of care at the frontlines. We conducted a qualitative study to categorize and describe barriers to teamwork posed by PPE in the emergency setting. We conducted semi-structured interviews with 55 personnel from two emergency departments serving in a variety of roles. We then performed a thematic analysis to identify and construct patterns of teamwork challenges into themes. We discovered two types of challenges to teamwork: material barriers related to wearing masks, gowns, and powered air purifying respirators, and spatial barriers implemented to conserve PPE and limit coronavirus exposure. Both material and spatial barriers resulted in disrupted communication, roles, and interpersonal relationships, but did so in unique ways. Material barriers muffled information flow, impeded team member recognition and role/task division, and reduced belonging and cohesion while increasing interpersonal strain. Spatial barriers resulted in mediated communication, and added physical and emotional distance between teammates and patients. Our findings identify specific aspects of how intensified PPE use disrupts teamwork, and can inform efforts to ensure care quality and safety in emergency settings as PPE use continues during and, potentially beyond, the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

Author: **Maike Vanessa Tietschert**, *Vrije U. Amsterdam*

Author: **Sophie Higgins**, *Harvard T.H. Chan School of Public Health*

Author: **Alex Haynes**, *U. of Texas at Austin*

Author: **Raffaella Sadun**, *Harvard Business School*

Safety culture, shared values with regard to safety management, is a key driver of high-quality health care delivery. The Safe Surgery Checklist (SSC) is an innovative tool for improving surgical care safety, but evidence about SSC effectiveness is mixed. While a structured implementation and management commitment are considered important, limited evidence exists about what managerial practices support safety culture, and how SSC implementation can impact the organization's managerial practices and safety culture. We examined the relationship between management practices and perceived safety culture and the way checklist implementation induces change in both. Using a pre-posttest design and survey methods, we evaluated the implementation of SSC in a national sample of 42 general acute care hospitals affiliated with a leading hospital system. We measured perceived management practices among management (n=99) using the World Management Survey. We administered the Safe Surgical Practice Survey to clinical operating room personnel to measure perception of pre-operative safety and safety culture (N= 2380 in 2016 and N= 1433 in 2017). Data was collected in two consecutive years. Linear regression analysis demonstrated a significant relationship between changes in management practices and overall safety culture and perceived teamwork following SSC implementation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **833** | Submission: **16580** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:00AMET (UTC-4)**

IM Division Eminent Scholar Award Presentation by Professor Rosalie Tung *Eminent Scholar Award*

Chair: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Speaker: **Rosalie L. Tung**, *Simon Fraser U.*
Participant: **Ming-Jer Chen**, *U. of Virginia*
Participant: **Lorraine Eden**, *Texas A&M U.*

Professor Rosalie Tung is the recipient of the 2021 IM Division Eminent Scholar Award. This award recognizes lifetime achievement in international management scholarship. In this session we review and celebrate Professor Tung's contributions to the theory and practice of international management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutions, Innovation, Intellectual Property and Entrepreneurship

Digital Session Chair: **Navin Kumar Saxena**, *Indian Institute of Management Raipur*

This session examines topics broadly associated with institutions and their impact on innovation, intellectual property and entrepreneurship in international contexts. The first paper presents a stakeholder-based view of the evolution of intellectual property institutions. This is followed by an analysis of relationships between institutional transitions, research and development, and exports in India. Additional papers examine how a country's institutional environment shapes the relationship between firm risk and innovation and the impact of intergovernmental organizations on entrepreneurship.

IM: A Stakeholder-Based View of the Evolution of Intellectual Property Institutions (WITHDRAWN)

Author: **Dan G. Prud'homme**, *EMLV*
Author: **Tony Tong**, *U. of Colorado, Boulder*
Author: **Nianchen Han**, *U. of Colorado, Boulder*

In this article, we address several limitations of prior international business (IB) studies that investigate how and why intellectual property rights (IPR) institutions evolve in ways of consequence to multinationals. To do this, we develop a dynamic stakeholder-based view (SBV) of micro- and macro-processes shaping the evolution of formal institutions. The SBV micro-processes include (1) establishment of endogenous and exogenous stakeholders, (2) formation of stakeholders' interests, (3) evaluation of stakeholders' salience, (4) governance of the focal institution, and (5) interpretation of the impacts from institutional governance. The SBV macro-processes include (1) feedback loops among the micro-processes and (2) the stickiness of each stakeholder process. We demonstrate the explanatory power of our framework by offering historical examples of how and why the SBV processes have shaped the heterogeneous evolution of IPR institutions in China, the U.S., and other countries. We argue that IPR institutions, despite experiencing significant convergence in places, diverge across countries in ways of consequence to multinationals due to the stickiness of stakeholder processes. We also illustrate that the third SBV micro-process, evaluation of stakeholders' salience, most immediately explains IPR institutions' evolution. Our work challenges recent assertions about the evolution of IPR institutions and what this means for multinational firms doing business across borders.

Paper is NOT Available. Please contact the author(s).

IM: Institutional Transitions, Research and Development (R&D), and Exports in India

Author: **Nishant Kathuria**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Sumit Majumdar**, *U. of Texas at Dallas*
Author: **Mike W. Peng**, *U. of Texas at Dallas*

Scholars have identified that investing in research and development (R&D) capabilities enables firms to export more. Left underexplored is the question: Does the positive relationship between R&D and exports continue to hold during institutional transitions, which are fundamental and comprehensive changes introduced to the rules of the game? In the context of India's market-oriented institutional transitions, the implementation of Foreign Exchange Management Act (FEMA) in the year 2000 provides a natural experiment that helps us examine this question. We find evidence that although FEMA enabled innovative firms to generate more exports relative to the prior constrained environment, the relationship between R&D and exports ceases during the post-FEMA period. Theoretically, we shed light on how uncertainties that arise due to institutional transitions drive firms towards short-term orientation, which prevents the firms to building R&D capabilities.

Paper is Available to Meeting Registrants Only.

IM: How Does a Country's Institutional Environment Shape the Relationship between Firm Risk & Innovation

Author: **Irina Stoyneva**, *Thomas Jefferson U.*

In this study, I propose a theoretical link between risk and innovation. Using arguments grounded in prospect theory and agency theory, I propose a model that conceptualizes the firm level risk as an antecedent to innovation. I then anticipate that the institutional environment will influence the relationship between risk and innovation, so that greater firm level risk will negatively impact innovation. I further expect that certain institutional environment factors will moderate the negative relationship between risk and innovation such that the effect will be weaker in the context of strong pro-market orientation of the country vs. strong pro-social orientation. I test the proposed model in a sample of 1037 firms from countries in the EU and North America.

Paper is NOT Available. Please contact the author(s).

IM: The Impact of Intergovernmental Organizations on Entrepreneurship

Author: **Elizabeth Marie Moore**, *Northeastern U.*
Author: **Luis Alfonso Dau**, *Northeastern U.*
Author: **Kristin Brandl**, -

Intergovernmental organizations (IGOs) aim to promote stability, development, and security for member states and their citizens via supranational institutional influences. However, their role and their impact on individuals has been questioned due to political, social, and economic uncertainties and the high detachment of the supranational IGO level and the individual level. For example, it is not clear how IGOs impact entrepreneurs and their strategic decisions to formalize entrepreneurial activities or remain informal. Thus, we study the impact of IGOs on entrepreneurial decision making, by considering the supranational institutional level, the national institutional ecology, and individual decision making. Through a study of 68 countries, their entrepreneurial environment, and their connection to IGOs, we find that IGOs generally cultivate a positive environment for entrepreneurship. Moreover, IGOs encourage different strategic decisions, i.e., encouraging formal entrepreneurship while discouraging informal entrepreneurship. We argue that a key mechanism of these impacts is the strength of the institutional ecology of member states and find that national institutional environments mediate the relationship between IGOs and entrepreneurship, further reducing informal and enhancing formal entrepreneurship. We combine international relations, institutional theory, and strategic entrepreneurship and interconnect supranational institutions, national institutional ecologies, and the individual's entrepreneurial decision-making.

Paper is Available to Meeting Registrants Only.

IM: How FDI inflows to emerging markets are influenced by country regulatory factors? (WITHDRAWN) ✈

Author: **Farok Contractor**, *Rutgers U.*

Author: **Nuruzzaman Nuruzzaman**, *Alliance Manchester Business School, U. of Manchester*

Author: **Ramesh Dangol**, *Youngstown State U.*

Author: **Raghunath Subramanyam**, *Indian Institute of Management, Bangalore*

Foreign Direct Investment (FDI) inflows to emerging nations exhibit a big variation. To what extent do host-country regulatory and institutional variables attract or repel FDI? We integrate various theoretical perspectives: transaction cost economics, global value chain analysis and liability of foreignness to examine the impact of formal regulations, rule-of-law, property rights, procedural bottlenecks and infrastructure on the attractiveness of an emerging market for the period 2004 to 2016. We seek to identify which of the many regulatory variables most influence the FDI decision. We find that countries with more efficient start-up regulations, stronger protection of minority investment, and better procedures and infrastructure for international trade across their borders attract more FDI. These results have important implications for policy reform in emerging markets, as well as for multinationals selecting which nations to invest in.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **835** | Submission: **16666** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 10:30AMET (UTC-4)**

How to Get the Most of Your AOM Member Benefits (Monday) *Member Benefit of the Day (Monday)*

Organizer: **Julia Vesei**, *Academy of Management*
Organizer: **Terese Loncar**, *Academy of Management*
Organizer: **Gabe Branson**, *Academy of Management*

A daily overview of AOM member benefits and how to obtain them including overviews and Q&A about Publications, Meetings, DIG online communities, Career Services and more

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **836** | Submission: **13406** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 12:00PMET (UTC-4)**

**International Management Consulting Post-Pandemic:
Empowering Managers to Get Back to Work**
International Management Consulting Post-Pandemic



Presenter: **József Poór**, *J.Selye U.*
Presenter: **Eric Sanders**, *Elmhurst U.*
Presenter: **Kinga Kerekes**, *Babes-Bolyai U.*

Management consulting has grown both in revenue and importance consistently for the past 150 years. It has helped organizations through other pandemics and many economic recessions. What is the same and what is different this time, with the COVID-19 pandemic and its accompanying global recession? In the USA and Eastern and Central Europe, a greater focus will be on Diversity, Equity, and Inclusion, as well as managing a remote workforce. How will management consulting adapt and assist managers and leaders to get back to the business of running their organizations? A global panel will set the context with thoughts from their various countries, along with discussion among the attendees to address their questions and concerns.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **837** | Submission: **17612** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:00AMET (UTC-4)**

MED Division Annual Members Meeting and Awards *MED Division Annual Members Meeting and Awards*

Organizer: **Gerard Beenen**, *California State U., Fullerton*
Organizer: **Sabine Hoidn**, *U. of St. Gallen*
Organizer: **Alan B. Eisner**, *Clark U.*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Olga Igorevna Ryazanova**, *Maynooth U.*
Organizer: **Brett Paul Matherne**, *Georgia State U.*
Organizer: **Volker M Rundshagen**, *U. of Applied Sciences Stralsund*
Organizer: **Kim Gower**, *U. of Mary Washington*
Facilitator: **Alexis Rittenberger**, *Case Western Reserve U.*
Facilitator: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*

Learn about our division's accomplishments this past year and our exciting plans for the future, and please join us in congratulating our 2021 award winners.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Viewing Management from an Organizational Neuroscience Perspective



Digital Session Chair: **Christina Öberg**, *Karlstad U.*
Discussant: **David A. Waldman**, *Arizona State U.*

NEU: **Managers, Minds and Machines in the Age of Artificial Intelligence**

Author: **Christina Öberg**, *Karlstad U.*
Author: **Andrea Geissinger**, *Örebro U.*
Author: **Rasmus Nykvist**, *Stockholm School of Economics*

NEU Best Paper Award

This paper explores the connection between mental structures shaped by past events and managerial action targeted to manifest an uncertain future and does so in the light of artificial intelligence (AI). By drawing on predictive brain theory, the paper conceptualizes that prospective sensemaking is increasingly required for managers. To shed light on prospective sensemaking in uncertain times, we draw on the concept of network pictures to conceptualize managers' sensemaking and consequent actions based on the notion of companies being embedded in a context (network) affecting strategies and their outcome. The network pictures managers form through sensemaking reflect the presence or the past, but what happens when we take the notion of a future that is inherently different from the past as the guiding light for present actions seriously? The paper contributes to research by extending the network picture concept and interlinking it with neuroscience and specifically AI as a motor of change, and as challenging the human thought with machine learning

Paper is Available to Meeting Registrants Only.

NEU: **Physiological Synchrony and Newly-formed Groups' Outcomes: The Moderating Effects of Leader Justice**

Author: **Nir Milstein**, *Bar-Ilan U.*
Author: **Ilanit Gordon**, *Bar Ilan U.*

NEU Best Student Paper Award

Extant evidence supports the relationship between group social alignment processes (e.g., synchrony) and group performance. Nevertheless, to date, most studies examined such processes at late stages of group development, assuming that members must be well-acquainted to form social alignment. In today's organizations, however, individuals often work on short-term project teams, in which individuals are expected to be socially-aligned as soon as they join the team. Consistent with social identification theory, we argue here that group synchrony may be evident, yet covert, early in the life of a group even before it manifests in overt behavior. Furthermore, because members are unfamiliar with each other at this early stage, we expect them to seek guidance from external sources, in particular from leaders who treat them fairly. Given that leaders signal and align individuals to endorse collective goals, we expect their intervention to channel group synchrony toward effective group-functioning. To capture deep-seated synchrony, we assessed members' electrodermal activity (EDA), also known as galvanic skin response. Fifty 3-person groups (N = 150) were engaged in a problem-solving task while their EDA was monitored. Half of the groups were treated fairly by the experimenter, while the other half were treated unfairly. Results indicated that EDA physiological synchrony was positively related to improved performance, only when the leader treated group members fairly. Our findings provide evidence for the importance of applying neuroscience and physiological measures to address key research questions in management. We discuss other implications of our approach to both theory and practice.

Paper is Available to Meeting Registrants Only.

NEU: **The spotty progress of neuroscience in the management fields**

Author: **Maria Cristina Cinici**, *U. of Messina*
Author: **Daniela Baglieri**, *U. of Messina*
Author: **Alba Marino**, *U. of Messina*
Author: **Luca Pareschi**, *U. of Rome Tor Vergata*

The domain of neuroscience is differently spreading in management fields and little retrospective work on this spotty evolution has been made so far. This paper presents a thorough bibliometric and topic modeling analysis that scrutinize the progress of neuroscience in management. Firstly, we identified 151 published studies and provided a description of the research area by identifying the publishing trend in the number of studies on the topic and the most impactful sources and publications. Secondly, we used bibliometrics and data mapping techniques to graphically represent established and emergent research clusters (i.e., co-authorship, keywords co-occurrence and co-cited references). Thirdly and finally, a more thorough content analysis thorough topic modeling identified key research topics for each of the management branches in which neuroscience has developed so far. We draw on the systematic review's results to identify the factors that have limited the progress of neuroscience in several management fields and suggest a new approach that can overcome those limits.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **839** | Submission: **16676** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

OCIS Plenary Session *Plenary Session*

Program Chair: **Marco Marabelli**, *Bentley U.*
Division Chair: **Jennifer Gibbs**, *U. of California, Santa Barbara*
Professional Development Workshop Chair: **Michael Barrett**, *U. of Cambridge*
Past Chair: **Ola Henfridsson**, *U. of Miami*
Division Chair-Elect: **Katherine Chudoba**, *Utah State U.*

Plenary Session

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **840** | Submission: **16698** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:00AMET (UTC-4)**

**Julia Balogun, ODC Distinguished Speaker: "Making sense of 30 years of
Change and Sensemaking."**
Julia Balogun: ODC Distinguished Speaker

Participant: **Amit Nigam**, *City U. London*
Participant: **Julia Balogun**, *U. of Liverpool*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **841** | Submission: **16717** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

ONE Social (Europe Time Zone)
ONE Social (Europe Time Zone)

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **842** | Submission: **16718** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

ONE Social (Americas Time Zone)
ONE Social (Americas Time Zone)

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Teams, Emotions, Aspirations and Green HR

Digital Session Chair: **Paul Baldassari**, *WU Vienna U. of Economics and Business*

ONE: The Role of Person-Group Fit and Supervisor-Fit for Team Leaders' and Team Members' OCBE and WGGA

Author: **Paul Baldassari**, *WU Vienna U. of Economics and Business*
Author: **Lisa Obereder**, *WU Vienna U. of Economics and Business*
Author: **Michael Schiffinger**, *WU Vienna*
Author: **Raik Thiele**, *WirtschaftsU. Wien*
Author: **Susan E. Jackson**, *Rutgers U., New Brunswick*
Author: **Michael Muller-Camen**, *WU Vienna*

Organizational citizenship behavior for the environment (OCBE) and workgroup green advocacy (WGGA) have been researched as a proxy of environmental performance of organizations as well as a potential way for companies to assess the impact of their environmental strategies and initiatives. We build on leader-member exchange (LMX) theory, examining the influence of supervisor support within team structures by testing interlinkages of OCBE and WGGA of leaders and members. We surveyed 597 employees from 89 teams in 6 countries working in one multinational company. The results show (1) strong correlations of OCBE and WGGA within the team structure. While we predict a positively moderating effect of perceived person-supervisor fit (PSF) and person-group fit (PGF) on these relationships, our data did not support these hypotheses. Yet, we further reveal that (2) PSF and PGF could act as drivers for team members' OCBE and WGGA, (3) as well that team leader and member PGF correlate with leaders' OCBE and WGGA. These results point to the importance of pro environmental behaviors of group leaders and their influence on group members. Also, the perceived fit of group members (PGF) could provide potential steps for successful green initiatives in organizations and for implementing their environmental strategies.

Paper is Available to Meeting Registrants Only.

ONE: Aspirational Presentation: Do Aspirational Talks Always Induce Environmentally Responsible Actions?

Author: **Jaemin Kim**, *Oakland U.*
Author: **Ruihua Joy Jiang**, *Strategy & International Business*

When executives are put into the situation that they feel held accountable to make effort towards what they presented about environmental topics, in what way do they put their communication into action? To answer this question, we combine a behavioral theory of the firm and communicative constitution of organizations and apply them to executive presentations made for their institutional investors and analysts. Using 800 conference presentation transcripts from 88 sampled firms in the polluting industries, we found that aspirational presentations were linked with capability-enhancing environmental actions while they did not affect legitimacy-seeking ones. This study will contribute to a behavioral theory of the firm by exploring the aspiration of unobtrusive and difficult-to-measure performance.

Paper is Available to Meeting Registrants Only.

ONE: Mediated Mediation Model to Examine the Role of Green HRM

Author: **Jatinder Kumar Jha**, *XLRI-Xavier School of Management*
Author: **Manjari Singh**, *Indian Institute of Management, Ahmedabad*

Green HRM has gained significance in organizations, be it as a social good or under institutional pressure or for strategic considerations such as employer branding. The focus has been on green outcomes to establish the importance of Green HRM. However, for Green HRM to gain widespread acceptability in the organization, employee perception regarding its intent and implementation would play a critical role. This would, in turn, affect work-related non-green outcomes. Embedded in the Attribution Theory, the mediated mediation model of Green HRM in this study empirically examines the following three aspects: one, the link between Green HRM and one of the non-green outcomes (work engagement); two, mechanism facilitating this relationship (organizational identification); and three, social context of the organization (ethical climate) that fosters Green HRM and its impact. The study has important implications for the top management teams, HR centres of expertise, and HR business partners.

Paper is NOT Available. Please contact the author(s).

ONE: A Self-expansion Model of Contact with Nature at Work

Author: **Pok Man Tang**, *Texas A&M U., Mays Business School*
Author: **Anthony Klotz**, *Texas A&M U.*
Author: **Shawn T. McClean**, *U. of Oklahoma Price College of Business*
Author: **Randy Xue Ren Lee**, *National U. of Singapore*

Self-expansion theory posits that interpersonal relationships broaden individuals' sense of self by facilitating the attainment of new perspectives. This theory and empirical tests of it have shed light on the nature and consequences of self-expansion emanating from interpersonal interactions; however, the magnitude and consequences that non-interpersonal sources of self-expansion caused are not well understood, and this oversight is particularly glaring as it relates to the work domain. In this research, we extend the tenets of self-expansion theory to theorize that when employees come into contact with a specific element of their physical work environment—nature at work—they will experience a broadening of their sense of selves. Extending this theory, we go on to predict that when they experience self-expansion, employees should be especially prone to engaging in creativity at work. Finally, we describe for whom the self-expanding effects of contact with nature on creativity should be stronger. Across an experiment and a field study, we find that contact with nature at work positively affects employee creativity via the mediating effect of self-expansion, and that this relationship is strengthened for those who are higher on openness to experience. We conclude by discussing the theoretical and practical implications of our work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social value and the Social Good

Digital Session Chair: **Vidya Oruganti**, *Grenoble Ecole de Management*

SIM: Organising and Governing for Collective Social Good

Author: **Vidya Oruganti**, *Grenoble Ecole de Management*

In recent times, there is a growing demand for firms to develop their innovations in a way that could support UN's SDGs or societal Grand Challenges. The governance of firms' corporate social activities, such as financial donations vs playing an active role, has been often explained as dependent on the type of firm resources used (generic vs specific) and how these activities can enhance a firm's performance. There is a lack of attention towards if, and how, the nature and type of social project can influence the extent of firm's engagement and its governance choices. Building on the governance literature, which accounts for both the capability and transaction costs considerations of firms, we conceptualize firms' governance decision of social good as dependent on the structure of the social project addressing a social problem as well as firm's resources required to support that problem. Empirically, we explore this issue through an in-depth qualitative case study of an incumbent firm and examining the relationship dynamics with six of its key social projects. Our findings highlight that the structure of the social project allows for a firm to decide ex-ante its potential role and extent of involvement, and the costs and capabilities associated with the involvement guides the governance choices associated with the potential role a firm can play within a social project. In doing so, we highlight the contexts where a firm may foster collective participation of their value-chain partners in the design and provision of social good.

Paper is NOT Available. Please contact the author(s).

SIM: A Review of Social Value Research in the Management Literature: A Citation and Co-Citation analysis

Author: **Ghita Lkhoyaali**, *HEC Montreal*

Research on social value became a growing interest in management and organization research. However, the disciplines of investigation are rather large and heterogeneous. The purpose of this contribution is to provide an overview of the current state of research on social value. For doing so, we employ content analysis and bibliometric analysis to analyse the research on social value published during the last decade, between 2010 and 2019, in the management and organization field. We employ methods of citation analysis, document co-citation analysis, and cluster visualization to identify major themes studied. The paper explores the assumptions underlying the core concept of social value in organization and management research. Thereby, we analyse 1,117 papers containing 55,059 cited references and uncover the structure, or intellectual base, of research on social value. We identify six distinct clusters of social value research that are grounded in multiple disciplines; (1) marketing and social psychology, (2) economy, (3) development studies, (4) medicine, (5) strategy and social entrepreneurship, and (6) social responsible investing. The assumptions found in these clusters can be grouped into three categories that conceptualize social value (1) as an individual/and or commodity characteristic, (2) as an asset of communities, and (3) as a matter of organizing.

Paper is NOT Available. Please contact the author(s).

SIM: Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda

Author: **Marcelo De La Cruz**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Jelena Spanjol**, *Ludwig Maximilian U. of Munich (LMU)*

Although the concept of "social value" has been present in business and management literature for more than 100 years, it lacks a definitional consensus, is often imprecise and subjective, and has not been sufficiently theorized. To address these conceptual and theoretical deficiencies and create a more precise understanding of social value, we conduct an integrative review comprising 135 articles drawn from leading peer-reviewed journals across business disciplines. We identify and integrate heterogeneous conceptual perspectives by developing a polythetic typology of social value. The proposed typology identifies five approaches to understanding and managing social value in business: maximizing approach, individualistic approach, stakeholder approach, virtuous approach and normative approach. This typology synthesizes the many conceptualizations about the nature of value and social as well as underlying value creation and value capturing mechanisms. We further derive future research priorities for the scholarly business and management community highlighting important, currently unanswered research questions. We believe that this typology offers scholars and practitioners new ways of thinking about social value and helps to structure and unify the various conceptualizations of social value into a more holistic understanding supporting researchers to position their work within the broad literature.

Paper is Available to Meeting Registrants Only.

SIM: Health is Everyone's Business: A Review and An Overdue Research Agenda

Author: **Junghoon Park**, *Baruch College & The Graduate Center, CUNY*
Author: **Bryan W. Husted**, *Tecnologico de Monterrey*
Author: **Ivan Montiel**, *City U. of New York, Baruch College*
Author: **Remy Balarezo**, *U. de Piura*

Business and human health are intrinsically connected. From occupational health and healthcare policy to the health of consumers and surrounding communities, business can only thrive if their stakeholders enjoy good health and well-being. Yet our literature review of the business-health nexus reveals that scholars have mainly paid attention to internal stakeholders and healthcare policies as they directly affect business, while overlooking the impact of business on the health of external stakeholders such as consumers and communities. Considering the urgency of improving health globally and the ambitious health targets set by the United Nations' Sustainable Development Goals (SDGs), we propose an overdue research agenda for the post-pandemic era. We recommend moving from a mere focus on direct health effects on internal stakeholders to analyze the more indirect health impacts of business on external stakeholders. This change of focus acknowledges health as a grand challenge and recognizes the business institution as a key actor to achieve the SDG health targets.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **845** | Submission: **17193** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Social and Sustainability Enterprises

Digital Session Chair: **Bert D'Espallier**, *KULeuven*

SIM: Donors talk: the signaling and imprinting effects of giving to social enterprises

Author: **Bert D'Espallier**, *KULeuven*
Author: **Marek Hudon**, *ULB - Solvay Brussels School; CERMI*
Author: **Susanna Khavul**, *SJSU/LSE*
Author: **Ariane Szafarz**, *ULB - Solvay Brussels School of Economics and Management*

How should donors fund microfinance enterprises and maximize social impact? Should they spread contributions across organizations or concentrate them? We address this thorny issue by assessing separately how the act of giving a donation and the amount donated affect the social performance of MFOs worldwide. Drawing on signaling theory, we hypothesize that the act of giving has a more significant impact on social performance than the actual amount donated. Moreover, we show an imprinting effect on social performance that persists even when donations dry up. That is, the enhanced social performance observed during subsidized periods is not reversed during subsequent unsubsidized periods. The persistence of subsidy-linked social performance suggests that designing smart-subsidy strategies is appropriate for the microfinance industry in order to maximize social benefits while keeping market distortions under control. Further, the global social impact of diversified donor contributions across many organizations may be greater than that of concentrated funding in a few.

Paper is Available to Meeting Registrants Only.

SIM: Growth of Sustainability-driven ventures: Insights from Exploratory case studies of Nordic ventures

Author: **Paula Linna**, *U. of Vaasa*

We employ a partly-inductive multiple-case study that capture the growth stories of Nordic sustainability-driven ventures which have successfully applied crowdfunding to scale up their businesses. Our results suggest that these types of ventures can have high-growth since inception. They have identified their customers segments based on deeply analyzing mega-trends and changing consumer habits. While they emphasize social and ecological objectives, they still use more conventional financial-based metrics to attract investors in their crowdfunding campaigns. We link our findings to the growing field of sustainable ventures and how to can scale up them successfully.

Paper is Available to Meeting Registrants Only.

SIM: Managing Scaling Tensions: A Case Study on Social Enterprises in Germany

Author: **Anna-Lena Maier**, *U. of Hamburg*
Author: **Dirk Ulrich Gilbert**, *U. of Hamburg*
Author: **Marc Doerlemann**, *U. of Hamburg*
Author: **Lisa Hartmann**, *None*

We explore how tensions emerge during scaling processes of social enterprises and how these organizations manage scaling tensions to avoid a possible mission drift. The results of our case study show that scaling tensions emerge as social-business tensions and social-social tensions, and are dealt with by either integration (scaling in line with the social mission) or separation (scaling at the expense of the social mission). Whilst the existing social entrepreneurship literature tends to focus on social-business tensions that result from institutional hybridity, we particularly explore how social-social tensions emerge during scaling. We aim to extend the emergent literature on social entrepreneurship, maintaining hybridity in hybrid organizations and scaling of social enterprises by introducing an integrated scaling tension model.

Paper is Available to Meeting Registrants Only.

SIM: Review of Social Entrepreneurship Literature: Developments from 2009 to 2019

Author: **Yunchul Shin**, *Samsung Electronics*
Author: **Moon Gyu Kim**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*

Social entrepreneurship has seen significant growth in number and impact in the past decade, establishing itself as a significant part of modern society. How has academic research on social entrepreneurship changed meanwhile? The current research utilizes both quantitative, bibliometric analysis and qualitative content analysis of 51 articles published in top management journals (i.e., as of UTD's list) to review the developments of the social entrepreneurship literature. We find evidences of significant developments and diversification in social entrepreneurship research and provide outlooks for future directions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **846** | Submission: **16917** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:00AMET (UTC-4)**

Exploring the USTPO

Digital Session Chair: **GULZAT ZHUMAMURAT**, *Ewha Womans U.*

TIM: When do firms (dis)engage in technological innovation for environmental issues? 

Author: **GULZAT ZHUMAMURAT**, *Ewha Womans U.*

This study delves into the question as to how corporate environmental responsibility (CER) can bring environmental innovation. Since the activities for CSR and the activities to develop technologies to tackle environmental issues are compatible, it is straightforward to state CER will automatically lead to technological innovation for environment (TIE). However, in this study, we argue that the pathway from CER to TIE may not attest our general perception on it. There are two possible mechanisms for the causal link. One is that CER can push forward innovation projects to reinforce the activities that firms strategize to tackle environmental issues. The other is that CER can be a constraint on innovative activities because with their experience, firms find themselves fulfill their responsibilities in a timely manner; thus, there is little incentive to do technological environment innovations. In this sense, we illuminate two moderators which can manifest the mechanisms engaged in the CER-TIE relationship: social consciousness and socioemotional wealth. To test these ideas, multiple databases, such as Compustat, ISS, KLD, and the USPTO database, are used. After integrating these multiple databases, data of 619 firms between 1998 and 2010 was collected. We find that if a firm has a great level of social consciousness, the relation between CER and TIE can be facilitated, as with social consciousness, firms can take initiatives and develop particular technology to further address environmental issues. In contrast, firms with socioemotional wealth would not build advanced technologies due to the protection of their own identity.

Paper is Available to Meeting Registrants Only.

TIM: Patenting Inventions or Inventing Patents? Strategic Use of Continuations at the USPTO

Author: **Cesare Righi**, *U. Pompeu Fabra and Barcelona GSE*

Author: **Tim Simcoe**, *Boston U.*

Continuations allow inventors to claim technology developed after the original filing date of a patent, leading to concerns about inadvertent infringement and hold-up. For researchers seeking to study this practice, a key challenge is the difficulty of linking patent applications to potentially infringing technology. We use the link created by disclosure of standard essential patents (SEPs) to analyze the relationship between standard publication – a key observable milestone in technology development – and continuation filing. More than half of the SEPs in our data are filed after standard publication. There is a substantial increase in continuation filings immediately after standard publication, and this increase is larger when the initial patent examiner is more lenient. We also find that claims in SEP continuations are more likely to be rejected for double patenting (indicating an effort to change the scope of previous patents), and that keywords in the claims of SEPs linked to the same standard become more similar after standard publication. Overall, these findings suggest widespread use of continuation procedures to opportunistically "invent patents" that are infringed by already-published standards.

Paper is NOT Available. Please contact the author(s).

TIM: How does patent litigation by Patent Assertion Entities impact invention activity? 

Author: **Aija Elina Leiponen**, *Cornell U.*

Author: **Zhe Xue**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

Patent Assertion Entities (PAEs) can enhance invention by creating a market for patents or reduce invention by making the returns to invention uncertain. We empirically examine the impact of patent enforcement by different types of entities, including Patent Assertion Entities, on invention in US patent classes. We construct a new database of litigation and invention and estimate difference-in-difference models to identify the net impact of patent litigation on invention. We find that, in the current US economy and legal system, patent litigation within specific technology classes reduces invention in the same classes. We also find that litigation by PAEs leads to a significantly larger negative impact on invention, compared to litigation by product companies, and suggest that this is because PAEs' interest in financial rather than in-kind settlements reduces the available internal finance for invention. The negative impact of litigation has grown in recent years.

Paper is Available to Meeting Registrants Only.

TIM: Inventor Disruption in the Wake of Patent Litigation 

Author: **Dutt Dev Harsha Tadikonda**, *Indian School of Business*

Author: **Francisco Javier Morales**, *U. Diego Portales*

Prior research on inventor collaboration and their mobility has emphasized how disruptive events such as technological acquisitions or the death of collaborators can impact inventors. However, the impact of adverse events like patent litigation has largely been ignored. It is likely that being in a firm that is embroiled in litigation imposes substantial reputational and opportunity costs to the inventor and affects knowledge creation activities. We fill this gap by first examining the impact of patent litigation on inventors' mobility between firms. We suggest that the prospects of sued inventors to move to rival firms are damaged as subsequent inventions are scrutinized for possible use of litigated technology. Additionally, we examine the impact of formation of collaborative relationships between sued inventors and inventors that they are collaborating with for the first time, as well as the collaborative relationships between sued inventors and inventors that were known to the sued inventor prior to the litigation. Specifically, we suggest that patent litigation increases the cost of collaboration with sued inventors and heterogeneously impacts the formation of subsequent relationships with new and previous collaborators within the firm.

Paper is Available to Meeting Registrants Only.

TIM: Patent Enforcement and Innovation  

Author: **Marek Giebel**, *Copenhagen Business School*

This paper analyzes the effect of patent enforcement on cumulative innovation. While one of the main functions of the patent system is to foster innovation, the actual impact of the enforcement of patent rights on innovation is still under debate. I exploit patent infringement litigation in the United States to identify the effect of patent enforcement on cumulative innovation. The results imply that citations by subsequent patents increase after a case is filed in a court. While citations increase during the litigation period, the relative effect size decreases in the years following the closure of the case. The degree of the increase of subsequent citations depends on the nature of the technology and the degree of protection. Thus, it is particularly pronounced for litigated patents that are either more novel, narrower or held by practicing entities. Although there is a general positive effect, subsequent patents are close to the litigated patents in terms of technological proximity and general similarity. This points towards an elevated citation count by patents of a limited degree of novelty.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **847** | Submission: **16641** | Sponsor(s): (AAA)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:30AM - 11:00AMET (UTC-4)**

**AOM Career Achievement Award Presentation: Distinguished Scholarly
Contributions to Management**
Distinguished Mgmt Contributions

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*
Chair: **Corinne A. Post**, *Villanova U.*

AOM Career Achievement Award Committee Chair, Corrine Post, will present the 2021 honoree of the Distinguished Scholarly Contributions to Management Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



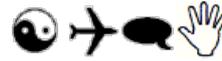
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **848** | Submission: **10240** | Sponsor(s): **(GDO, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

**Becoming Diversity, Equity, and Inclusion Champions:
Guidance from DEI Leaders**
DEI Leaders and Champions



Presenter: **Chantal Van Esch**, *Cal Poly Pomona*
Presenter: **Eddy S. Ng**, *Queen's U.*
Panelist: **Myrtle P. Bell**, *U. of Texas At Arlington*
Panelist: **Martin N. Davidson**, *U. of Virginia*
Panelist: **Oscar Holmes**, *Rutgers U.*
Panelist: **Isabel Metz**, *Melbourne Business School, U. of Melbourne*
Presenter: **Hamid H. Kazeroony**, *NWUS. Africa*
Presenter: **Vrinda Nayak**, *U. of Exeter*
Presenter: **Lauren A. Turner**, *U. of Massachusetts, Lowell*

The months since society witnessed the horrific real time murder of George Floyd have the potential to be transformational in many areas, including for the academy. Many academics, including universities and colleges, joined the Black Lives Matter (#BLM) movement and renewed their pledges to do better. Many racialized scholars have been tasked by their institutions with leading institutional change efforts in combating anti-Black systemic racism. Although many AOM members are also GDO scholars, few have experiences in leading DEI efforts on campus. This PDW aims to raise awareness and develop the skills of recently appointed or those who are interested in becoming DEI champions in the areas of: (1) understanding the DEI landscape on campus, (2) overcoming barriers and resistant to DEI initiatives, (3) setting goals and developing programs for change, and (4) rallying support and locating resources to assist with DEI work. The 90 minute PDW includes five mini-workshops on various "leading DEI" topics facilitated by established GDO scholars who are also DEI leaders (e.g., Chief Diversity Officers and Associate Deans) on campus. The mini-workshops are intended to be developmental with presenter directed activities and interactive learning/sharing. This format will enable presenters to offer advice, share experiences, and impart skills to current and prospective DEI champions. The PDW will also help participants establish a network of DEI scholars as academic practitioners.

All are welcome.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **849** | Submission: **13901** | Sponsor(s): **(MOC, OB, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

Facing the Profitability-People Dilemma during Crisis: New Perspectives and Practices



Facing the Profitability-People Dilemma in Crisis

Organizer: **Wiljeana Jackson Glover**, *Babson College*
Organizer: **Zhike Lei**, *Pepperdine U.*
Organizer: **Eitan Naveh**, *Technion Israel Institute of Technology*
Panelist: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Panelist: **Marya Besharov**, *Oxford U., Saïd Business School*
Panelist: **Jason Kanov**, *Western Washington U.*
Panelist: **Timothy J. Vogus**, *Vanderbilt U.*
Panelist: **Mary J. Waller**, *Colorado State U.*
Discussant: **John S Carroll**, *Massachusetts Institute of Technology*

In times of crisis, organizations face a dilemma. How should organizations balance between making profits and minimizing losses, and acting for the benefit of all stakeholders and society-at-large? The recent reality of COVID-19 highlights the tension of this dilemma in crisis, with roughly four billion people (50 percent of the world's population) asked to stay at home, classrooms for nearly 90 percent of the world's students closed at the height of the crisis, millions managing virtual organizations to minimize long-term losses, and millions being newly unemployed. While the traditional approach in the crisis management literature has focused on survivability via profitability and financial metrics, we believe organizations must also prioritize other factors, including responding to the human needs of both their employees and society at large. We thus bring together an internationally recognized group of scholars who have expertise on the subject, to explore this tension from the perspectives of crisis, survivability, and the human needs of all stakeholders and to suggest frameworks and tools that may be used to resolve this dilemma. Building upon a pluralistic approach, this symposium will take a significant step in advancing knowledge and provoking new directions for future research on crisis management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **850** | Submission: **11636** | Sponsor(s): **(MOC, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

Cultural Production and Reception

Cultural Production and Reception

Organizer: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Organizer: **Daphné Baldassari**, *U. of Toronto*
Discussant: **Damon J. Phillips**, *Columbia Business School*
Presenter: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Participant: **Chen-Bo Zhong**, *U. of Toronto*
Participant: **Marlys K. Christianson**, *U. of Toronto*
Presenter: **Daphné Baldassari**, *U. of Toronto*
Presenter: **Noah Askin**, *INSEAD*
Participant: **Khwan Kim**, *INSEAD*
Presenter: **Amanda Sharkey**, *U. Of Chicago*
Participant: **Greta Hsu**, *U. of California, Davis*
Participant: **Balazs Kovacs**, *Yale School of Management*

This symposium aims to challenge existing knowledge and develop new insights on how the reception (i.e., evaluation and consumption) of cultural goods shape its production by bringing leading scholars in the study of creative industries. Our symposium brings together cutting-edge research investigating the mechanisms by which audiences and evaluators of cultural goods facilitate or alter producers' production strategies. We use different disciplinary lenses from economic sociology to social psychology to expand and deepen our understanding of the relationship between the field of reception and the field of production of cultural goods and contribute to the development of this emerging literature. We believe this symposium will generate an insightful discussion and fuel further inquiry into the role of audiences and evaluators in shaping cultural production.

Where do innovations come from? Diversity & innovation in popular music, 1958-2016

Author: **Khwan Kim**, *INSEAD*
Author: **Noah Askin**, *INSEAD*

The stickiness of category labels: Audience perception and evaluation of change in creative markets

Author: **Greta Hsu**, *U. of California, Davis*
Author: **Balazs Kovacs**, *Yale School of Management*
Author: **Amanda Sharkey**, *U. Of Chicago*

Art on demand: Managing the tension between art and commerce in the "Porcelain Capital" of China

Author: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Author: **Chen-Bo Zhong**, *U. of Toronto*
Author: **Marlys K. Christianson**, *U. of Toronto*

Revisiting exclusionary practices: How honorary organizations affect creative production

Author: **Daphné Baldassari**, *U. of Toronto*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **851** | Submission: **10263** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:30PMET (UTC-4)**

Publishing in Top International Journals – Why and How?
Publishing in Top International Journals



Organizer: **Monica Sharif**, *California State U., Los Angeles*
Organizer: **Kyle Ehrhardt**, *U. of Colorado, Denver*
Organizer: **Minna Marinova Paunova**, *Copenhagen Business School*
Panelist: **Tomoki Sekiguchi**, *Kyoto U.*
Panelist: **Yasin Rofcanin**, *School of Management, U. of Bath*
Panelist: **Jonathan Pinto**, *Imperial College London*
Panelist: **Astrid Carlotta Homan**, *U. of Amsterdam*
Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Panelist: **Hannes Leroy**, *Erasmus Research Institute of Management*

Publications in top-tier journals are an important means by which our work is improved (through the review process) and disseminated to our colleagues. Such publications are additionally important for career purposes, namely for the tenure and promotion process. While many scholars are familiar with the US-based top-tier journals and consider them as a primary outlet, international management journals have risen in the academic rankings and have developed a reputation of excellence. Several international journals have thus evolved into outlets equally attractive for rigorous and impactful research. At the same time, international journals differ from US-based journals in subtle but important ways. Awareness of these differences is important for scholars who consider these international journals as a potential conduit for their work. The goal of this PDW is to share information and have a discussion regarding publishing in top international management journals. We bring together a panel of editors and associate editors from six top international journals. Each will introduce their journal's editorial policies, as well as highlight differences between their journals and leading US-based journals. This session will combine individual presentations by panelists, a general Q&A session with the audience, and breakout discussions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Silence In and Around Organizations: New Insights and Implications for Future Research
Silence In and Around Organizations



Organizer: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*
Organizer: **Irina Liubertė**, *ISM U. of Management and Economics*
Discussant: **Amy C. Edmondson**, *Harvard U.*
Presenter: **Nate Zettina**, *U. Of Sydney*
Presenter: **Tijs Besieux**, *KU Leuven*
Presenter: **Dennis Clemens Jancsary**, *WU Vienna*
Presenter: **Karen Harlos**, *U. of Winnipeg*
Presenter: **Irina Liubertė**, *ISM U. of Management and Economics*
Participant: **Dovile Petreikiene**, *ISM U. of Management and Economics*
Participant: **MARGARITA PILKIENE**, -
Participant: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*
Participant: **Mo Wang**, *U. of Florida*
Participant: **Helena Nguyen**, *U. Of Sydney*
Participant: **Yiduo Shao**, *U. of Florida*

There is a growing research interest in the concept of silence that is broadly understood as employees' self-censorship in communication with their managers. Though the phenomenon is important for many organizations and attracts the interest of scholars, the field remains theoretically fragmented and predominantly conveys a rather narrow interest in how employees use silence in adverse organizational environments. Yet, an increasing number of research studies demonstrate that silence is not a uniform concept: it can play a variety of roles and lead to both favorable and unfavorable effects for employees and organizations. Therefore, in this symposium, we introduce a broader perspective and open up new frontiers of studying silence in organizations. A nationally diverse team of scholars will represent several theoretical approaches and discuss both positive and negative roles of silence in and around organizations. More specifically, we will 1) report novel empirical insights about the dynamic nature of silence and its relationship with leadership; 2) share conceptual developments in psychological safety and silence in teams; 3) theorize about the communicative constitution of silence; 4) propose the reconfiguration of a theory dealing with silent employee responses to adverse conditions at work; 5) and, lastly, present an analysis of the methodological challenges that hinder theoretical developments and suggest ways in which these challenges might be addressed. Finally, the discussant Amy Edmondson will provide the commentaries, discuss the state of the field, and propose future research directions.

In with the New, Out with the Old: The Impact of Leader Succession on Team Silence

Author: **Nate Zettina**, *U. Of Sydney*
Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Yiduo Shao**, *U. of Florida*
Author: **Mo Wang**, *U. of Florida*

Work Conversations that Work

Author: **Tijs Besieux**, *KU Leuven*
Author: **Amy C. Edmondson**, *Harvard U.*

When speech is only silver: Exploring the importance of silence in theorization processes

Author: **Dennis Clemens Jancsary**, *WU Vienna*

Employee silence and the EVLN model revisited: A commentary

Author: **Karen Harlos**, *U. of Winnipeg*

Methodological Challenges to Studying Silence in Organizations

Author: **Irina Liubertė**, *ISM U. of Management and Economics*
Author: **Dovile Petreikiene**, *ISM U. of Management and Economics*
Author: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*
Author: **MARGARITA PILKIENE**, -

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **853** | Submission: **16579** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

Journal of Supply Chain Management (JSCM) Awards Presentation
JSCM Awards Presentation

Host: **Barbara B. Flynn**, *Indiana U.*
Host: **Mark Pagell**, *U. College Dublin*
Host: **David Cantor**, *OSCM*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **854** | Submission: **11942** | Sponsor(s): (STR, OMT, ENT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

Current State and Future of Strategic Leadership and Governance Theory and Practice



Strategic Leadership & Governance Theory-Practice

Chair: **Irene M. Duhaime**, *Georgia State U.*
Organizer: **Michael A. Hitt**, *Texas A&M U.*
Facilitator: **Marjorie A. Lyles**, *Florida International U.*
Panelist: **Donald C. Hambrick**, *Pennsylvania State U.*
Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*
Panelist: **James D. Westphal**, *U. of Michigan*
Panelist: **Sam Garg**, *Hong Kong U. of Science and Technology*
Panelist: **Ruth V. Aguilera**, *Northeastern U.*

This panel symposium will focus on our current state of knowledge about strategic leadership and the governance that oversees, supports and engages with strategic leaders and will explore promising directions for future knowledge development and practice in strategic leadership and governance. Managerial and executive decision-making are major foci of the STR domain, along with strategic leadership (including top management teams and boards of directors) and governance of strategic decision-making. The symposium focuses on strategic choice (managers' strategic decisions) and organizational governance, both major foci in the OMT domain. Similarly, these topics are major foci in the ENT domain, with particular emphasis on decision-making under uncertainty and on governance in the context of new venture firm growth. Distinguished scholars and prolific researchers in strategic leadership and governance have agreed to serve as panelists: Donald C. Hambrick, Margarethe F. Wiersema, James D. Westphal, Sam Garg, and Ruth V. Aguilera. These panelists are also closely connected to practicing managers, including top executives. The symposium has been designed to provide a brief opening statement by each panelist regarding our current knowledge of the strategic leadership or governance topic(s) they believe to be most critical; a significant period of discussion divided between discussions based on audience questions and discussion among the panel, responding to other panelists' statements; and a brief statement by each panelist on the strategic leadership or governance topic(s) they believe to be important for the development of future knowledge and/or practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **855** | Submission: **16646** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 11:30AMET (UTC-4)**

All-Academy Career Award: Distinguished Scholar-Practitioner
Career Award: Distinguished Scholar-Practitioner

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*
Chair: **Corinne A. Post**, *Villanova U.*

AOM Career Achievement Award Committee Chair, Corine Post, will present the 2021 honoree of the Distinguished Scholar-Practitioner Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **856** | Submission: **16653** | Sponsor(s): **(GOV)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:00PMET (UTC-4)**

AOM Ethics Committee Meeting
AOM Ethics Committee Meeting

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Chair: **Jacqueline A-M Coyle-Shapiro**, *London School of Economics*
Participant: **Nancy Urbanowicz**, *Academy of Management*

By Invitation Only

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

HR Analytics and Algorithms

Digital Session Chair: **Irmela Koch-Bayram**, *U. of Mannheim*

HR: **Algorithms in Personnel Selection, Applicants' Attributions and Organizational Attractiveness**

Author: **Irmela Koch-Bayram**, *U. of Mannheim*

Author: **Chris Kaibel**, *U. of Mannheim*

Author: **Torsten Biemann**, *U. of Mannheim*

Machine-learning algorithms used in personnel selection procedures seem to be a promising avenue for companies for several reasons. In our manuscript, we investigate the reasons (prospective) employees attribute regarding why an organization uses algorithms in the employee selection process. Based on the HR attributions framework, signaling theory, and the scant literature that exists on the perceptions of algorithmic and human decision-makers, we theorize that using algorithms affects the four different internal HR attributions of intent and, in turn, organizational attractiveness. In two experimental studies, we test our hypotheses in the initial applicant screening stage. The results of our experimental studies indicate that control-focused attributions such as cost saving and applicant exploitation are stronger when algorithms are used, whereas commitment-focused attributions such as quality enhancement and applicant well-being are stronger when human experts make selection decisions in the applicant screening process. We also find that algorithms have a negative effect on organizational attractiveness that can be partly explained by these attributions. Our findings have far reaching implications for practitioners and academics.

Paper is NOT Available. Please contact the author(s).

HR: **Can I perform? Affective responses to algorithmic decision-making in the recruitment process**

Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

Author: **Alina Köchling**, *Heinrich-Heine U. of Dusseldorf*

Author: **Josephine Warkocz**, *Westfälische Wilhelms-U. Münster*

Companies increasingly use artificial intelligence (AI) and algorithmic decision-making for their recruitment and selection process for cost and efficiency reasons. However, knowledge about the affective responses to the selection process is still limited when AI supports different selection process stages (i.e., preselection, telephone, and video interview). Using a scenario-based between-subject design (N = 160) in Study 1, we found that AI-support at later stages of the selection process (i.e., telephone and video interview) decreases the opportunity to perform and increases emotional creepiness. In turn, the opportunity to perform and emotional creepiness mediate the association of AI-support in telephone/ video interviews and organizational attractiveness. Conversely, we did not find negative affective responses to AI-support in the preselection. In Study 2, we examined whether hiding the information about AI-support in preselection negatively influences applicant reactions after the selection process has ended. The hide of information about AI-support decreases procedural justice, trust, and organizational attractiveness. As we offer evidence for possible adverse reactions, this study provides important practical and theoretical implications.

Paper is Available to Meeting Registrants Only.

HR: **Bringing the algorithmic HR manager in: Behavioral responses to algorithmic HRM**

Author: **Isabella Scheibmayr**, *U. of Salzburg*

Author: **Astrid Reichel**, *U. of Salzburg*

The application of AI systems in Human Resource Management promises increasing objectivity of personnel decisions, decreasing administrative tasks for HR managers and automating HR decisions. Especially the application of algorithmic HRM, i.e. automating certain HRM practices by using algorithms, has been discussed as a way to fulfill HRM's strategic potential. The behavioral response of workers to algorithmic HRM and its relationship to performance has not been investigated. We close this research gap by providing empirical evidence from a mixed-methods study conducting a lab experiment on an algorithmic personnel evaluation system. We find (a) experimental evidence for behavioral responses changing the underlying statistical relationships of algorithmic HRM with consequential effects on performance, (b) low overall acceptance of algorithmic HRM as well as attribution to human actors and (c) no relationship between attitudinal and behavioral responses to algorithmic HRM.

Paper is Available to Meeting Registrants Only.

HR: **Look Back and Leap Forward: A Review of Human Resources Analytics Literature**

Author: **Lijun Wang**, *Renmin U. of China*

Author: **Yuan Cheng**, *School of Business, Renmin U. of China*

While HR analytics has seen a dramatic increase in scholarly attention over the last decade, the lack of a system narrative motivated us to construct a literature review on this topic. In this paper, we provide a comprehensive review of 68 published, peer-reviewed articles on HR analytics spanning from 1975 to 2020. We extend HR analytics literature in several ways. First, we map the nomological network of HR analytics in relation to its measures, theory foundations, antecedents, and outcomes. Second, we propose a "PAIL" model, which consists of 15 elements in four categories, to refine the framework of the determinants of HR analytics implementation success. Third, we offer an overall summary of how HR analytics can be applied to HR practices. Finally, we present a detailed agenda for future research. Our review paints a holistic picture of the existing literature and how HR analytics should proceed into the future.

Paper is NOT Available. Please contact the author(s).

Author: **Pat Downes**, *U. of Kansas*

Author: **Brad Harris**, *Texas Christian U.*

Author: **David G. Allen**, *Texas Christian U.*

A major problem—if not the most significant problem—in human capital analytics (HCA) involves swaying organizational decision makers to actually use the predictive model (i.e., HCA implementation). Although a number of practical considerations have been proposed elsewhere, one solution that has yet to be tested in the selection context involves allowing end users to modify models' predictions. Allowing end users to slightly modify model predictions may increase their adoption and increase their reliance on a more valid model (even if the model is no longer optimally valid given they have edited it). We conduct three studies to explore the potential of end user modification to improve HCA implementation in the selection context. In Study 1, we test whether model modification indeed increases decision-maker reliance on the HCA model. In Study 2, we design a simulation to understand the loss of predictive validity associated with allowing decision makers to modify the model. In Study 3, we simulate the potential bias and discrimination consequences of increasing adoption through model modification. Our results suggest end user modifiability may improve HCA implementation, substantially improving overall selection validity and slightly reducing bias against discriminated groups, but only if the HCA model is more valid and less biased than the average decision maker left to his or her own devices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **858** | Submission: **16581** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:00PMET (UTC-4)**

IM Division Business Meeting and Awards Session *IM Division Business Meeting*

Participant: **Anupama Phene**, *George Washington U.*
Chair: **Jaeyong Song**, *Seoul National U.*
Participant: **Katherine Xin**, *China Europe International Business School (CEIBS)*
Participant: **William Newburry**, *Florida International U.*
Participant: **Grazia D. Santangelo**, *Copenhagen Business School*
Participant: **Nandini Lahiri**, *American U.*

Come and hear what is happening in the IM Division, and how you can get involved. The winners of the Division's many awards will be announced here!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **860** | Submission: **12959** | Sponsor(s): (MSR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

**Managing in Indigenous and Embodied Ways in the
Post-Covid World**
Indigenous and Embodied Managing Post Covid



Distinguished Speaker: **Jyoti Bachani**, *Saint Mary's College of California*
Distinguished Speaker: **Dharm Prakash Sharma Bhawuk**, *U. of Hawaii at Manoa*
Distinguished Speaker: **Janani Murali**, *Padmalaya Dance Foundation*
Distinguished Speaker: **Abhoy Kumar Ojha**, *Indian Institute of Management, Bangalore*
Distinguished Speaker: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Distinguished Speaker: **Ramya Tarakad Venkateswaran**, *Indian Institute of Management, Calcutta*

This symposium brings together a panel of experts who have researched the indigenous cultures and embodied ways of learning, to share their work. The earth friendly sustainable practices of these ancient cultures are marginalised and suppressed with a history of colonial invaders dominating the socio-economic norms with their consumeristic and exploitative, and often violent ways of being. Post-covid world needs more sustainable and planet friendly ways of managing. Covid has revealed the many failings of the Western (Eurocentric, British and American) methods of managing. This panel offers exemplars of some of the ways of knowing and being from the indigenous cultural practices, of dance and poetry, and decolonisation of mind and education systems. Management education and research need to elevate these ancient and yet new to management research and education ways of sensemaking.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **861** | Submission: **11826** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

Leadership Measurement: Bridging the Gap Between Theory and Practice



Bridging the Gap Between Theory and Practice

Presenter: **Karolina Wenefrieda Nieberle**, *Durham U. Business School*
Presenter: **Bryan Acton**, *Durham U. Business School*
Participant: **Susanne Helena Braun**, *Durham U.*
Presenter: **Robert G. Lord**, *Durham U.*
Participant: **Rosalie Joan Hall**, *Durham U.*
Participant: **Paola Gatti**, *U. of Turin*
Participant: **Xiaotong (Janey) Zheng**, *Durham U. Business School*
Participant: **Richard Morgan**, *Durham U. Business School*
Organizer: **Tiffany Keller Hansbrough**, *Fairleigh Dickinson U.*
Participant: **Roseanne Foti**, *Virginia Tech*
Presenter: **Paul Hanges**, *U. of Maryland*
Participant: **James Andrew Grand**, *U. of Maryland*
Participant: **Jordan Epistola**, *U. of Maryland, College Park*
Participant: **Stephen Stark**, *U. of South Florida, Department of Psychology*
Discussant: **Kevin B. Lowe**, *U. Of Sydney*

Applied research, such as leadership, should inform practice. However, there have been calls for researchers to do more bridge the gap between theory and practice. This session bring together a group of well-known leadership scholars to present and discuss new developments in leadership measurement with an explicit focus on their organizational applications.

Identity Dynamics in the Wild: Real-world Application of the Leader-Follower Identity Grid

Author: **Karolina Wenefrieda Nieberle**, *Durham U. Business School*
Author: **Bryan Acton**, *Durham U. Business School*
Author: **Susanne Helena Braun**, *Durham U.*

Item Characteristics as Predictors of Episodic Memory in the Levels of Self-Concept Scale

Author: **Xiaotong (Janey) Zheng**, *Durham U. Business School*
Author: **Rosalie Joan Hall**, *Durham U.*
Author: **Paola Gatti**, *U. of Turin*
Author: **Robert G. Lord**, *Durham U.*
Author: **Richard Morgan**, *Durham U. Business School*

An Application and Tutorial for Creating Within-Person Memory-Sourced Leadership Scales

Author: **Bryan Acton**, *Durham U. Business School*
Author: **Tiffany Keller Hansbrough**, *Fairleigh Dickinson U.*
Author: **Roseanne Foti**, *Virginia Tech*
Author: **Robert G. Lord**, *Durham U.*

A New Multidimensional Destructive Leadership Scale: Ideal Point Scoring of a Forced Choice Measure

Author: **Paul Hanges**, *U. of Maryland*
Author: **James Andrew Grand**, *U. of Maryland*
Author: **Jordan Epistola**, *U. of Maryland, College Park*
Author: **Stephen Stark**, *U. of South Florida, Department of Psychology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Boss is Terrible! Dysfunctional Leadership and Gossip

Digital Session Chair: **Jason Marshall**, *Binghamton U.-State U. of New York*

OB: Machiavellianism: Past, Present, and Future of the Construct

Author: **Jason Marshall**, *Binghamton U.-State U. of New York*
Author: **Francis J. Yammarino**, *Binghamton U.-State U. of New York*

Machiavellianism is an element of dark leadership, which has received increasing research attention. Despite past theoretical and empirical work, in this review, we identify problems with the conceptualization, definition, and measurement of Machiavellianism. To address these concerns, we offer potential solutions and provide a path forward for Machiavellianism research.

Paper is Available to Meeting Registrants Only.

OB: Schadenfreude, envy and derogation towards observed organisational (in)justice

Author: **Xiaomin Xu**, *U. of Liverpool*

Although human beings are expected to be sympathetic when seeing others suffer and happy when seeing others gain, some research has found the opposite. Based on the zero-sum framework (Von Neumann & Morgenstern, 1944) and appraisal theory (Lazarus, 1991b; Lazarus & Smith, 1988), this study examines how contextual and individual factors intensify or mitigate observers' malicious reactions towards colleagues' experience. Using a 2 (competition vs. non-competition) × 2 (abusive supervision vs. respectful supervision) between-subject design, we examine the roles of competition at work and individuals' self-esteem in observers' malicious reactions (i.e., schadenfreude, envy, and derogation) to observed (in)justice (i.e., abusive/respectful supervision). 316 employees from the United States participated in the experiment. Results demonstrated that competition at work promotes schadenfreude, envy and explicit derogation to observed (in)justice, and self-esteem has both functional and dysfunctional effects. This study suggests that competition at work as a critical contextual factor and observer self-esteem as an important individual difference that impact malicious reactions to observed (in)justice under competition.

Paper is Available to Meeting Registrants Only.

OB: The joint effects of a manager's level of narcissism and incentive scheme on employee effort (WITHDRAWN) 

Author: **Miriam Maske**, *U. Bundeswehr, Munich*
Author: **Matthias Sohn**, *European Uni Viadrina, Frankfurt (Oder)*
Author: **Bernhard Hirsch**, *Bundeswehr U. Munich*

Narcissism has become the most heavily discussed personality trait in recent times. However, accounting research on managerial narcissism and its implications for management control system choices, such as incentive schemes, is scarce. Based on Christ and Vance's (2018) "cascading controls" framework, we propose that employees' work effort depends upon their manager's level of narcissism and compensation scheme. In an experiment with 329 employees, we manipulate the description of the managers' level of narcissism (high or low) and the framing of managers' compensation scheme (bonus or penalty) and examine the joint effect of these two factors on employee effort to help the manager reach her or his objectives (obtain a bonus or avoid a penalty). The results show that employees invest less (more) effort to help the manager when the manager's narcissism is high (low). This relation is partially mediated by employees' perception of the relationship quality with their manager and negative feelings towards the narcissistic manager. Importantly, we also show that relative to a manager's bonus contract, a penalty contract has a negative effect on employee effort when the manager's narcissism is high. Our results underline the negative consequences of narcissism for leader-follower relations and have important implications for management compensation design in business practice.

Paper is NOT Available. Please contact the author(s).

 OB: The Role of Team Gossip in Mitigating the Detrimental Consequences of Team Abusive Supervision

Author: **Rui Zhong**, *Sauder School of Business, U. of British Columbia*
Author: **Lingtao Yu**, *U. of British Columbia*
Author: **Jinlong Zhu**, *Renmin U. of China*

Previous studies have found that team abusive supervision causes detrimental consequences for team effectiveness. Yet, they have provided little insight regarding what team members can do to alleviate these consequences. Drawing from the social functional theory of gossip and recent theoretical advancement in abusive supervision in teams, we identify team gossip—team members' aggregated levels of engagement of negative gossip about the team leader—as an "antidote" for team abusive supervision and develop a novel theoretical model that accounts for its safeguarding role against the abusive leader's adverse impact on team effectiveness. Specifically, we theorize that team gossip buffers the adverse effects of team abusive supervision on team outcomes, team performance and team voluntary turnover, via a dual-path mechanism: Aggressive team norms and affective team trust. To test our hypotheses, we conducted a multi-wave, multi-source field study with a sample of 111 work teams. The results largely supported our model, showing that team members' negative gossip about the abusive team leader is a powerful tool to mitigate abusive supervision's detrimental consequences for team effectiveness. We conclude with a discussion on the theoretical and practical implications.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Stress, Coping, and Recovery

Digital Session Chair: **Rizqi Nur'aini A'yunnisa**, *U. of Twente*

OB: A Multilevel Model of Individual Flourishing-at-Work: A Systematic Literature Review

Author: **Rizqi Nur'aini A'yunnisa**, *U. of Twente*
Author: **Lara Carminati**, *U. of Twente*
Author: **Celeste P.M. Wilderom**, *U. of Twente*

Flourishing is a state of individual mental health and/or well-being which can occur in many work and organizational settings. Despite its known benefits to individuals, teams and organizations, the literature on flourishing-at-work is still underdeveloped. The current review analyzed 29 independent studies involving a total of 12,612 people at work. Through an inductive, grounded theory approach, we identified the theoretical frameworks and variables used. After integrating the findings and frames, we developed a new multilevel model, with matching propositions, to advance our knowledge on individual job flourishing. We suggest this model can be tested both independently and in conjunction with other similar or related constructs in the literature of positive organizational behavior/scholarship as well as with contrasting individual states at work related to incivility-at-work, boredom, negative affect at work, etc. By aiming to enrich states of mental health and/or well-being at work, which has been shown to bring positive work-related outcomes to both the workers, their teams and organizations, we close the paper with the recommendation to find out what it takes for managers (beyond people skills, associated norms and values, and sometimes also guts) to prioritize job flourishing in their work units or organizations.

Paper is Available to Meeting Registrants Only.

OB: How subordinates appraisal and cope with supervisor bottom-line mentality?

Author: **Yun Zhang**, *Wuzhou U.*
Author: **Jun Xie**, *Guangdong U. of Foreign Studies*
Author: **Huiying Zhang**, *Guangdong U. of Foreign Studies*

Bases on transactional model of stress and coping, this study examines how supervisor bottom-line mentality (BLM) influences subordinate unethical pro-organizational behavior (UPB), considering the mediating role of subordinate job insecurity and the moderating role of supervisory power. The results shows that subordinate job insecurity mediate the positive relationship between supervisor BLM and subordinate UPB. Furthermore, for supervisors with high power, the indirect positive relationship between supervisor BLM and subordinate UPB were both strengthened.

Paper is NOT Available. Please contact the author(s).

OB: The effects of felt public gratitude on essential worker recovery activities during COVID-19

Author: **Hee Young Kim**, *Rider U.*
Author: **Sarah Doyle**, *U. of Arizona*
Author: **Taeya Howell**, *Brigham Young U.*
Author: **Sijun Kim**, *U. of Arizona*
Author: **Julia Coff**, -
Author: **Nathan Pettit**, *New York U.*
Author: **Michael Bizzarro**, *Penn Medicine*

COVID-19 has been defined by an unusual outpouring of public gratitude to many, but not all, essential workers. So, we ask: what impact do these expressions of gratitude have on those who do or do not receive them? We examine how felt public gratitude affects the recovery activities of essential workers in underappreciated occupations during the COVID-19 pandemic. In a sample of 186 corrections officers, we find that felt public gratitude negatively relates to maladaptive recovery activities (e.g., overdrinking, overeating) and positively relates to adaptive recovery activities (e.g., exercise, meditation). Further, we examine the psychological processes (i.e., felt invisibility, perceived prosocial impact, negative/positive affect) through which felt public gratitude affects recovery activities. Finally, we investigate a contextual moderator (i.e., self-isolation) of these relationships. Results show that self-isolation strengthens the negative relationship between felt gratitude and maladaptive activities, but not the positive relationship between felt gratitude and adaptive activities.

Paper is NOT Available. Please contact the author(s).

OB: The Interactive Pattern Between Challenges and Hindrances at the Work-to-Nonwork Intersection

Author: **Stefan Razinkas**, *Freie U. Berlin*
Author: **Julia Backmann**, *U. College Dublin*
Author: **K. Praveen Parboteeah**, *U. of Wisconsin, Whitewater*

The intersection between the work and nonwork domains is increasingly blurred, which calls for scrutiny of how the latter can be enriched by demands faced at work. The literature suggests that work challenges can enhance, and hindrances tend to conflict with, the nonwork domain. However, the literature is silent on the interactive pattern between challenges and hindrances, and, more importantly, the role that attitudes toward learning play in work demands interfering with the nonwork domain. We theorize that the more learning-oriented individuals are, the easier they find it to leverage the nonwork-benefit potential of challenges and avoid the nonwork-threatening potential of hindrances in the presence of the respective other. We used hierarchical linear modeling on experience sampling data of 1,134 paired evening-morning observations of 144 professionals to test our theoretical assumptions. Our multilevel analyses confirm not only that challenges enrich, and hindrances conflict with, the nonwork domain, but also that both may spill over via the other's mechanism as a function of the other. More specifically, on particularly challenging days, highly learning-oriented individuals are found to even enrich their nonwork life through the experience of hindrances. The resulting theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Motivated by Failure and Injustice

Digital Session Chair: **Frida Feyer**, *BI Norwegian Business School*

OB: Cross-task Motivation - A Review of the Literature Using a Meta-Narrative Approach

Author: **Frida Feyer**, *BI Norwegian Business School*

Substantial research on work motivation over the years has identified motivation to be essential to important work outcomes such as employee wellbeing and performance. Yet, research on work motivation at the task level has been sparse, and even less research has investigated how motivation for one task affect motivation in a subsequent task. The aim of the current systematic review is to identify and analyze research conducted on cross-task motivation and synthesize findings into a meta-theory of underlying processes. Using a predetermined search strategy, a systematic search was carried out in Web of Science, API/Inform, and Emerald Insight, yielding 1501 documents of which 15 were selected. Selected papers were analyzed using the meta-narrative approach. The included papers came from traditions of psychology, organization, neuroscience, and educational research. Four key meta-narratives were identified, all of which contributed information from different research traditions. Synthesizing findings from these four meta-narratives, a meta-theoretical framework for understanding cross-task motivation was proposed. Implications for practitioners include the possibility of designing sequences of tasks that maximize positive motivational outcomes. Limitations and possibilities of future research are discussed.

Paper is Available to Meeting Registrants Only.

OB: Observed organisational (in)justice: A review and integration of the literature

Author: **Xiaomin Xu**, *U. of Liverpool*

For the last several decades, organisational justice has been shown across many studies to be an important construct for understanding organisational effectiveness. Traditionally, research on justice paid great attention to the recipient/victim perspective. In recent years, justice researchers have called for more studies on the other two actors: the justice agent (or perpetrator) and the observer. Particularly, research on the observer perspective in organisational justice has started to grow. Observers witness their colleagues being treated fairly or unfairly (aka indirect experience) instead of directly experiencing the treatment at first hand. These indirect experience of (in)justice can affect observers' work attitudes and behaviour. Given that the number of observers is likely to be large, observer reactions towards (in)justice can have strong impacts on organisational functioning. Therefore, understanding observer reactions is vital for organisation management. This review seeks to bring clarity to the state of knowledge about observed organisational (in)justice and provide directions for future research.

Paper is Available to Meeting Registrants Only.

OB: How Challenge and Hindrance Appraisal Jointly Affect Employee Performance?

Author: **Xinxin Lu**, *U. of Illinois at Chicago*
Author: **Donald H. Kluepfer**, *U. of Illinois at Chicago*
Author: **Yidong Tu**, *School of Economics and Management of Wuhan U.*

Challenge and hindrance appraisals are two interrelated dimensions of demanding situations. However, it is much unknown whether and how the two dimensions jointly predict employee performance. Integrating need satisfaction theory and goal orientation theory, the current study seeks to explore the optimal and suboptimal motivational processes by which the interaction between challenge and hindrance appraisal affects employee task performance and the moderation of individual goal orientations. In a diary study among 96 employees over 10 executive workdays (N Occasion = 960, N Employee = 96), we tested the three-way mediation and moderated mediation hypotheses. The results show that challenge appraisal, hindrance appraisal, and performance-approach goal orientation jointly predict employee perceived job meaningfulness and the resulting task performance, while challenge appraisal, hindrance appraisal, and learning goal orientation jointly predict employee challenge crafting and the resulting task performance. The research findings contribute to a nuanced understanding of demanding situations and how these situations affect employee performance.

Paper is Available to Meeting Registrants Only.

OB: Learning from Rare Failures: Opportunity and Motivation

Author: **Mary Parkinson**, *U. College Dublin*
Author: **Mark Pagell**, *U. College Dublin*
Author: **John Gray**, *Ohio State U.*
Author: **Frank Wiengarten**, *ESADE Business School*

In the organizational learning literature, organizations are typically expected to learn from experience, especially failures. Failures provide valuable learning opportunities, if those opportunities can be exploited (Dahlin, Chuang and Roulet, 2018). However, learning from failure may be contingent on having both motivation and opportunity to learn. The current study addresses 1) whether organizations generally learn from rare failures, and 2) the role of opportunity and motivation in learning from rare failures. We examine the relationship between cumulative past and current rare failures using a large sample of secondary longitudinal worker accident data for organizations situated in Oregon, U.S.A. We find that overall organizations do not learn from rare failures, but that this depends on both organizational motivation and opportunity to learn.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **865** | Submission: **11566** | Sponsor(s): **(OB, HR, MOC, ODC, CM, CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM- 1:00PMET (UTC-4)**

Making the Most of It: Being Successful in a Post-Doc and Beyond *Post-Doc PDW*



Organizer: **Dana Harari**, *U. of Pennsylvania*
Distinguished Speaker: **Nancy Rothbard**, *U. of Pennsylvania*
Distinguished Speaker: **Adam Galinsky**, *Columbia U.*
Panelist: **Ela Glikson**, *Carnegie Mellon U. - Tepper School of Business*
Panelist: **Hooria Jazaieri**, *Levey School of Business, Santa Clara U.*
Panelist: **Jasmien Khattab**, *Erasmus U. Rotterdam*
Panelist: **Julia Lee Cunningham**, *U. of Michigan*
Panelist: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Panelist: **Njoke Thomas**, *Boston College*
Discussant: **Moran Anisman Razin**, *Duke U.*
Discussant: **Tianna Shari' Barnes**, *U. of Pennsylvania*
Discussant: **Ashli Carter**, *NYU Stern School of Business*
Discussant: **Binyamin Cooper**, *Carnegie Mellon U.*
Discussant: **Laura Maria Giurge**, *London Business School*
Discussant: **Dana Harari**, *U. of Pennsylvania*
Discussant: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Discussant: **Ren Li**, *Emory U., Goizueta Business School*
Discussant: **Michael Rosenblum**, *NYU Stern School of Business*
Discussant: **Natalie Shefer**, *Tel Aviv U.*
Discussant: **Christopher To**, *Northwestern Kellogg School of Management*
Discussant: **Ning Xu**, *Stockholm School of Economics*

Post-doc positions in management have long been a stepping-stone for academic positions. In fact, many successful and productive management scholars started their academic career in post-doc positions. However, the conversation about post-docs is mostly absent from The Academy of Management (AoM) Annual Meeting but can nevertheless benefit many Ph.D. students. This PDW is designed to help Ph.D. students who are considering (or starting) a post-doc position to gain the most of their positions. It is intended to provide informal career advice from a diverse set of academic scholars regarding how to be successful during, and after, a post-doc position. More specifically, this PDW will address three main questions: (1) What are the long-term career benefits of post-doc positions? (2) What does it mean to be successful as a post-doc, including being productive and well-positioned to find an academic job? and (3) How can Ph.D. students obtain a post-doc position? All invited presenters previously held, or currently hold, academic post-doc positions. They represent a diverse set of career stages, geographic locations, research interests, and academic institutions that are intended to provide a rich set of perspectives about post-doc positions and beyond.

The purpose of this PDW is to provide a platform for support, networking, and career advice to doctoral students and recent Ph.D. graduates regarding attaining and being successful in post-doc positions. The PDW includes presentations, interactive Q&A, and round-table discussion in zoom breakout rooms. These diverse components will allow attendees to benefit from both general and specific career advice. It will also provide a more dynamic and intimate setting for attendees to ask questions, network, and engage with presenters.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **866** | Submission: **17602** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

ODC Social *ODC Social*

Organizer: **Amit Nigam**, *City U. London*
Host: **Patrice Elizabeth Rosenthal**, *Fielding Graduate U.*

Join us for an informal social event with your friends and colleagues from ODC

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **867** | Submission: **16632** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

OMT Distinguished Scholar Address
OMT Distinguished Scholar

Host: **Eva Boxenbaum**, *Copenhagen Business School*
Moderator: **Forrest Briscoe**, *Pennsylvania State U.*
Participant: **Peer Fiss**, *U. of Southern California*
Participant: **Martin J. Kilduff**, *UCL School of Management*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

Since 1980, the Organization and Management Theory Division has been presenting the Distinguished Scholar Award to scholars whose contributions have been central to the intellectual development of the field of organization studies. As individuals, each recipient embodies a career of scholarly achievement and has had a significant impact on OMT scholarship. Join the OMT Division to hear from our Distinguished Scholar in 2021: Professor Paul Adler, University of Southern California. Open to all OMT members and prospective members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Water Sustainability

Digital Session Chair: **Robson Rocha**, *Aarhus U.*

ONE: Bending coercive institutions: toward water sustainability in Brazil

Author: **Robson Rocha**, *Aarhus U.*

The management of natural resources by industry is coming under increasing public scrutiny. This article investigates the responses of firms in two industrial textile clusters in Brazil to the enforcement of water management legislation. Its findings demonstrate a divergence in typologies that reflects the ecological limits, law-enforcement policies and firms' resources. The article extends our understanding of the agency of organizations to respond to institutional pressures to become ecologically sustainable organizations. Our findings provide insights for policy design in times of increasingly catastrophic pollution in regions that are immersed in global competition. We describe successful strategies of development policy that are capable of creating a space in which to negotiate the gradual enforcement of environmental legislation. We also show that strict law enforcement strategies can drive firms into the informalization of their economic activities, a highly problematic strategic response in achieving sustainability in emerging markets.

Paper is Available to Meeting Registrants Only.

ONE: Irresponsible Corporate Water Actions – Cognitive Judgments and Reactions by Shareholders

Author: **Rafia Afrin**, *Queen Mary U. of London*

Author: **Ni Peng**, *Queen Mary U. of London*

Author: **Frances Bowen**, *U. of East Anglia*

Extant literature suggests that cognitive judgements associated with corporate social irresponsibility (CSiR) are distinct and need to be analyzed separately from corporate social responsibility (CSR). This paper specifically focuses on analyzing impact of corporate irresponsibility, within the scope of water actions. We investigate how shareholders evaluate and react to irresponsible corporate water actions by developing a conceptual model. Our model identifies that stakeholder orientation of current irresponsible action, and also of prior CSR and CSiR performance by firms, affect market reactions. Shareholders interpret irresponsible actions towards secondary stakeholders to carry less effects for firms and remain indifferent to such actions, but react negatively when primary and legal stakeholders are affected. We propose that prior primary CSR/CSiR performance mainly drives positive/negative capability reputation, and prior secondary CSR/CSiR performance mainly drives positive/negative character reputation. We further theorize that positive character reputation of secondary CSR performance stimulates insurance-like benefit against earnings loss following an irresponsible event. On the other hand, capability reputation of primary CSR/CSiR performance stimulates greater effects of expectancy violation/conformity. We conduct an event study on negative water news featuring S&P 500 firms during the years 2005 to 2017, to provide some empirical evidence in support of our conceptual model.

Paper is Available to Meeting Registrants Only.

ONE: Collective cognitive frames of UN CEO Water Mandate: Managerial Sensemaking

Author: **Laura Albareda**, *LUT U., School of Business and Management*

Author: **Jaan-Pauli Kimpimäki**, *LUT U., School of Business and Management*

Cognitive construction of competitive environments has long been of interest for researchers seeking to understand the effects of the environment on strategic decision-making. Drawing on the literature on managerial cognition and corporate sustainability, in this article, we develop causal maps of CEOs involved across their core industries through a shared collaborative context—the UN CEO Water Mandate—in an effort to understand how collective strategy frames develop. We study how these frames affect novel strategic environments at firm and industry in the context of sustainability extending the research on managerial sensemaking and collective cognitive frames. Our findings suggest CEOs can and do reach outside of their primary industries through shared contexts reaching evolving patterns and collaboration toward a process of innovation in order to resolve grand challenges at collective level.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **869** | Submission: **11449** | Sponsor(s): **(ONE, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 5:00PM - 6:30PMET (UTC-4)**

Corporate Social and Political Activism 
Corporate Activism

Organizer: **Steve Kofford**, *U. of Utah*
Organizer: **Kate Odziemkowska**, *Rice U.*
Organizer: **Haram Seo**, *Texas A&M U., Mays Business School*
Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Forrest Briscoe**, *Pennsylvania State U.*
Panelist: **Vanessa Burbano**, *Columbia Business School*
Panelist: **Aharon Cohen Mohliver**, *London Business School*

Firms and their executives are increasingly taking a stand on socio-politically salient yet contentious issues such as racial equality, global warming, gun control, immigration, and LGBTQ rights. Yet, our scholarly understanding on the antecedents and consequences of this growing phenomenon of corporate activism remains relatively limited. The goal of this panel is to explore key research questions to be answered and future directions and opportunities for research on corporate activism. The panel includes scholars who are actively researching this topic and have made important contributions to our understanding of corporate activism. Panelists will share insights and engage with the audience on both the promise and potential pitfalls of studying this topic, as well as how a study of corporate activism can build not only from the nonmarket literatures on social movements, stakeholder theory, corporate social responsibility, but also from related strategy literatures, such as resource-based theory.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **870** | Submission: **13587** | Sponsor(s): (RM, STR, OB, HR, OMT, TIM, AFAM, HCM, IAM, IM, INDAM, MOC)

Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 1:00PMET (UTC-4)**

Ask the Quantitative Experts

Ask the Quantitative Experts

Chair: **Andreas Schwab**, *Iowa State U.*
Panelist: **Donald D Bergh**, *U. of Denver*
Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*
Panelist: **Brent Goldfarb**, *U. of Maryland*
Panelist: **Ernest O'Boyle**, *Indiana U.*
Panelist: **Frederick L. Oswald**, *Rice U.*
Panelist: **Hettie Richardson**, *Texas Christian U.*
Panelist: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*

This PDW has a long-standing tradition as a crowd favorite, and is a great opportunity to ask experts in quantitative research any questions you might have in areas, such as cross-sectional/longitudinal/panel data analyses, effect size/probability, linear/nonlinear modeling, moderation/mediation, meta-analysis, sampling, baseline models, factor analysis, multi-level modeling, endogeneity, latent variables, content analysis, big data/artificial intelligence, Bayesian analysis and user questions related to statistical programs such as R, STATA, SPSS, SAS, and Mplus. No preregistration is required, and the format is very laid back; attendees are encouraged to come and go as they please to have their questions answered by prodigious methodologists in the field.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **871** | Submission: **16634** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

**Ten Years Strategizing Activities and Practices Interest Group: Distinguished
Keynote Panel**
Ten Years SAP IG: Distinguished Keynote Panel

Panelist: **Julia Balogun**, *U. of Liverpool*
Panelist: **David Nils Seidl**, *U. of Zurich*
Panelist: **Richard Whittington**, *U. of Oxford*
Moderator: **Virpi Sorsa**, *Hanken School of Economics*
Organizer: **Leonhard Dobusch**, *U. of Innsbruck*

When the SAP IG was founded ten years ago, it created an intellectual home for management scholars interested in the practice of strategy-making as a day-to-day activity performed by managers and employees alike. On the occasion of this anniversary, an SAP Distinguished Keynote Panel reflects on past and future contributions to and of this field of study. The panel features founding SAP IG members Julia Balogun (University of Liverpool), David Seidl (University of Zurich), and Richard Whittington (University of Oxford) and will be moderated by current SAP IG Chair Virpi Sorsa (Hanken Business School).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Governance and Diversity

Digital Session Chair: **Emilia Filippi**, *U. of Trento*

SIM: How do female directors, managers and CEO affect firm sustainability? A review and research agenda

Author: **Emilia Filippi**, *U. of Trento*
Author: **Mariasole Bannò**, *U. of Brescia*
Author: **Sandro Trento**, *U. of Trento*

The purpose of this article is to review and systematize prior works that investigate how the presence of women in leading roles of firms affects sustainability and to open up an agenda to guide future research into this promising area. A structured literature review was conducted and 84 relevant publications were identified. The study shows that the presence of women in the board of directors and/or top management team is associated with a greater engagement in social and environmental projects and a better use of scarce resources towards them; it also positively influences the environmental and social performance and it increases the level, quality, and transparency of sustainability disclosure. Furthermore, the presence of women in leading positions and the implementation of sustainable activities improve the financial performance of the company and its value. Despite these positive effects, conflicting results have also emerged. On the basis of these findings, research gaps and future research agenda were identified and presented.

Paper is Available to Meeting Registrants Only.

SIM: The Multifaceted Effect of CEO Age on Firm Social and Environmental Practices

Author: **Miha Sajko**, *U. of Antwerp*
Author: **Christophe Boone**, *U. of Antwerp*
Author: **Georg Wernicke**, *HEC Paris*

Why do top executives differ in their values, and how is this heterogeneity reflected in organizational outcomes? To answer this question, we build on the dual aspect of an important CEO characteristic, namely age, to simultaneously examine how stable differences in values between executives and changes in values within executives over time affect firms' social and environmental practices (SEPs). On the one hand, executives' concern for stakeholders changes with age as they advance through their careers and thereby shift their priorities. On the other hand, age also reflects stable differences in values between adjacent birth cohorts who grew up in different historical periods. In this study, we integrate time-stable and time-variant perspectives on executives' values by theorizing about how age simultaneously determines which SEPs initiatives CEOs prioritize more and the extent to which CEOs invest in SEPs. Our study provides important implications for research focused on the relationship between executives' values and organizational outcomes.

Paper is NOT Available. Please contact the author(s).

SIM: Caste Identity, Board Norms, and Corporate Social Responsibility

Author: **Nishant Kathuria**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Mike W. Peng**, *U. of Texas at Dallas*
Author: **Cuili Qian**, *UT Dallas*
Author: **Livia Markoczy**, *U. of Texas at Dallas*

As a part of the "rules of the game" with ancient roots, the caste system is a rigid social stratification system that continues to be relevant in management today. We build on social identity theory to develop predictions regarding the impact of directors' caste on corporate social responsibility (CSR) activities. Extending the institution-based view, we posit that caste as an informal institution influences CSR engagement through informal norms on the board. We leverage a dataset of 12,274 firm-year observations on CSR projects in 5,012 Indian firms from 2014 to 2018. In contrast to most of the prior literature that shows the presence of minorities on the board increases CSR performance, our findings suggest that this may not always be the case. Specifically, an increase in board diversity, in the form of the ratio of lower-caste directors on the board, may reduce the likelihood that the firms will select CSR activities targeted at lower-caste communities. Such firms will also commit less to CSR activities overall. These effects may be even more profound for lower-caste independent directors.

Paper is Available to Meeting Registrants Only.

SIM: Why and how Sen's capability approach should deal with corporate governance

Author: **Magali Fia**, *U. of Bologna-Yunus Social Business Centre*
Author: **Lorenzo Sacconi**, *U. degli Studi di Milano*
Author: **Massimiliano Vatterio**, *UniTn (Italy), and USI (Switzerland)*

The hierarchical nature of the firm affects stakeholders' well-being. This is our main motivation in analysing the firm through the perspective of Sen's capability approach—a social justice theory for the evaluation of any institution, organization or policy aimed at providing well-beings. In order to work out the inherent relation between the capability approach and the economic analysis of the law, we show the strict link between capabilities and entitlements, which we call capabilities-as-entitlements, and investigate if and how corporate governance, i.e., the configuration of entitlements in a firm, enhances or diminishes capabilities of stakeholders. We underline the role that the public use of reason and a sufficientarian criterion play in mitigating conflicts among stakeholders, permitting the reach of a balance amongst all of them and the identification of the capabilities that allow stakeholders to exercise democratic citizenship in corporation. We build several indexes that are able to measure and compare capabilities developed within and between corporate governance regimes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Political Connections and Corporate Governance in the Context of MNEs

Digital Session Chair: **Tatenda Marume Geoffrey Pasipanodya**, *Washington U. in St. Louis, Olin Business School*

STR: Herfindahl Revisited 

Author: **Tatenda Marume Geoffrey Pasipanodya**, *Washington U. in St. Louis, Olin Business School*
Author: **Anne Marie Knott**, *Washington U. in St. Louis*

The Herfindahl-Hirschman Index (HHI) is one of the more commonly used measures in the Strategy and Economics literatures. While its principal uses are measuring market concentration or firm diversification, it has been extended beyond that. One concern with the measure is that an infinite set of distributions can have the same HHI. We assess whether that affects inferences. To do so, we replicate a prior study which employs HHI to test the impact of geographic diversification on firm value. We find that results with HHI are not robust across samples. We further find that decomposing HHI into its count and shape components reveals greater insights. In particular, we find that firm value increases in the number of units, and the similarity across them.

Paper is Available to Meeting Registrants Only.

STR: Strategic Response to Corporate Governance Reform of Family Business Groups

Author: **Chien-Nan Chen**, *National Dong Hwa U.*
Author: **Byung Min**, *Griffith Business School, Griffith U.*
Author: **Jun-You Lin**, *National Open U.*

Based on the scheme of principal-principal conflicts, we investigate family business groups' strategic response to a board regulation requiring appointment of independent directors and the effects of proactive compliance with this regulation on performance. Empirical results from Taiwan show that family-controlled business groups are less likely to adopt proactive compliance. Controlling shareholders' excess control has a negative effect on a firm's adoption of proactive compliance; foreign ownership has a positive effect. The family business group affiliation weakens the positive effect of foreign ownership on the adoption of proactive compliance. We also found that improved firm performance is directly and positively affected by the proactive response. Thus, this study concludes that the responsiveness of firms to institutional pressures depends on which control mechanisms they are situated in and the power relations within the key stakeholders.

Paper is Available to Meeting Registrants Only.

STR: Seamless Experiences: Firms' Product Diversification In Response To Platform-enabled Modularity-in-use

Author: **Najoung Lim**, *U. of Maryland*

The paper examines how a new digital platform that connects previously independent products affects incumbent firms' product portfolio reconfiguration. When a standardized interface enables customers to mix and match products from different vendors, such modularity-in-use gives rise to customers' demand heterogeneity. Following an abductive approach with quantitative and qualitative data in the U.S. medical imaging device industry (1985-2013), I find that in face of the increased dependencies with competitors' products via a standardized interface, incumbent firms diverged in repositioning depending on whether they owned platform or not. While firms without platform specialized under standardization, firms with platform diversified into the complementary product spaces and became integrators to create customized systems designed to work better together and cater to human factors that were not amenable to being modularized. While the prior discussion on modularity has been reduced to the implication on manufacturing and innovation efficiencies, this study suggests that the modularity-in-use implies another route for a strategic implication to the firms, which is product diversification.

Paper is NOT Available. Please contact the author(s).

STR: Mobilizing Managerial Political Ties Toward Business Partners 

Author: **Lucy Sojung Lee**, *Seoul National U.*

Firms, when venturing in an emerging market, are often advised to mobilize their top managers' personal ties with local governmental officers for advancing their organizational goals. Yet, little research has examined the consequences of such tie utilization. Drawing on the social identity literature, we argue that a manufacturer's utilization of its managerial political ties towards its distributor weakens the latter's identification with the former, an intermediate mechanism jeopardizing their exchange relationship. This downside effect is much stronger for foreign manufacturers and when the involved governmental officers have a high degree of arbitrariness. Analyses of a matched sample of 335 manufacturer-distributor dyads in China have largely supported our thesis. This study enhances our understanding of the complex triadic relationship among business partners and governmental officers in an international context.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Antecedents of Corporate Social Responsibility (CSR)

Digital Session Chair: **Jisun Kim**, *U. of Mississippi*

STR: Dark Side of a Bright Vision? An Integrated Vision-Action Model of CSR and Managerial Proactivity 

Author: **Jisun Kim**, *U. of Mississippi*

Author: **He Gao**, *Michigan State U.*

Author: **Luiz F. Mesquita**, *Arizona State U.*

Author: **Glenn Hoetker**, *Melbourne Business School, U. of Melbourne*

Does it suffice to say your company is green, or must you also behave accordingly? Drawing from prior theories on the use of language and vision in strategic management, we address this well-known dilemma with a theoretical model in which corporate social responsibility (CSR) inspired vision statements and actions impart emotional (pride) and cognitive (goal clarity) effects and enhance managerial proactivity. Testing hypotheses on a large multi-year survey with 24,915 managers from 302 companies as well as an online experiment, we find robust results that pride and goal clarity significantly mediate the effect of CSR actions onto managerial proactivity, although these mediating effects are not found for CSR vision statements. To further ascertain if vision statements matter at all for managerial proactivity, we also build and test interaction hypotheses between CSR vision statements and actions, finding a positive effect via goal clarity, but not via pride. We draw implications for CSR-related strategic management research and managerial practice.

Paper is Available to Meeting Registrants Only.

STR: Being Good or Being Bad? A Demand-based View of Customer Demand Landscape and Corporate Social (Ir) Responsibility

Author: **Lizhen Wang**, *Guanghua School of Management, Peking U.*

Author: **Weiguo Zhong**, *Peking U.*

Author: **Anni Chen**, *Peking U.*

While researches on the disclosure of corporate social responsibility (CSR) and irresponsibility (CSIr) recognize the influence of between stakeholder group heterogeneity and multiplicity, less attention has been given to the within stakeholder sub-group demand heterogeneity and the relative importance of these demands. We develop a framework wherein CSR reporting is viewed as an organizational response to features of one of the most significant stakeholder groups of a firm—its customers. Drawing upon the demand-based view and stakeholder theory, we argue that two fundamental dimensions of customer base—customer heterogeneity and customer concentration—help explain how firms make balance along multiple social demands. We propose that customer heterogeneity drives firms to invest in diverse types of CSR activities (i.e., higher level of CSR strength) and restricts CSIr activities (i.e., lower level of CSIr strength) to gain customer legitimacy and support. While customer concentration allows firms to invest in limited CSR activities (i.e., lower level of CSR strength) and initiate more types of CSIr activities (i.e., higher level of CSIr strength) for efficiency considerations. Our framework was supported through a longitudinal analysis between 1991 and 2008. Our study contributes to the literature on strategic CSR, stakeholder theory, and demand-based view.

Paper is NOT Available. Please contact the author(s).

STR: Two Routes to CSR: Mixing Religion, State, and Market 

Author: **Anni Chen**, *Peking U.*

Author: **Lizhen Wang**, *Guanghua School of Management, Peking U.*

Author: **Lanbing She**, *Guanghua School of Management, Peking U.*

Religion, as a critical component in both personal value system and wider institutional order, is relatively under-investigated in strategic management. Drawing on institutional complexity and Weber's classical thinking, we propose that firms with religious top executives are embedded in the tension of religion, market, and state logic, which further shapes their conflicting interpretations of external institutional pressures and variation in practicing CSR. Based on a matched two-year survey of firms across multiple industries and regions, we find that religious CEOs perceive lower normative pressure from industry peers but higher coercive pressure from the government, which mediate the different effects of CEO religiosity on corporate social responsibilities (CSR). Furthermore, we find that when firms are positioned in the hub of a business ecosystem, both the negative effect of religious belief on normative pressure and positive effect on coercive pressure becomes weaker; when firms are located in the environment with high regional marketization, only the negative effect of religious belief on normative pressure becomes weaker. We contribute by uncovering a more complicated but nuanced mechanisms through which CEO religiosity affect CSR and revealing the double-edged nature of business embeddedness with religious categories.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Asynchronous Discussions of Organization Design Solutions Within and Across Firms

Digital Session Chair: **Tetsuya Aoki**, *Hitotsubashi U.*

STR: Cooperation Strategy of Complementors on The Platform: A Study in The YouTube

Author: **Tetsuya Aoki**, *Hitotsubashi U.*

In this paper, I explore the cooperation strategies among complementors on platforms, which have not been sufficiently analyzed so far despite their importance. In previous studies focusing on platforms, it has been implicitly assumed that firms in the same complementors are in a competitive relationship with each other. However, firms in the same market not only compete, but also cooperate. Particularly on platforms, cooperative behavior often occurs among complementors, since there is a common goal of countering platformers. Therefore, this study identifies the cooperative strategies among complementors on the platform based on a co-branding study, which explores the cooperative strategies among firms. The results of the empirical analysis using YouTube as a case study show that cooperation among complements with similar attributes in the short run and cooperation among firms with different attributes in the long run perform better on the platform.

Paper is Available to Meeting Registrants Only.

STR: Formation, Size, and Stability of Coalitions within Organizations

Author: **Tomas Lego**, *U. of Vienna*

Author: **Helge JD Klapper**, *Erasmus U. Rotterdam*

Author: **Markus Reitzig**, *U. of Vienna*

This paper investigates the link between coalitions, i.e. informal organizational structures, and individual learning in organizations. Building on the canonical Garbage Can Model (Cohen et al., 1972), we develop an agent-based model that allows us to analyze how organizational members' learning about others' preferences enables the emergence of coalitions. Altering the concentration (extremeness) of individuals' preferences, we find differences in the precision of learning. We observe how large and stable coalitions get as a result of this learning process and how the presence of this informal structure can benefit the overall organization. Subsequently, we find that the organizational benefit of coalitions is greatest for low concentration setups. In exploiting this interplay, this paper also takes a first stab at integrating two hitherto disjointed lines of thinking on learning and bargaining.

Paper is Available to Meeting Registrants Only.

STR: Corporate Proximity, Firm Risk, and Entry Timing of New Technologies

Author: **Punit Sharma**, *U. of California, Irvine*

This study examines the effects of corporate proximity and firm risk on the entry timing of new technologies. Using quarterly product-level data on the world's major mobile handset manufacturers for the period 1994–2008, we analyze how a business unit's proximity to the corporate office, in terms of hierarchical distance, and firm risk influence technology entry timing following a pioneering firm. We argue that corporate proximity influences entry timing in two ways: directly through oversight and indirectly by shaping managerial response to firm risk. We find that in firms where the business unit responsible for handsets is far from the corporate office, the probability of entry increases substantially with firm risk. When the business unit is proximate to the corporate office, the probability of entry decreases slightly with greater firm risk. Our results indicate that the interaction between organizational structure and firm risk is critical for understanding entry timing and contributes to theories of entry timing, risk, and organization design.

Paper is Available to Meeting Registrants Only.

STR: The Road to El Dorado – Strategic Alliances as a Tool for Enhancing Firm Legitimacy

Author: **Holly Loncarich**, *Kansas State U.*

Author: **Jonathan Johnson**, *U. of Arkansas*

Author: **Alan E Ellstrand**, *U. of Arkansas*

Author: **Hansin Bilgili**, *Kansas State U.*

Strategic alliances have long been recognized as important tools that firms can utilize to enhance their competitiveness. Much of the literature has emphasized the resource dependence perspective whereby firms partner with one another in order to codevelop new resources and competencies. However, the literature has also begun to recognize that firms may form alliances for reasons beyond resource access. Legitimacy represents an important, yet understudied, consequence of alliance formation. In this paper, we investigate the legitimacy outcomes of strategic alliance formation. We find that an inverted-U relationship exists between the number of alliances formed and normative legitimacy as measured by media perceptions. We also show that status asymmetry along with the overarching environmental context of alliance formation itself also serve as important moderators of the alliance formation and legitimacy relationship. In conducting this study, we expand upon the institutional perspective of alliance formation and contribute to the broader alliance literature by examining the legitimacy-based outcomes of alliance formation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Responding to Competitive Feedback

Digital Session Chair: **Steffen Burkert**, *LMU Munich*

STR: Relative Performance Evaluation, Strategy Imitation, and Firm Performance

Author: **Steffen Burkert**, *LMU Munich*

Author: **Nina Schwaiger**, *LMU Munich School of Management*

The objective of this study is to introduce relative performance evaluation (RPE) into the strategy literature. RPE ties top executives' compensation to the performance of a peer group and has become a central component of executives' compensation contracts (Bizjak, Kalpathy, Li, & Young, 2020; Feichter, Moers, & Timmemanns, 2020). We argue that RPE directs managers' attention towards the selected peers, increasing the awareness of inter-firm relationships and the motivation to outperform peers. As managers usually act in uncertain environments with unknown action-output relations, we predict that RPE induces firms to imitate their peers, which is especially pronounced in case firms are reciprocally tied by RPE. We then link strategic conformity with competitors to firm performance and argue that conformity may endanger competitive advantages, as it hinders firms to explore new niches within a market. Our findings support these predictions. Using executive compensation data from the largest U.S. firms in the time-period 2006 to 2017, we document that firms imitate strategic practices of peer firms with which they are connected through performance peer groups. This behavior is especially pronounced in case firms are reciprocally connected and if firms operate in more uncertain industries. Moreover, we find that strategic conformity is detrimental in terms of firm performance. Our study has important implications for the design of executive compensation contracts and extends our understanding of corporate strategic behavior.

Paper is Available to Meeting Registrants Only.

STR: Product quality cues and firm performance enhancement: the case of the auto industry

Author: **Seung-Hyun Lee**, *U. of Texas at Dallas*

Author: **Soo Jung Kim**, *Texas A&M U. Central Texas*

Author: **Yun Dong Yeo**, *UT Dallas*

The current study highlights the importance of minute cues for quality at the product level in firm performance. Using data in the U.S. auto industry, our results demonstrate that product cues with the highest positive evaluation have a greater impact on improving firm performance due to its ability to reveal the uppermost capability. We also find that the consistency of the highest product cue over time corroborates the credibility of the signal. In addition, we find that the effect of consistency of the highest product cue over time (which enhances firm performance) strengthens when the auto firm suffers from a poor reputation. The findings in this research suggest that it is important to determine how quality evaluations are distributed across the product line. By doing so, firms suffering from a poor reputation can asymmetrically allocate their resources to produce the highest ratings in order to improve their performance.

Paper is Available to Meeting Registrants Only.

STR: The Value of Competitor Information: Evidence from a Field Experiment

Author: **Hyunjin Kim**, *INSEAD*

Data on competitors have become increasingly accessible in recent years, raising the potential for firms to inform their decisions with a better understanding of the competitive environment. To what extent are firms aware of readily available information on key competitor decisions, and how does this information impact firms' strategic choices? I explore these questions through a field experiment in collaboration with Yelp across 3,218 businesses in the personal care industry, where treatment firms receive easily accessible information on their competitors' prices. At baseline, over 46% of firms are not aware of their competitors' prices. However, once firms receive this information, they are 17% more likely to change their prices, and do so by aligning their prices with competitor offerings. If competitor information is both decision-relevant and easily accessible, why had firms not invested in this information on their own? Evidence from interviews and a follow-up experiment across control firms suggests that managers appear to have underestimated the value of paying attention to competitor information. These findings suggest that managerial inattention may be a key barrier that leads firms to fail to realize gains from even readily accessible data.

Paper is Available to Meeting Registrants Only.

STR: Performance Feedback and Firms' Relative Strategic Emphasis

Author: **Lulu Cheng**, *School of Management, Xi'an Jiaotong U.*

Author: **Nan Mei**, *Tongji U.*

Author: **Alex Junyi Fang**, *School of Economics & Management, Tongji U.*

Author: **En Xie**, *Tongji U.*

The study investigates how performance feedback—the discrepancy between actual performance and the aspiration level—relates to firms' relative strategic emphasis on value-creation (VC) over value-appropriation (VA), and how this relationship is contingent on two mechanisms: board independence and media coverage. By using a sample of 7460 firm-year observations covering 1558 publicly-listed Chinese companies during 2011—2017, we find that as a firm's performance falls below aspiration, it is more likely for it to put its strategic emphasis on VC over VA. However, as performance rises above aspiration, the firm's probability of emphasizing more on VC over VA increases up to a certain point after which it decreases, showing up an inverted U-shaped relationship. The results also show that board independence and media coverage moderate the relationship between performance feedback and firms' relative strategic emphasis on VC over VA. Specifically, board independence weakens the negative effect of negative performance feedback and strengthens the inverted U-shaped effect of positive performance feedback; while media coverage strengthens the negative effect of negative performance feedback and weakens the inverted U-shaped effect of positive performance feedback.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reconfiguration of Corporate Scope and Resources

Digital Session Chair: **Anand Kangala**, *U. of North Carolina, Charlotte*

STR: A review of dynamic capabilities, organizational ambidexterity, and firm performance

Author: **Anand Kangala**, *U. of North Carolina, Charlotte*

Firms must continually reinvent themselves to survive and outperform competition during environmental turbulence. The concepts of dynamic capabilities (DC) and organizational ambidexterity (OA) provide a framework for firms to renew and adapt their organizational competencies and capabilities to achieve congruence with the changing market environment for superior performance and sustained competitive advantage. Despite its relevance and strong theoretical roots from the resource-based view (RBV) and strategic positioning, the DC and OA are under scrutiny by strategy theorists over the last two decades. In this review, we synthesize the extant literature of DC and OA with an integrated conceptual framework and provide a deeper understanding of their interplay in the context of environmental dynamism.

Paper is Available to Meeting Registrants Only.

STR: Corporate diversification, economies of scope, and the risk-return relationship 

Author: **Arkady V. Sakhartov**, *U. of Illinois at Urbana-Champaign*

Corporate diversification was believed to enhance returns and reduce risk. Empirical research was split between supporting and rejecting speculations about the resulting favorable combination of high returns and low risk. The lack of theory in this regard and the empirical controversy made researchers conclude that the favorable risk-return performance is impossible. This study uses a formal model to develop the missing theory of the risk-return relationship in corporate diversification. The model involves two types of economies of scope, intra-temporal economies from resource sharing and inter-temporal economies from resource redeployment. The model demonstrates that, when both economies are present, firms sustain the negative risk-return relationship and can achieve the favorable combination of high returns and low risk. The model carefully explains mechanisms underlying these results.

Paper is Available to Meeting Registrants Only.

STR: Microfoundations of Firm Resource Reconfiguration: The Role of Hiring Former Consultants as Managers  

Author: **Andreas Distel**, *Rotterdam School of Management, Erasmus U.*

Author: **John Källström**, *Copenhagen Business School*

Author: **Torben Schubert**, *Lund U. and Fraunhofer ISI*

Author: **Wolfgang Sofka**, *Copenhagen Business School*

The scarcity of skilled managers for finding superior resource configurations is a central constraint to theory and practice of resource-based strategies of firms. We theorize that firms can overcome this shortage by hiring managers from management consultancies, since this particular work experience allows individuals to train and reveal resource orchestration skills while working with various clients. Theoretically, we integrate mechanisms from the transferability of scarce, valuable human capital across organizational contexts into microfoundational models of resource-based advantages. We analyze 102,639 Swedish firms from 2010 until 2015 and find that firms hiring former consultants as managers initiate more resource reconfigurations and experience higher performance effects from them. Then again, effects depreciate quickly as the context of the hiring firm homogenizes the particular skills of former consultants.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **878** | Submission: **17055** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

Entrepreneurship, Experimentation, and Learning

Digital Session Chair: **John S. Chen**, *U. of Florida*

STR: Pivot Rules for (Overconfident) Entrepreneurs

Author: **John S. Chen**, *U. of Florida*
Author: **Daniel Walter Effenbein**, *Washington U. in St. Louis*
Author: **Hart E. Posen**, *U. of Wisconsin, Madison*
Author: **Ming Zhu Wang**, *Washington U. in St. Louis, Olin Business School*

We develop a computational simulation of entrepreneurial learning and decision-making to investigate four emergent propositions from the lean startup movement: (1) entrepreneurs should be prepared to pivot rather than commit to a single idea, (2) they should pivot often, (3) they should pivot early rather than wait to pivot, and (4) that pivoting is a remedy for bias. We find that, across a range of pivoting policies, entrepreneurs that consider pivoting perform better than those who do not. For unbiased entrepreneurs, however, a conservative pivot strategy, which leads to less frequent pivots, outperforms more aggressive approaches. Similarly, unbiased entrepreneurs optimally spend more time examining an initial idea before pivoting than the lean startup literature might seem to suggest. Finally, our model shows that pivoting does serve as a remedy for bias, and that overconfident entrepreneurs perform better when following more aggressive pivoting rules than their unbiased counterparts.

Paper is NOT Available. Please contact the author(s).

STR: Lighting the Way: Illuminating How New Ventures in Nascent Industries Experiment

Author: **Hyeonsuh Lee**, *U. of Illinois at Urbana-Champaign*
Author: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

Experimentation enables new ventures to illuminate areas of uncertainty and leads to improved decision-making and performance. Experiments are often studied as stand-alone events, however, scholars are increasingly interested in understanding how experiments are supported by organizational characteristics and choices. Using an inductive, theory-building approach, we seek to illuminate the organizational models that accompany and support experiments, as well as their antecedent conditions and performance effects. We find that new ventures follow one of two strikingly different experimentation models: “generative” and “focused” experimentation. Generative experimentation involves knowledge sharing and/or collaborative experimentation with external actors, building idea-centered organizations, conducting experiments across multiple knowledge domains (technological, market, and business model), and external experiments. In contrast, focused experimentation tends to involve little knowledge exchange with external actors, a focus on executing a specific product idea, and conducting internal experiments focused on the product/technology. Generative experimentation is more likely to result in better performance than focused experimentation for the new ventures in our sample. Three antecedent conditions—having at least one founder with prior entrepreneurial exposure, knowledge of multiple industries, and an orientation towards technologies (rather than products)—are associated with new ventures’ decision to pursue generative, rather than focused, experimentation. This study examines new ventures in the nascent smart lighting industry and is grounded in detailed interview data collected from founders.

Paper is NOT Available. Please contact the author(s).

STR: Many Hands Make Light Work: How and Why New Ventures in Nascent Industries Engage in Collaborative Experimentation

Author: **Hyeonsuh Lee**, *U. of Illinois at Urbana-Champaign*

In a nascent industry, new ventures engage in experiments to mitigate uncertainties by gathering feedback and validating their assumptions or questions. Existing research studies extensively focus on experimentation undertaken by a new venture independently, whose results are typically kept as proprietary knowledge. Accordingly, we lack full understanding concerning whether and how new ventures gain benefits from engaging in collaborative experimentation in a nascent industry, and what drives these new ventures to do so. This study examines the impact of new ventures’ heterogeneous prior knowledge and experience on their likelihood to engage in collaborative experimentation, and the influence of their engagement in collaborative experimentation on new venture survival. By adopting a mixed-method design, this study uncovers both associations between key constructs and underpinning mechanisms of each relationship. My findings illuminate that different prior knowledge and experience create unique knowledge gaps and comparative advantages that new ventures face, which influence their likelihood to engage in collaborative experimentation. Further, the results suggest that engaging in collaborative experimentation is positively associated with higher survival rates of new ventures. My findings are grounded in both detailed interview data collected from founders in the smart lighting industry and rich archival data.

Paper is NOT Available. Please contact the author(s).

STR: Gibrat’s Law, Incremental Innovation and Firm Growth Dynamics in Natural Resource Industries

Author: **Angel Sevil**, *U. del Desarrollo*
Author: **Alfonso Cruz-Novoa**, *Pontificia U. Católica de Chile*
Author: **Tomas Reyes**, *Pontificia U. Católica de Chile*
Author: **Roberto Vassolo**, *IAE Business School, Argentina AND Pontificia U. Católica de Chile, Ingeniería Industrial*

This paper examines firm growth dynamics in natural resource industries. In these industries, innovation is mainly based on processes in the form of incremental changes, and adoption of innovations has significant sunk costs. We argue that, in a steady state before an incremental process innovation, firm growth is directly proportional to firm size. However, in the presence of incremental innovation events firm growth is indirectly proportional to firm size, since smaller firms pose higher strategic flexibility and are able to adopt innovations faster. Our findings confirm the dependency of growth rate on firm size, highlighting the relevance of incremental innovation as a determinant factor of firm growth, rejecting Gibrat’s Law of Proportionate Effect.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Governance and Competition

Digital Session Chair: **Lin Shi**, *Huaqiao U.*

STR: Attention Stability, Strategic Stability, and Firm Performance in Hypercompetitive Environments

Author: **Lin Shi**, *Huaqiao U.*
Author: **Haibin Yang**, *City U. of Hong Kong*

This study contributes to the attention-based view of the firm by examining the influence of attention stability (i.e., stability of attention allocation to key strategic issues) on firm performance. We investigate the mediating effect that strategic stability (i.e., stability of resource allocation throughout the firm's strategic profile) has on the process by which attention stability influences firm performance. Using longitudinal data of sample firms from Standard & Poor (S&P) 500, we find that attention stability positively affects strategic stability, and that strategic stability has an inverted U-shaped effect on firm performance in hypercompetitive environments. This mediation effect does not exist for firms in non-hypercompetitive settings.

Paper is Available to Meeting Registrants Only.

STR: When the Going Gets Tough, the Books Get Cooked: Product Market Competition and Financial Misconduct (WITHDRAWN)

Author: **Yajing Li**, *Rice U.*
Author: **Alessandro Piazza**, *Rice U.*

This paper extends the research on financial misconduct by developing a new perspective based on general strain theory, and more specifically on the strain effect of product market competition. Previous literature suggests that product market competition can provide incentives for managers, but we argue that it can also lead to financial misconduct. In so doing, we take a strain perspective in making the argument that product market competition should be positively associated with the occurrence of misconduct, as it magnifies the threat arising from the possibility of firm liquidation and executive dismissal. We also examine the effect of internal governance mechanisms that are commonly deployed to minimize the agency problem. We argue that CEO option pay will negatively moderate the relationship between product market competition and the occurrence of financial misconduct, in line with the prevailing wisdom of corporate governance research. By contrast, while board independence has often been proposed as an effective governance mechanism to reduce the number of undesirable managerial behaviors, we argue it can exacerbate the threat of executive dismissal resulting from competition, creating incentives for fraudulent behavior. An empirical study of U.S. manufacturing firms provides broad support for our arguments.

Paper is NOT Available. Please contact the author(s).

STR: Class actions: The impact of CEO social class origin on firm competitive repertoires

Author: **Pavithra Balaji**, *U. of Texas at Dallas*
Author: **Livia Markoczy**, *U. of Texas at Dallas*
Author: **Aten Zaandam**, *Kent State U.*

We build on upper-echelons theory to argue that CEO social class impacts firm competitive repertoires. Specifically, we suggest that CEO social class origin impacts whether CEOs favor complex versus simpler competitive actions and competitive conformity versus non-conformity, based on their early experiences and the associated preferences. We further suggest that the effect of CEO social class on competitive actions is strengthened when CEOs face threats to their social status. We test our hypotheses using primary survey data on CEO social class origin and secondary data on firm competitive actions, with a sample of 601 firm-year observations and find support for our predictions. Our paper offers important contributions to research on upper-echelons, social class and competitive dynamics.

Paper is Available to Meeting Registrants Only.

STR: Do Chief Strategy Officers Matter? Strategic Activity and Long-Term Firm Performance

Author: **Carolyn Link**, *Heinrich-Heine U. of Dusseldorf*
Author: **Andreas Engelen**, *U. of Dortmund*

Do Chief Strategy Officers (CSOs) impact firm performance? Although the CSO has become an established role in the top management team (TMT), academic research remains inconclusive regarding its performance implications (Breene, Nunes, & Shill, 2007; Menz & Scheef, 2014). Based on the upper echelons and contingency theory, we argue that the benefit of CSO presence to firm performance depends on the level of strategic activity a firm engages in. We derive how certain CSO capabilities are relevant to firm performance and argue that the number of organizational strategic moves moderates the effect. Specifically, we test for an organizations' number of strategic acquisitions, joint ventures (JVs), and market entries relative to industry peers. We test our model on a multi-source dataset of more than 300 firms from the S&P 500 between 2005 and 2019. Our findings indicate that CSO presence is not beneficial per se but is especially beneficial for firms engaging in a high number of JVs and market entries. This study contributes to the upper echelons theory, the literature on organizational embeddedness of strategic decision-making, and reconciles the existing literature on the performance implications of CSOs.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Regulatory Focus and Exploration

Digital Session Chair: **David Weng**, *California State U., Fullerton*

STR: Playing Defense or Playing Offense? CEO Regulatory Focus on Firm Exploratory Innovation 

Author: **David Weng**, *California State U., Fullerton*

This study draws on the regulatory focus theory to postulate that CEOs who are predominantly promotion focused would demonstrate more innovation in novel technological areas, while CEOs who are predominantly prevention focused would not do so. We further investigate contextual factors would moderate the effect of CEO relative regulatory focus including CEO education, firm absorptive capacity, and industry technological uncertainty. Results based on three high-technology industries in the U.S. suggest that the extent to which a CEO is more promotion than prevention focused will motivate the CEO to generate innovation in new technological fields. Our results also indicate that this effect is contingent on certain boundary conditions including CEO education, firm absorptive capacity, and industry technical uncertainty. The findings suggest that the degree to which a CEO is relatively promotion focused influences his or her motivation in engaging in exploratory innovation.

Paper is NOT Available. Please contact the author(s).

STR: The Joint Effects of Regulatory and Temporal Focus on Firm Survival During Industry Discontinuity  

Author: **Alexander Janotte**, *U. of St. Gallen*

Author: **Tomi MMLaamanen**, *U. of St. Gallen*

Regulatory focus theory has been used in prior research to explain how motivations guide strategic action. This study examines the previously unexamined link between the top management regulatory focus and organizational mortality. We argue and find that the effects of regulatory focus unfold over time as companies addressing a discontinuous change in the industry. Using a sample of 116 private banks from 2009 to 2018, we find that prevention focus reduces mortality at the inception, while promotion focus becomes a more important determinant for firm survival as the change unfolds. In addition, we argue that top management's temporal focus moderates these effects. We find that future focus strengthens the effects of promotion focus on mortality. Contrary to our expectations, however, past focus does not strengthen, but instead weakens the effect of prevention focus on mortality. Our findings provide novel insights on the interactive effects of regulatory and temporal focus on organizational survival during industry discontinuities.

Paper is NOT Available. Please contact the author(s).

STR: A Longitudinal Study on How Status Gain Affects Individual Exploration 

Author: **Shibo Zhou**, *Georgia Institute of Technology*

Author: **Jiani Zhu**, *Georgia Institute of Technology*

We develop and test a model examining how status gain impacts individual exploration activities and subsequent performance. The model is tested using longitudinal data in a sample of book authors. Results indicate that status gain is associated with a higher level of exploration activities, and the effect is more pronounced when the quantity of production is low rather than high. The exploration activities, however, are negatively associated with subsequent performance. This research contributes to exploration and exploitation literature by demonstrating the unique effect of status gain on individual-level exploration and adding to the evidence on how these two activities are present at the individual level.

Paper is Available to Meeting Registrants Only.

STR: CEO Regulatory Focus, Decision Frames, and Earnings Management 

Author: **Shinhye Gloria Ahn**, *Seoul National U.*

Author: **Theresa Cho**, *Seoul National U.*

Author: **Seok-Hyun (Stephen) Hwang**, *Hong Kong Baptist U.*

Author: **Cecile K. Cho**, *Korea U.*

Strategy scholars have increasingly noted the influence of the psychological characteristics of executives on corporate strategy and performance. Synthesizing theories on regulatory focus and framing effect, in this study we examine the role of CEO regulatory focus (i.e., promotion and prevention focus) and decision frames (i.e., gain and loss frames) reflected in earnings management decisions. Specifically, we predict that under two conditions, promotion focus under a gain frame and prevention focus under a loss frame, a CEO's subjective utilities and probabilities of the attainable gains in earnings management become heightened. This, in turn, ultimately leads to his/her intensified tendency to manipulate earnings. Conversely, a CEO's promotion (prevention) focus under a loss (gain) frame decreases his/her perceived utilities and probabilities of the attainable gains in earnings management, subsequently leading to diminished tendency to manipulate earnings. Using a seven-year panel data of U.S. manufacturing firms between 2011 and 2017, we find general support for our hypotheses. The results indicate that the psychological characteristics of CEOs, along with their framing of performance, have a significant impact on their earnings management decisions. Overall, our study highlights the importance of understanding the psychological underpinnings of the earnings management behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Innovation, Collaboration, and Knowledge Transfer

Digital Session Chair: **Yang Liu**, *Cornell SC Johnson College of Business*

STR: Does External Governance Hinder or Improve Firm Innovation? Evidence from the Short Selling Pressure 

Author: **Yang Liu**, *Cornell SC Johnson College of Business*
Author: **Gautam Ahuja**, *Cornell U.*

This study adds to the debate about the influence of external governance on publicly traded firms by focusing on how a specific source of external governance, i.e., the short selling pressure, affects firm innovation, a crucial dimension associated with firms' long-term success. Drawing on external governance and innovation literatures, we consider the dual facets of innovation, i.e., innovation efforts and output, and argue that the presence of short selling pressure may lead firms to decrease innovation input but simultaneously increase innovation output. We use a difference-in-differences design based on a policy experiment that relaxes short selling constraints, and find supporting evidence of our theory. By showing the seemingly conflicting outcome of the short selling pressure, we contribute to the innovation literature and deepen our understanding of external governance.

Paper is NOT Available. Please contact the author(s).

STR: The Effect of Internal Collaboration on Inventor Mobility 

Author: **Eunkwang Seo**, *U. of Illinois at Urbana-Champaign*

While previous research has examined the role of collaboration for value creation in firms' innovation, little is known about how collaboration affects value capture from firms' knowledge resources. This paper examines how collaboration among inventors within firms affects their mobility, a key influence on firms' ability to capture value from knowledge assets. In contrast to conventional wisdom that collaboration may decrease mobility due to the development of relational capital, I propose that collaboration may facilitate inventor mobility, via three channels: (1) developing general human capital, (2) providing "pro-social" signals, and (3) expanding interpersonal contacts. These hypotheses are tested using an inventor-year panel that combines patent and LinkedIn data, which are complemented by interviews with R&D managers. To address inventors' endogenous self-selection into collaboration, I use a novel research design that leverages a quasi-exogenous source of variation in inventors' collaboration within firms: increased collaboration opportunities from office consolidation. The empirical findings are consistent with the hypothesis that collaboration increases inventors' mobility, and with the three proposed channels. These results make significant contributions to the literatures on employee mobility and collaborative innovation.

Paper is NOT Available. Please contact the author(s).

STR: Can Transfer Methods Skew Knowledge Adoption? Experiments on Transferring Multiple Knowledge Inputs   

Author: **Thomaz Teodorovicz**, *Harvard U.*

In this paper, I examine how knowledge transfer methods may skew the adoption of multiple knowledge inputs. I propose that transfer methods vary in their potential to trigger cognitive heuristics used by individuals to form ex ante assessments about the value of multiple information stimuli. Such differences affect how knowledge receivers focus (or disperse) cognitive resources across inputs within a knowledge set. This mechanism skews knowledge transfer towards some (and away from other) knowledge inputs. I also advance that pre-transfer experience may magnify this effect as experience enables the use of informational cues to make ex ante value assessments. I test and find empirical support for my predictions in two experiments - an online experiment with 383 gig workers and a field experiment with 516 managers from a large retail company. Both experiments vary whether individuals receive multiple knowledge inputs via knowledge transfer methods that display more or less informational cues about the value of individual knowledge inputs. This paper contributes to the literature on how transfer methods affect knowledge transfer and on how perceptions about knowledge content affect human capital formation. Results also have a practical implication by showing that transfer methods designed to facilitate knowledge flows may carry trade-offs in terms of which knowledge inputs are successfully transferred.

Paper is Available to Meeting Registrants Only.

STR: Uncovering the Link from Customer Heterogeneity to Innovation-based Competitive Strategy

Author: **Amali Wijekoon**, *Queensland U. of Technology*
Author: **Sandeep Salunke**, *Queensland U. of Technology*

This study examines the nexus between downstream resources (in particular customer heterogeneity) and innovation-based competitive strategy, focusing on the role of knowledge integration in achieving modular and architectural innovation. In the innovation literature, there has been a two-pronged discussion that relates to the use of customer-related downstream resources - one concerns the use of customer resources in service design and organisational structure-related aspects (such as involvement of customers in new service development); the other concerns the use of customer resources towards development of organisational capabilities (such as knowledge integration). However, from an organisational standpoint both these perspectives are valuable and make sense, as they are interconnected - an organisation's service design or structure can facilitate or hinder the effective functioning of capabilities or the flow of knowledge - thus both need to be examined together. This study addresses this knowledge gap by examining the interrelationships between customer heterogeneity, integrative capabilities, service design-related innovations (i.e., modular and architectural innovations) and firm performance together to understand how customers can be a productive resource for a firm. We conducted a survey in the Australian services sector and the data were analysed using SmartPLS. The findings supported the notion that customer heterogeneity-based strategies generate competitive advantage.

Paper is Available to Meeting Registrants Only.

Author: **Simon Okwir**, *Uppsala U.*

Author: **Ed Saiedi**, *BI Norwegian Business School*

Author: **Vikash Kumar Sinha**, *Aalto U. School of Business*

Emerging research has unraveled complementarities between certain innovation forms, of product, process and organizational innovations. However, there is little consensus on how various innovation configurations and key institutional contexts and characteristics might interact to lead to superior or inferior performance. The aim of this paper is to investigate which sets of innovation configurations empower firms to attain greater performance given key institutional contexts (regulatory intensity and knowledge- vs. research-intensity of industries) and firm characteristics (firm size). We argue that innovation is a causally-complex phenomenon characterized by multifaceted interdependencies and equifinality. We employ the German Community Service Innovation survey, which consists of a broad array of innovation-related questions. We utilize the fuzzy-set qualitative comparative analysis, a set-theoretic configurational method that enables discovering complex patterns in a simultaneous and iterative processes. We find that in lightly-regulated industries, successful firms largely conform to product-marketing and process-organizational innovation pairings. Crucially, regulation demands high-performing firms to supplement these pairings with a third, i.e. respectively organizational or product, innovation form; The exception being small service firms who need to focus on one organizational form.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **882** | Submission: **15159** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:30AM - 1:00PMET (UTC-4)**

How can we prepare ourselves for the future requirements of business education?



Future of higher education in management

Organizer: **Bella Butler**, *Curtin U.*

Organizer: **Imen Ameer**, *Hult International Business School*

Ever-changing societal and technological environment constantly challenges the entire workforce to continuously test, experiment and learn new business models and ways of work. These new ways require creating new jobs, upskilling of existing employees and potentially create new opportunities for higher education and business training. We aim to understand and prepare ourselves and our courses to the new requirements in organisations and businesses as these requirements are perceived by both academics and industry leaders. By identifying the required industry skills and capabilities we will develop recommendations on the required adaptation of educational programs in business and management and development of new courses, including executive education programs. This interactive session will offer an opportunity for practitioners and academics to discuss new organisational challenges and teaching needs, to receive industry insights that allow to adapt the content and learning outcomes of their courses to the industry needs. The session will also discuss how to design courses based on the future needs of industry and incorporate innovative teaching practices in delivery of these courses. We aim to generate recommendations on how to continuously improve the curricula and align it with the evolving industry needs so that students can become industry ready.

Based on interviews with industry leaders, we identified the following inter-related clusters of major factors that impact working forces and required skills and capabilities. We will use these factors as a starting point of discussions of industry requirements to develop new and up-skills existing capabilities and how they can be developed in management courses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **883** | Submission: **17090** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:30AM - 1:00PMET (UTC-4)**

Neoliberalism and Subjects   
Neoliberalism and Subjects

Digital Session Chair: **Melissa Louise Carr**, *Bournemouth U.*

CMS: Psychic and Affective Practices of Female Neoliberal Spiritual Subject in New Organisational Forms

Author: **Melissa Louise Carr**, *Bournemouth U.*
Author: **Elisabeth K. Kelan**, *U. of Essex, Essex Business School*

This article analyses the contours of the female neoliberal spiritual subject in new organisational formations by analysing psychic and affective practices. The psychic life of neoliberalism compels women to develop the right mind-set to be successful while the affective practices determine how women are allowed to feel. The article draws on empirical data collected in a gig economy context where individual women both consume and sell beauty products in a network marketing company. The article highlights how neoliberal spirituality is used as a psychic and affective practice, which compels women to cultivate the right mind-set by developing self-belief, being positive and showing gratitude, and as an affective practice which structures how women are allowed to feel. The psychic and affective practices act in concert to hide the precarity and inequalities that characterise this type of work. This article contributes to understanding how neoliberal spirituality is used in new forms of organising to constitute gendered subjects and normalise inequalities and precariousness.

Paper is NOT Available. Please contact the author(s).

CMS: The Discursive Work of Populist Politicians: An Historical Perspective on English Populism

Author: **Ron Kerr**, *U. of Edinburgh*
Author: **Sarah Robinson**, *U. of Glasgow*
Author: **Martyna Sliwa**, *U. of Essex*

This paper argues that populist politics involves discursive work performed by maverick elite fractions. Bringing together literature on elites and populism and applying a methodology of discursive juxtaposition, we historicise four waves of English right-wing populist discourse: the British Brothers League (BBL) (1901-23), the British Union of Fascists (BUF) (1930-40), Conservative politician Enoch Powell's anti-immigration campaigns (1968-75), and pro-Leave Brexit campaigns. On this basis, we identify the ontological presuppositions shared by the Brexit elite with three previous waves of right-wing populism from 20th C English history. In addressing the questions: who are the populists? and what do populist politicians do?, we demonstrate how, in all of these cases, outsider elite fractions engage in the discursive political work of constructing internal and external threats to the nation and its people. We contribute to the study of elites and of populism through identifying a specific populist political ontology and an associated political methodology operationalised by maverick elite fractions to unsettle established power relations in the field of national politics.

Paper is Available to Meeting Registrants Only.

CMS: Management and Alternative Accounting of Violence, Silence, and Gender  

Author: **Sandra Maria Silva**, *UEFS/FAT*
Author: **Silvia Pereira De Castro Casa Nova**, *USP*
Author: **Cheryl Lehman**, *Hofstra U.*
Author: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*

Management and accounting give visibility to certain activities, making them known to others. However, conventional communication methods – management and accounting reports – are problematic and should be challenged because quantifications are subtle in the constitution of subjects and social formations. When naming, assessing, and designating linkages, management and accounting incorporate relationships, becoming a social discourse that shapes beliefs. It impels us to investigate the role of management and accounting reports in data visualization and records of violence against women. Critical management and accounting research is especially suited to explore the relationships between reports, quantification, women, symbolic and physical violence. We argue that what is not measured is silenced and forgotten, removed from discussion and debate. Our goal is to harness management and accounting's emancipatory potential as a tool for resistance and social change by recovering a tradition of giving voice to the marginalized thru counter accounts. For doing so, we examine the Global Gender Gap Report (GGGR, 2006-2020), adopting decolonial and black feminist perspectives. Additionally, we dealt with several counter accounts, particularly from the Brazilian case, to illustrate violence and silencing. We argue that the GGGR oppresses by hiding the colonization process's intersectionality that substantiates gender violence in Brazil.

Paper is Available to Meeting Registrants Only.

CMS: How National Populism Crafts Legitimacy: Militaristic Management as a post-bureaucratic paradigm

Author: **Greice Martins Gomes**, *Matr*
Author: **Daniel Da Silva Lacerda**, -

In recent years, conservative populist movements emerged worldwide, and soon scholars realized the need to understand, conceptualize and examine their implications to management studies. Investigating the Brazilian regime led by president Bolsonaro, we argue here that national populism produces the erosion of bureaucracy by redefining the bases of the legitimacy of social action and social organization. What we call militarism, interpreted as an ideal type (Weber, 2012), is a way of understanding society as better governed based on military doctrine and system. Militarism emerges in Brazil as a form of rationalizing fears and establishes a post-bureaucratic paradigm of organization, with critical organizational implications. This discussion contributes more generally with analyzing the political aspects that influence new types of state administration and domination.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Spirituality and Counter-Cultural Practice

Digital Session Chair: **Himanshu Dhaka**, -

MSR: Can Yoga Based Practices Strengthen Capacity for Creative Problem Solving?

Author: **Chirag Dagar**, *Indian Institute of Technology, Bombay*
Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*

Given the centrality of creative problem solving (CPS) for organizations, we examined the association of interoceptive awareness (IA) and self-transcendence (ST) with CPS and that Yoga Based Practices (YBP), a holistic intervention, impact IA and ST. To test the hypotheses, two studies were conducted with a sample of graduate students having professional experience enrolled in a top-tier management program in India. The results of Study 1 (n=200), a survey design, supported the theoretical model of IA and ST as antecedents of CPS, and study 2 (n=103), an experimental design, indicated the significant positive impact of YBP on IA and ST. The study augments the research on workplace spirituality and CPS training, and discusses the theoretical and practical implications for desirable results (positive change) in organizations and management education. Limitations of the study and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

MSR: Does authentic leadership need leaders? Exploring the implications of Quaker decision-making

Author: **Antony Froggett**, *Newcastle Business School, Northumbria U.*

This paper critiques the concept of Authentic Leadership (AL) using the example of Quaker leadership. There are a number of similarities between AL and the Quaker approach, such as a commitment to transparency and truthfulness. However, there are significant differences. Quakers do not see authenticity as located within the individual leader. Using a Quaker lens authenticity might be viewed as 'fidelity to process', in which decisions are made collectively in order to find 'unity'. This notion of fidelity to process is not a panacea to the problems in creating more inclusive organizations. Quakers view their own practices in a reflexive and self-critical way, pointing to tensions and failures, which suggests that cooperation and inclusion are constantly having to be grappled with and cannot simply be achieved through the application of an idealistic model of leadership.

Paper is Available to Meeting Registrants Only.

MSR: Black Mothers at Work: A Contemplative & Anti-Oppressive Approach to Dismantle Workplace Oppression

Author: **Nicole Dillard**, *Northern Kentucky U.*
Author: **Christina Walker**, *Lenoir-Rhyne U.*

The purpose of this article is to explore two research questions: In what ways do Black mothers experience workplace oppression? and How can anti-oppressive practices informed by contemplative practices appropriately and effectively address workplace oppression experienced by Black mothers? Grounding our qualitative research in Black Feminist Thought, an analysis of participants' semi-structured interviews concluded that power is a central component of workplace oppression. In fact, when answering the first research question the data suggests that Black mothers experience workplace oppression through four central themes related to power: (1) privilege, (2) being an outsider, (3) non-traditional career roles, and (4) ownership. In addressing the second research question, we offer a new framework, Contemplative Anti-Oppressive Practice (CAOP), which combines Clifford's anti-oppressive practice with the two aspects of contemplative practice: "stillness" (being) and "action" (doing). We explore this framework in light of the narratives provided by our participants as an approach for both employees and managers to dismantle workplace oppression. Keywords: anti-oppressive practice, contemplative practice, management, workplace oppression, mothers, Black Feminist Thought

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **885** | Submission: **12569** | Sponsor(s): **(PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:30AM - 1:00PMET (UTC-4)**

Resiliency, Stress, and Coping in Public and Nonprofits Organizations During COVID-19

Resiliency, Stress, and Coping During COVID-19

Organizer: **Alexander Henderson**, *Marist College*
Organizer: **Justin Michael Stritch**, *Arizona State U.*
Moderator: **Robert Christensen**, *Brigham Young U.*
Panelist: **Ulrich Jensen**, *Arizona State U.*
Panelist: **Elizabeth Linos**, *U. of California, Berkeley*
Panelist: **Adam K. Thiel**, -
Panelist: **Scott Tornek**, -
Panelist: **Dawn Holden Woods**, -

The novel coronavirus pandemic (COVID-19) has caused massive disruption to societies around the world, and has put enormous pressures on public and nonprofit organizations to both respond to the pandemic while also enduring fiscal and personnel-related challenges. Many employees have had to quickly learn and adapt to the use of new technologies and adjust to working from home while managing other aspects of life such as child care, schooling, adult care, or other family responsibilities. Essential employees who could not socially distance and were required to work in-person faced increased stress and uncertainty as they sought to provide public goods and services while simultaneously taking on considerable health risks. Taken together, the COVID-19 pandemic brought critical issues to the fore regarding organizational resiliency, employee stress, and employee coping. The 2021 AOM PNP plenary panel will discuss these challenges from both academic and practitioner points of view. Academic panel members will speak on conceptual and empirical research on issues of employee resilience and burnout in critical public and non-profit functions. Practitioners from across the public and nonprofit sectors, all of which employ essential front-line workers and were forced to adapt to significant challenges, embrace change, and consider the health, welfare, and resiliency of their work force, will discuss their concrete and palpable experiences. Panelists include: Dawn-Holden Woods, MPA Chief Social Services Officer Public Health Management Corporation, Inc. Ulrich Jensen, Ph.D. Assistant Professor Arizona State University Elizabeth Linos, Ph.D. Assistant Professor of Public Policy University of California Berkeley Adam Thiel, MPA Fire Commissioner and Director, Office of Emergency Management City of Philadelphia Scott Tornek, MBA Chief Strategy Officer Penn Center for Community Health Workers

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **886** | Submission: **16756** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:30AM - 1:00PMET (UTC-4)**

**AMLE Showcase Session: Special Issue on The Impact of COVID-19
on Management Learning and Education: Perils and Possibilities**
AMLE Impact of Covid-19



Organizer: **Paul Hibbert**, *U. of St Andrews*
Organizer: **Arran Caza**, *U. of North Carolina, Greensboro*
Organizer: **Diego Coraiola**, *U. of Victoria*
Organizer: **Megan Margaret Gerhardt**, *Miami U.*
Organizer: **Danna Greenberg**, *Babson College*
Organizer: **Oliver Laasch**, *U. of Nottingham, China*
Organizer: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Organizer: **Clare Rigg**, *U. of Liverpool Management School*
Organizer: **Olga Igorevna Ryazanova**, *Maynooth U.*
Organizer: **April L. Wright**, *U. of Queensland*

This paper development workshop is focused on the AMLE Special Issue on COVID-19. Our interest lies in theorizing how management learning and education at the individual, organizational, and institutional levels, adapts to, and learns from, the perils and possibilities that the COVID-19 pandemic affords. We are After all, learning often occurs when routine habits are disrupted (Dewey, 1992), and little doubt exists that the COVID-19 pandemic marks a major disruption. Contributions to this special issue should provide new theoretical understandings, reached through examination of the dynamics of the management learning and education processes, or new ways of organizing business schools, that were mobilized to support change during the COVID-19 crisis. Due to the broad nature of the topic, relevant insights from other disciplines that can be connected with the theme and the core interests of the journal may be appropriate, in addition to more conventional approaches. In this PDW, we encourage those with early-stage ideas to submit a short outline paper of 5-10 pages, to gain feedback from peers and AMLE editors to help guide the development of the full paper. The deadline for full paper submissions for the special issue is the end of April 2022, and the call is available at <https://aom.org/research/publishing-with-aom/submission>.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Inside the Firm

Digital Session Chair: **Min-shi Liu**, *National Chung Cheng U., Taiwan*

TIM: Does Technology Make Employees Happier?-Job Demands-Resources Model

Author: **Min-shi Liu**, *National Chung Cheng U., Taiwan*

Does technology make employees happier? In the 21st century, information and communications technologies (ICTs) have been widely adopted by business organizations, significantly assisting in improving organizational performance and employee work efficiency. Have there been any downsides, though? These technologies have prompted changes in work arrangements and workplace transitions, permeating individuals' jobs and everyday lives by enabling employees to complete their work anytime and anywhere or by using devices outside of the traditional workplace. So that technostress overflow problems extend across organizational boundaries, and the mental and emotional negative impacts to the employees are severe, which decreases happiness of the employees. Therefore, this study was to investigate the relationship between job demands, job resources, technostress, and happiness. Finally, the study concludes: Organizations should focus on the existing problems of technostress on employees, and should thinking about how to use management strategies to reduce the technostress and its effects in order to enhance the happiness of employees.

Paper is Available to Meeting Registrants Only.

TIM: Firm Responses to Media Coverage: The Moderating Role of the Dominant Business Model Design

Author: **Sascha Pascal Klein**, *U. of Kassel*

Author: **Patrick Spieth**, *U. of Kassel*

Manifold changes in a firm's environment urge executives of incumbents to make decisions on adapting the firm's strategy and structures. An institutional perspective suggests the media to influence firm behavior, acting as infomediaries to stakeholders. As such, negative media coverage might evoke firm reactions to repair or maintain legitimacy, mostly associated with strategic change. Despite CEO characteristics causing heterogeneous responses to these pressures (as mostly investigated and found in prior research), firm-specific aspects might account for different reactions to similar pressures caused by negative media coverage. However, research lacks a comprehensive understanding of these characteristics despite rather unspecific features like organizational resources, firm size or age. We close this gap by investigating the role of the dominant business model design, comprising a firm's boundary-spanning activities of value creation and capture, for initiating strategic change as a reaction to negative media coverage. In detail, we collected data by triangulating different data sources like databases, annual reports, and media articles resulting in a longitudinal dataset with 208 observations of large, public German companies. We analyzed the data with generalized estimating equation modeling and found that negative media coverage evokes firms to initiate strategic change. We contribute by finding that an efficiency-centered business model impedes this relationship, while an innovative, novelty-centered business model shows no influence. The empirical findings contribute to gain a more comprehensive understanding of the interaction of drivers of strategic change and explain heterogeneous responses to negative media coverage with the dominant business model design.

Paper is Available to Meeting Registrants Only.

TIM: Balancing Organizational Identity through Mission Statements: A Topic Modeling Analysis

Author: **Axel Hund**, *Neu-Ulm U. of Applied Sciences*

Author: **Heinrich Graser**, *U. of Bamberg*

Author: **Heinz-Theo Wagner**, *HNU*

Author: **Daniel Beimborn**, *U. of Bamberg*

Author: **Tim Weitzel**, *U. of Bamberg*

Organizational identities define how organizations are perceived inside and outside the organizational boundaries. Because organizational identity is deeply embedded in an organization's routines and processes, a continuous identity provides stability, whereas changes in organizational identity are risky and difficult to manage. Yet, digital innovation leads to frequent changes in the external environment, resulting in conflicting requirements and the need to manage changes in the organizational identity. To do so, organizations therefore rely on narratives such as mission statements to communicate and balance their identity in the face of frequent change and often conflicting demands. We examine the mission statements of the top 1000 R&D spenders and uncover 18 topics that are part of such narratives. We discuss our findings in the context of research on digital innovation and conclude by identifying promising avenues for future research.

Paper is Available to Meeting Registrants Only.

TIM: Organization Structure of Development and Firm Innovation

Author: **Jiho Yang**, *Imperial College Business School*

Author: **Paola Criscuolo**, *Imperial College London*

Research and development have different goals and challenges, and organization structure may have different influences on research and development. However, we argue that previous research's predictions and findings on the effect of organization structure on innovative outcomes of a firm are less applicable to development than to research. Drawing on the literature on organization structure and coordination, we articulate mechanisms through which organization structure of development activities influences innovation. Specifically, we hypothesize that centralization of development helps firms produce standardized technologies and reduce duplication in development efforts by enabling coordination of development activities across business units. We also hypothesize that centralization of development hampers coordination of development activities with downstream functions performed by business units such as marketing and manufacturing, which negatively affects the willingness of business units to implement centrally developed inventions into their products. We test the hypotheses using a unique dataset which comprises all inventions submitted to a global ICT company where organization structure governing development activities shifted from a decentralized structure to a centralized one. We conclude with discussing our study's contributions to the research on R&D organization structure, corporate strategy, and product platforms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **888** | Submission: **16627** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:00PMET (UTC-4)**

Out and About...Lessons Learned from Multi-Country Research Programs - 5C, Cranet and GLOBE Plenary *Multi-Country Research Program Plenary*

Organizer: **Richard Cotton**, *U. of Victoria*
Presenter: **Jon P. Briscoe**, *Northern Illinois U.*
Presenter: **Michael Dickman**, *Cranfield U.*
Presenter: **Peter W. Dorfman**, *New Mexico State U.*
Presenter: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*
Presenter: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Presenter: **Emma Parry**, *Cranfield U.*

This year's conference is completely virtual but still offers global opportunities! Therefore, we decided to have a plenary for the Careers Division that will expand our horizons when it comes to exploring multi-country research - not just in careers but in human resource management as well as in the fields of culture and leadership. We are taking this opportunity to have a discussion with leaders from three interesting and different multi-country research programs - 5C (Cross-Cultural Collaboration on Contemporary Careers), the Cranet International Research Network on Human Resource Management and GLOBE (Global Leadership and Organizational Behavior Effectiveness). The discussion will offer comparative project information and insights on topics including structure, membership, goals, accomplishments, challenges and lessons learned along with LIVE Q&A with leaders from each of these research programs. This session will be of interest not only to careers scholars but to the broader HRM and management scholarly community. Please join us for a thought provoking and inspiring discussion on international research particularly as it relates to expanding multi-country, comparative research to other domains as suits your interest. Please log in and join!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **889** | Submission: **11975** | Sponsor(s): **(CM, OB, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

When and Why Do We Value Dishonesty? Moral Conflicts of Honesty, Cooperation, and Loyalty



Presenter: **Einav Hart**, *George Mason U.*
Presenter: **Sarah Jensen**, *U. of Chicago Booth School of business*
Participant: **Michael White**, *Columbia Business School*
Participant: **Emma Levine**, *U. Of Chicago*
Presenter: **Shaked Shuster**, *Ben Gurion U. of the Negev*
Participant: **Simone Moran**, *Ben Gurion U. of the Negev*
Participant: **Shahar Ayal**, *Interdisciplinary Center (IDC) Herzliya*
Participant: **Tal Eyal**, *Ben Gurion U. of the Negev*
Presenter: **Michael Slepian**, *Columbia Business School*
Participant: **Eric VanEpps**, *U. of Utah, David Eccles School of Business*

Honesty is considered a virtue in most circumstances, whereas dishonesty is often considered immoral and costly. In the symposium, we challenge this assumption and identify contexts in which dishonesty is perceived as more moral than honesty. We focus on situations in which honesty conflicts not only with self-interest, but with other moral principles such as benevolence, altruism, and loyalty: Situations in which honesty can harm others whereas dishonesty may be helpful to others, collaborative contexts in which our partners lie, and choosing to tell versus keep others' secrets. This symposium showcases novel research studies, using different methodologies, that identify and test people's beliefs about when and why they themselves and others should be honest versus dishonest. Across research papers, we demonstrate that in many cases individuals may judge honesty as less ethical than dishonesty. We identify the emotional, cognitive, and social processes that underlie individuals' decisions and judgments of honesty and dishonesty. We underscore the importance of emotions and competing moral values in determining the ethical and interpersonal implications of honesty and dishonesty. The symposium aims to provide a broad perspective on the nature of honesty beyond its conflict with self-interest, and to advance our understanding of when and why dishonesty may be moral.

The Moral Judgment of Unconditional Honesty

Author: **Sarah Jensen**, *U. of Chicago Booth School of business*
Author: **Michael White**, *Columbia Business School*
Author: **Emma Levine**, *U. Of Chicago*

"Emotional Ethical Dissonance": The Interplay Between Values, Types of Dishonest Behavior, & Emotion

Author: **Shaked Shuster**, *Ben Gurion U. of the Negev*
Author: **Simone Moran**, *Ben Gurion U. of the Negev*
Author: **Shahar Ayal**, *Interdisciplinary Center (IDC) Herzliya*
Author: **Tal Eyal**, *Ben Gurion U. of the Negev*

Collaborative Dishonesty: A Meta-Study

Author: **Margarita Leib**, *U. of Amsterdam*
Author: **Nils C. Köbis**, *Max Planck Institute for Human Development*
Author: **Ivan Soraperra**, *U. of Amsterdam*
Author: **Ori Weisel**, *Tel Aviv U.*
Author: **Shaul Shalvi**, *U. of Amsterdam*

Revealing Others' Secrets

Author: **Michael Slepian**, *Columbia Business School*

Judging Secret-Keeping in Honesty-Loyalty Conflicts

Author: **Einav Hart**, *George Mason U.*
Author: **Eric VanEpps**, *U. of Utah, David Eccles School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Crowdfunding 2

Digital Session Chair: **Ye Zhang**, *Loughborough U.*

ENT: Lead investors' Human Capital and Fundraising Performance: Mediating Role of Reputation

Author: **Ye Zhang**, *Loughborough U.*
Author: **Louise Scholes**, *Loughborough U.*
Author: **Kun Fu**, *Loughborough U.*
Author: **Mathew Hughes**, *Loughborough U.*

Equity crowdfunding syndicate emerged in recent years characterised as crowd investors (co-investors) using online platforms to co-invest with other professional investors (lead investors). We investigate the effects of lead investors' general human capital and specialised human capital on their fundraising performance. We also examine the role of reputation in mediating the relationship between human capital and fundraising performance. Result indicates that lead investors' specialised human capital is indeed mediated by their reputation.

Paper is Available to Meeting Registrants Only.

ENT: How crowdfunders are influenced by entrepreneurial passion A dual information processing perspective

Author: **Chiara Franzoni**, *Politecnico di Milano*
Author: **Francesca Tenca**, *Politecnico di Milano School of Management*

We incorporate Entrepreneurial Passion into a dual theory of information processing and theorize that passion can be used as information in analytical thinking, and as an heuristic, in intuitive thinking. This conceptual framework leads us to predict that passion is associated to more positive judgments, but also at identifying moderating factors that predict when passion is less likely to do so. We test the role of two factors in the context of crowdfunding. The correlational evidence is consistent with predictions that passion is less influential if displayed in combination with low preparedness, i.e. in conditions of incoherence/disfluency, and when the judgment is important for the decision maker. This conceptual framework reconciles some of the contradictory findings of prior evidence and improves the predictive power of the Entrepreneurial Passion theory. The results also suggest that affective cues have the power to influence decisions in contexts, such as crowdfunding, characterized by large numbers of non-professional investors.

Paper is Available to Meeting Registrants Only.

ENT: The Role of the Information Environment in Entrepreneurial Fundraising

Author: **Daniel Blaseg**, *ESADE Business School*
Author: **Chien-Sheng Richard Chan**, *Stony Brook U.-State U. of New York*

Management, and especially entrepreneurship, research usually assumes that the effects of quality signals are robust across different information environments. Indeed, theoretically and commonly assumed, investors should tend to rely more strongly on quality signals as cues to make decisions in a more complex and noisy information environment. However, in a real-world and cognitively demanding environment, the potential of quality signals to resolve information asymmetries may dissipate, because available quality signals might simply not be recognized. In this study, we inspect the indirect effects of the signaling environment on the relationship between quality signals and the outcomes of fundraising efforts of entrepreneurial ventures using the market of Initial Coin Offerings (ICOs) as empirical setting. We postulate that two dimensions of signaling environment (i.e., higher information amount and information variation) result in less favorable funding outcomes for entrepreneurial ventures because these dimensions increase cognitive costs for investors, presumably resulting in choice overload, and finally making investors hesitate to provide funding. A unique sample of 1,104 ICO projects provides support for our hypotheses.

Paper is NOT Available. Please contact the author(s).

ENT: To Provide Support or Not: Exploring Internal Social Capital and Reciprocity in Crowdfunding

Author: **Chandresh Baid**, *Grand Valley State U.*
Author: **Arvin Sahaym**, *Washington State U.*

In this paper, we examine crowdfunding platforms as self-sustaining online communities of entrepreneurs, based on social capital and social exchange theories. Campaigns seeking funds on crowdfunding platforms do not operate in isolation; they are influenced by the dynamics at play between creators and backers on the platform. We examine resource acquisition patterns between creators operating on a crowdfunding platform. Exchange of financial resources between creators on crowdfunding platforms can result in the acquisition of social capital within the platform. We argue that financial resource exchange and the resulting internal social capital on the platform may establish norms of reciprocity among the community of creators. Moreover, we propose reciprocity is the mechanism through which the internal social capital acquired by a creator can influence the funding success of a campaign. The results of empirical analysis of 655 first-time creators on Kickstarter provide evidence for the existence of norms of reciprocity in a community of creators who operate on crowdfunding platforms. More importantly, we find support for our proposition, that reciprocity mediates the influence of internal social capital on funding success. The implications of this research on theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Governance

Digital Session Chair: **Travis Howell**, *UC Irvine*

ENT: Do Founders Need a Second-in-Command?

Author: **Travis Howell**, *UC Irvine*
Author: **Bradley Hendricks**, *U. of North Carolina, Chapel Hill*

To compensate for their professional limitations, founders that hold the CEO position in large firms are often encouraged to hire a “second-in-command” (i.e., a COO or President). Surprisingly, however, little is known about the prevalence of a second-in-command in founder-led firms, or its influence on firm performance (if any). Using novel methods and a sample of over 2,000 IPO firms, we address these gaps. We find that founder-led firms are more likely to have a second-in-command relative to firms without founder CEOs. In contrast to firms without founder CEOs, whose performance is adversely affected by the presence of a second-in-command, we find that founder-led firms perform better when a second-in-command is present. Collectively, our findings add fresh contributions to the entrepreneurship and upper echelons literatures.

Paper is Available to Meeting Registrants Only.

ENT: From the Throne to the Kingdom: Employee Empowerment in Owner-Managed Firms

Author: **Matthias Wuersten**, *U. of St. Gallen*

I develop a model explaining procedural aspects of employee empowerment in owner-managed companies. Based on 22 interviews with representatives from six owner-managed firms active in the Swiss main- and ancillary construction industry, I find that firm complexity and resource necessity act as a regulator for growth ambitions forcing these firms to empower their employees. I find that employee empowerment in owner-managed firms can be executed through mechanisms of participative leadership, professionalization of collaboration and ownership dispersion. Furthermore, my study sheds light on effects of employee empowerment such as benefits tied to reduced owner-manager dependence or downsides linked to increased agency costs. My model thus presents integrative theorizing of the drivers, mechanisms, and effects of employee empowerment in owner-manager firms.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurial Leadership and New Venture Innovativeness: The Moderating Role of Employee Ownership

Author: **Christoph Brütting**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Tessa Christina Flatten**, *TU Dortmund U.*

Research on entrepreneurial leadership is nascent. Yet, little is known about contextual factors that influence how founder managers' leadership capabilities affect organizational innovativeness. To fill this gap, we introduce a model that integrates direct effects and indirect effects moderated by employee ownership. By drawing from Amabile's model of creativity and innovation in organizations, we illustrate how leaders determine innovation on organizational level. Beyond that, we contend that employee ownership affects particularly intrinsic and extrinsic motivation as a component on the individual level. Optimally incentivized employees may thus strengthen the linkage between entrepreneurial leadership and innovativeness. We test the predicted effects with a dataset of the German Startup Monitor survey covering 503 new ventures in Germany. Our findings confirm the positive relationship between entrepreneurial leadership and organizational innovation. We further show that the existence and strength of the moderator, employee ownership, depends on its configuration. With our research, we contribute to the nascent literature on entrepreneurial leadership and employee ownership in the new venture context. Besides generalizing previous findings on innovation outcomes of entrepreneurial leadership, we identify an important moderator on the link. By integrating Amabile's model, we help to place research in both fields on a more solid theoretical basis.

Paper is NOT Available. Please contact the author(s).

ENT: Reverse accountability and leadership: The next generation social entrepreneurial design

Author: **Ananya Rajagopal**, *U. Anahuac Mexico*

This study provides a qualitative analysis of collective entrepreneurial business design based on leadership styles of social enterprise and attributes of stakeholder driven reverse accountability. This study has been conducted using qualitative research method, by applying in-depth interviews to the entrepreneurial leaders of 25 start-up enterprises in Mexico. The content analysis was done to summarize the open-ended questions using software NVivo version 11. The study revealed that collective leadership is more effective as compared to an individualistic leader-driven entrepreneurial design. Social enterprises are transitioning to collective leadership models through implementation of organizational design based on reverse accountability. This study contributes to the existing literature by analyzing the impact of reverse accountability and collective leadership patterns on decision-making process of social enterprises.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Immigrant Entrepreneurs 1

Digital Session Chair: **Bryan Malki**, *Jönköping International Business School*

ENT: Financial Ambidexterity of the Immigrant Entrepreneurs: Boundary Work and Behavioral Complexity

Author: **Bryan Malki**, *Jönköping International Business School*

A considerable amount of research describes the limited financing choices of Immigrant entrepreneurs (IEs) in hosting countries, and the various challenges they face in accessing the necessary resources out of their co-ethnic networks. However, little is known about how IEs, at their startup level, make it to survive these financing challenges in hosting countries. Therefore, this paper theoretically argues IEs to acquire certain level of financial ambidexterity in order to overcome their financing struggle in hosting countries. Namely, their ability to flexibly switch their exploration and exploitation for formal and informal financing between the multiple contexts where they are embedded. Thus, the paper proposes four mechanisms to derive the IEs' financial ambidexterity, and argues boundary work and acquisitions of a behavioral complexity to be the decisive driver for the IEs' financial ambidexterity. Finally, the paper discusses different theoretical contributions, in addition to empirical and practical implications for future research.

Paper is Available to Meeting Registrants Only.

ENT: Seeing the World from an Outsider's Perspective: Opportunity Recognition by Immigrant Entrepreneurs

Author: **Sadi Koray Demircan**, *U. of Victoria*

Author: **Wade Danis**, *U. of Victoria*

Author: **Andreea Noemi Kiss**, *Lehigh U.*

This study contributes to the opportunity recognition literature by an inductive content analysis of the entrepreneurial journeys of 52 immigrant entrepreneurs in the Boston area. The theoretical framework derived from our narrative data depicts the opportunity recognition processes of immigrant entrepreneurs and highlights the role of the meso context, embedded in the broader macro institutional context, as a source of external resources, motivators, and opportunity signals. The model also elaborates the role of idiosyncratic internal motivators for immigrant entrepreneurs during their opportunity recognition processes. The study contributes to the entrepreneurship literature by showing that immigrant entrepreneurs, due to their extended exposures to different national contexts, have a comparative mindset, and this mindset plays a unique role in shaping their alertness to entrepreneurial opportunities in their new contexts.

Paper is Available to Meeting Registrants Only.

ENT: Staying In or Stepping Out? Growth Strategies of Second Generation Immigrant Entrepreneurs

Author: **Sarika Pruthi**, *San Jose State U.*

Author: **Misagh Tasavori**, *Sharif U. of Technology*

Second generation immigrants in developed economies have contributed to the emergence of new areas of immigrant business activity, especially in information technology and the creative industries; however, an understanding of their growth strategies is limited. Compared to native entrepreneurs, immigrant entrepreneurs are more likely to have human and social capital resources needed to start international new ventures, and potentially global firms competing against multinational enterprises. Using case studies, we examine the growth strategies, and the factors influencing choice, of 12 SGIEs of South Asian origin in the UK. Our findings reveal that SGIEs are heterogeneous in their pursuit of inward and outward internationalization, geographic and product-related growth, contingent on their start-up context and use of social ties. In linking founder and successor SGIEs' use of co-ethnic (family and non-family) and non-co-ethnic ties with the product and geographic scope of their ventures, these findings contribute to the immigrant entrepreneurship, international entrepreneurship and international business literatures. Keywords: Second generation immigrant entrepreneurs; immigrant entrepreneurs; growth strategies; internationalization

Paper is Available to Meeting Registrants Only.

ENT: Financing for Business Growth or Not: How Do Immigrant SMEs Differ from Native SMEs?

Author: **Zonghui Li**, *Jacksonville U.*

Much debate persists regarding how immigrant founded small and medium sized enterprises (SMEs) differ from their native counterparts on financing for business growth. Drawing on the resource-based view, this study examines how SME owners' immigrant status, combined with other characteristics (e.g., family involvement, owner involvement, owner education), has an impact on the use of internal and external capital for business expansion. Using microdata from the 2007 U.S. Survey of Business Owners (SBO), this study employs multinomial logistic regression modeling to test the hypothesized relationships. Results show that immigrant SMEs are more likely than their native counterparts to use internal capital and less likely to use external capital for business expansion. Furthermore, family involvement, owner involvement, and owner education positively moderate the relationship between immigrant status and use of internal/external capital for business expansion. This study contributes to the literature on both immigrant entrepreneurship and small business financing by suggesting that immigrant SMEs have resource endowments and constraints regarding use of internal and external capital for business expansion and that family/owner related characteristics (e.g., family involvement, owner involvement, and owner education) strengthen the resource endowments and/or mitigate the resource constraints that are associated with immigrant status.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **893** | Submission: **17512** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Informal Entrepreneurship

Digital Session Chair: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*

ENT: Operating in quicksand: dark sides of informal entrepreneurship in extreme poverty contexts  

Author: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*
Author: **Flavia Cau**, *U. Cattolica del Sacro Cuore*
Author: **Andrea Sottini**, *U. Cattolica del Sacro Cuore*

Literature on informal economy largely debated on the positive role of informal entrepreneurs toward poverty alleviation in developing countries. However, such contexts are characterized by extreme poverty conditions with institutional voids and resource constraints that affect the entrepreneurial operations. While scholars documented why informality persists in developing countries, and what lead informal entrepreneurs to avoid the transition to formal economy, we currently miss the mechanisms by which informal entrepreneurs can effectively operate in contexts of extreme poverty. Our paper addresses this gap through a qualitative research based on 58 informal entrepreneurs in Uganda and Ghana. We discovered that informal entrepreneurs operate through practices of embeddedness in community to get necessary resources and creating informal institutions to fill institutional voids. However, such entrepreneurial practices generate also dark side effects, which also reinforce each other in a cross-bracing mechanism. We then theorized such dynamic of a cross-braced interplay between community embeddedness and informal institutions revealing how informal entrepreneurs are trapped in operating in a 'quicksand', which is the main cause of persistence in poverty condition. With our paper, we contribute to the literature on informal entrepreneurship in extreme-poor contexts, and especially we extend literature on the entrepreneurial processes which lead entrepreneurs to persist in informality. Future research and limitations are offered as well.

Paper is Available to Meeting Registrants Only.

ENT: Towards the Transition of Informal Sectors to the Formal Economy

Author: **Mauricio Mercado**, *Iowa State U.*

Due to its growing importance and presence in the global economy researchers have attempted to demystify informal entrepreneurship, its motivations, processes, and outcomes. Recent scholarship, however, has focused on identifying how to transition informal actors into the formal sector. Nonetheless, extant literature is inconclusive in providing guidance on how informal entrepreneurs can best traverse a path to formality. To bridge previous gaps in the literature, we leverage the institutional entrepreneurship framework, the cultural entrepreneurship process, and the resource-based view to identify microprocesses entrepreneurs in the informal sector can employ to transition to formality and achieve legitimization. We postulate that informal economy sectors that are experiencing growth meet the enabling conditions to warrant an institutional change. By using stories and symbols in a consistent way, that emphasizes alignment with formal norms and beliefs, informal entities in transition can construct an identity that is legitimate and accepted by formal institutions. Importantly, in the face of their resource-constrained nature, we argue that digital technologies can potentiate informal entities' successful transition to formality. Our paper offers several contributions to advancing informal entrepreneurship research by answering calls regarding the process for informal ventures to construct and achieve legitimacy. Moreover, we offer guidance to settle the institutional plurality dilemma that plagues an informal entity's transition towards formality. Third, we recognize how digitalization transforms the nature and structure of entrepreneurial agency and actions in the context of the informal sector. Overall, we underline the specific microprocesses that precede the integration of digital technologies to foster institutional change and formalization of informal sectors.

Paper is Available to Meeting Registrants Only.

ENT: Sight Unseen: Selective Visibility in the Informal Economy

Author: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Author: **Robert Nason**, *McGill U. - Desautels Faculty of Management*
Author: **Siddharth Vedula**, *TUM School of Management, Technische U. München*
Author: **Joel Bothello**, *John Molson School of Business, Concordia U.*

Management and entrepreneurship research treats venture visibility as a strategic imperative but derives this prescription from the study of privileged Western firms operating in the formal economy. In the informal economy, visibility comes with unique hazards of attracting undesirable state, criminal, and community attention. We identify a visibility paradox: as informal economy ventures seek to increase visibility to garner support from resource-providing stakeholders, they also risk over-exposing their ventures to resource-extracting stakeholders. We adopt an inductive quantitative approach leveraging a unique, hand-collected, census of all enterprises in the township of Delft South in Cape Town, South Africa. We find an inverted U-shape relationship between venture visibility and monthly net cash. We draw on this finding to develop the concept of selective visibility—a strategy to make an organization more visible to some stakeholders and simultaneously less visible to others—and explore the prevalence of visibility configurations as well as their associations with financial performance. Our study enhances theoretical understanding of venture visibility and derives new insights from the informal economy. More broadly, we seek to redirect conversations about the promise of entrepreneurship to alleviate poverty by connecting it to more reflective and critical conversations about decolonizing economic development.

Paper is Available to Meeting Registrants Only.

ENT: Informal Entrepreneurship: An Integrative Literature Review 

Author: **Esther Salvi**, *TUM School of Management, Technische U. München*
Author: **Frank-Martin Belz**, *Technical U. of Munich*

Informal entrepreneurship (IE) represents the process of opportunity recognition and exploitation in the informal economy, i.e. outside of formal institutional boundaries (laws, regulations), yet within informal institutional boundaries (norms, beliefs). This includes entrepreneurial activities that, while not complying with formal laws and regulations, remain legitimate for many entrepreneur's stakeholders, including customers, suppliers, and employees. In this paper we review the stream of literature on IE, drawing on the multilevel causal mechanism framework. We employ a systematic and integrative literature review to synthesize the existing literature, identifying situational, action-formation, and transformational causal mechanism on three different levels (micro, meso, macro) for the puzzling phenomenon of IE. The multilevel mechanism framework generates new perspectives on IE. To advance theory in this field further, we propose some directions for future research on IE.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Policy 1   

Digital Session Chair: **Adam K. Frost**, *Harvard U.*

ENT: **Entrepreneurship in Socialist China** 

Author: **Adam K. Frost**, *Harvard U.*

William H. Newman Award Nominee

China's socialist era (1957–1980) is often described as having been void of entrepreneurial activity. Generations of scholars have argued that after the completion of "socialist transformation" in 1957, private entrepreneurship was effectively purged from the Chinese economy and only began to reemerge after the start of market-oriented reforms in the late 1970s. This paper draws on new evidence from grassroots sources that were acquired from Chinese flea markets to reassess the nature of economic activity in socialist China. Specifically, it develops and analyses original datasets based on more than 2,600 cases of "speculation and profiteering" prosecuted by local government agencies in the 1960s and 1970s. Combining this grassroots data with national statistics, the paper provides robust empirical evidence for the following three propositions: 1) the Chinese socialist state was never successful in suppressing private entrepreneurial activity; 2) entrepreneurship under Chinese socialism was far greater in scale and scope than previous scholarship would lead us to believe; and 3) the central and local governments were not unified in their efforts to enforce formal socialist institutions. Collectively, these findings overturn longstanding ideas about China's socialist economy and reveal important historical antecedents of China's market-oriented reforms.

Paper is Available to Meeting Registrants Only.

ENT: **Employee entrepreneurship in response to non-compete enforceability**  

Author: **Sepideh Yeganegi**, *Wilfrid Laurier U.*

Author: **Andre O. Laplume**, *Ted Rogers School of Management, Ryerson U.*

Employee entrepreneurship is an important source of new ventures and economic development. However, employee entrepreneurship is affected by formal institutions such as non-compete agreements. Non-compete agreements stipulate that an employee may not work for a competitor or create a new competing venture, for some period of time and limited scope. We argue from the institutional perspective that employee responses to non-competes can range from compliance, compromise, defiance, avoidance, to manipulation. We test hypotheses predicting four of these five potential responses using a cross-country measure of non-compete enforceability and sample of employee entrepreneurs. Our results indicate that a country's non-compete enforceability is associated with increased intrapreneurship, reduced spinout entrepreneurship, and more spinouts involving new products or services, especially when employees enter the same industry as their parent firm. These results help to clarify the influence that non-competes can have on the paths that employee entrepreneurs take.

Paper is Available to Meeting Registrants Only.

ENT: **Hegemonic policy discourses on entrepreneurship: A comparison between the Netherlands and Kosovo**  

Author: **Dillon Berjani**, *Vrije U. Amsterdam*

Author: **Elco Van Burg**, *Vrije U. Amsterdam*

Author: **Karen Verduyn**, *U. of Amsterdam*

Policymakers have prioritized conventional forms and understandings of entrepreneurship in their political agendas, enforcing a rhetoric that seems to be bound to the promise of economic progression. This rhetoric has often helped generate hegemonic discourses of entrepreneurship that seem to be difficult to challenge. This paper combines textual analysis techniques and critical discourse analysis to analyze political agendas in the Netherlands and Kosovo to research the specific hegemonic workings of such discourses on entrepreneurship and problematize their consequences. We found that these political agendas invoke hegemonic discourses of (economic) power, discourses of protectorate, and discourses of enterprise. We also found that the prominence of such hegemonic discourses diverge between contrasting social settings and are more apparent in a precarious context. While the discourses of (economic) power and the discourse of protectorate are most explicit in the case of Kosovo, the discourse of enterprise is present in both countries. This paper contributes to the literature taking a critical approach to entrepreneurship, questioning the hegemonic allure given to entrepreneurship, and highlighting the consequences of such hegemony in shaping the entrepreneurship image by uncovering and problematizing ideological discourses invoked by policy discourses.

Paper is Available to Meeting Registrants Only.

ENT: **Self-employment, entrepreneurship and barriers to healthcare access across Europe** 

Author: **Giulio Bosio**, *ODM HR Consulting*

Author: **Tommaso Minola**, *U. of Bergamo*

Author: **Federica Origo**, *U. of Bergamo*

In this paper we study the relationship between access to healthcare and different types of self-employment (distinguishing between solo self-employed and entrepreneurs, that is self-employed with employees), focusing on the main reasons and conditions behind unmet healthcare needs. The empirical analysis is based on individual data for 17 European countries from the European Social Survey (ESS) complemented with country-level indicators of health systems. We find that, conditional on a rich set of observable characteristics, it is just the solo self-employed that are significantly more likely than employees to report unmet medical needs. Barriers related to affordability are relevant especially for solo self-employed, while acceptability-related reasons matter for all the employment groups considered, albeit with different nuances. Multilevel estimates complement these results by highlighting the relevance of the interaction between individual types of self-employment status and country-level characteristics of the health systems in influencing perceived barriers in healthcare access.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Research Challenges

Digital Session Chair: **Martin Ruef**, *Duke U.*

ENT: **What Can Outliers Teach Us About Entrepreneurial Success?**

Author: **Martin Ruef**, *Duke U.*
Author: **Colin Birkhead**, *Duke U.*

Case studies of entrepreneurs and their startups offer detailed information on the process of creating a new enterprise, but are often unusual examples of entrepreneurial efforts at large. By developing a novel approach to outlier analysis, this paper seeks to combine inductive insights from such case studies with hypothetico-deductive perspectives that have typically been applied to more general samples of firms. The approach pairs the case-based identification of mechanisms that may lead to entrepreneurial success with robust statistical analysis of a comparison group of entrepreneurs that have been sampled irrespective of their performance or persistence. Following the iterative refinement of case-based mechanisms, repeated tests using the comparison data, and analysis of residuals and outlier diagnostics, the process of theoretical and empirical examination concludes once all hypotheses generated by a case study have been evaluated and the case does not exert undue influence on the conclusions that are being drawn. We illustrate our approach to outlier analysis using a prominent case from economic history: the House of Rothschild, which emerged in Frankfurt's Jewish enclave during the 18th century and became the most famous investment bank in Europe.

Paper is Available to Meeting Registrants Only.

ENT: **Black Entrepreneurship: Theoretical Contributions, Challenges, and Opportunities**

Author: **Antonio Benedito De Oliveira Junior**, *FEI - Centro U. FEI*
Author: **Edson Sadao Iizuka**, *Centro U. FEI*
Author: **Pedro Jaime**, *FEI - Centro U. FEI*

Although research into entrepreneurship has become of great significance in the area of Management, little attention has been paid to black entrepreneurship. Black entrepreneurship is a form empowerment of black identity, which is of immense social benefit in reducing racial discrimination. This study has three main objectives. First, to carry out a bibliometric analysis through social networks to identify the leading authors in this field - so far, no one has done this. Secondly, to examine the results of a qualitative research carried out with nine case studies to show the main factors that affect black entrepreneurship. Third, to propose a model for black entrepreneurship in Brasil. Eight factors have emerged from these results: (1) black empowerment as an affirmation of black identity, (2) opportunities in an underexplored business niche, (3) product differentiation, (4) focus on black people, (5) social networks and word of mouth, (6) lack of financ, (7) little business experience, and (8) racism. In this work make two contributions. First, we have established a theoretical framework about black entrepreneurship using bibliometric analysis, an issue that researchers into management have neglected. Second, to point out the eight main factors that impact black entrepreneurship to propose a model.

Paper is Available to Meeting Registrants Only.

ENT: **Who Avoids Entrepreneurship Scholarship?**

Author: **Alex Stewart**, *Memorial U. of Newfoundland*

Some scholars assert that entrepreneurship has attained "considerable" legitimacy. Others assert that it "is still fighting" for complete acceptance. This study explores the question, extrapolating from studies of an "elite effect" in which the publications of the highest ranked schools differ from other research intensive schools. It finds that the legitimacy deficit is highly specific. Compared with major research business schools, the most elite business schools in the U.S., but not the U.K., are found to allocate significantly more publications to mathematically sophisticated "analytical" fields such as economics and finance, rather than entrepreneurship and other "managerial" fields. The U.S. elites do not look down upon entrepreneurship as such. They look down upon journals that lack high mathematics content. Leading entrepreneurship journals, except Small Business Economics (SBE), are particularly lacking. The conclusion argues that SBE can help the field's legitimacy, but that other journals should not imitate analytical paradigms.

Paper is NOT Available. Please contact the author(s).

ENT: **Defining Healthcare Entrepreneurship: A Delphi Study**

Author: **Wiljeana Jackson Glover**, *Babson College*
Author: **Alia Crocker**, *Babson College*
Author: **Candida G Brush**, *Babson College*

Healthcare entrepreneurship is a growing area of interest for researchers and practitioners in entrepreneurship and healthcare alike. Given the global pandemic and COVID-19, we have recently seen a significant increase in healthcare startups, particularly with a focus on data, wearables, artificial intelligence, and virtual reality, that make care more accessible. However, healthcare entrepreneurship as a domain of research is not well defined and studies are disparate across disciplines. Defining the domain of healthcare entrepreneurship can not only have an important impact on society, but stimulate research and bring together stakeholders from multiple disciplines to investigate key questions. Therefore, we pose two questions: Is healthcare entrepreneurship a sub-domain within the broader domain of entrepreneurship? And: How can healthcare entrepreneurship be defined, including its leading theories, boundaries, and outcomes? We leverage the existing literature to illustrate the factors that appear to be novel for healthcare entrepreneurship compared to its parent domains and we conducted a Delphi study to gather the definitions, theories, boundaries, and outcomes of healthcare entrepreneurship with scholars across multiple fields. This article provides a working definition and research framework of healthcare entrepreneurship, proposes future research questions, and offers insights into the Delphi methodology based on our coding approach.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Self-employment 2

Digital Session Chair: **Jean-Yves Ottmann**, *Freeland Group; U. Paris-Dauphine PSL*

ENT: **High-Skilled Solo Self-Employment**

Author: **Jean-Yves Ottmann**, *Freeland Group; U. Paris-Dauphine PSL*
Author: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*
Author: **Dominique Mahut**, *CNRS*
Author: **David Audretsch**, *Indiana U., Bloomington*

Our knowledge of the solo self-employment dynamic is limited. Moreover, we also lack knowledge about the relationships between the duration of self-employment, workload, and related income. The present study follows two steps: First, panel data from highly skilled French individuals engaged in a self-employment business activity allows us to shed light on the differences between self-employment profiles (or clusters), providing a fine-grained comprehension of various transitional self-employment dynamics. We identify five distinctive self-employment career dynamics. Second, we analyze longitudinal dynamics in terms of workload and income. We show that the self-employed who earned the highest and the lowest income had the shortest self-employment activity.

Paper is Available to Meeting Registrants Only.

ENT: **The Power of Perception: Why Employees of Small Firms Choose Entrepreneurship**

Author: **Alona Martiarena**, *IE Business School, IE U.*

This study investigates how the size of the organization influences employees' perceptions of their skills and ability to start a new business and their attitudes toward entrepreneurship, with the goal of understanding the mechanism through which small firms disproportionately spawn entrepreneurs. An analysis of a sample of employees and entrepreneurs from the United Kingdom suggests that the transition from small-firm employment to entrepreneurship is more likely driven by the enhanced value associated with entrepreneurship than by perceptions of improved skillsets or ability to identify new business opportunities.

Paper is NOT Available. Please contact the author(s).

ENT: **Entrepreneurial community development: Longitudinal SNA of cross-promotional behavior**

Author: **Elena Kennedy**, *Elon U.*

Entrepreneurial communities can serve as important regimes of support necessary for enterprise growth and the creation of broader civic wealth. This research seeks to contribute to the existing literature on community entrepreneurship and entrepreneurial support mechanisms by explicating the development of a locally oriented entrepreneurial community. Leveraging a longitudinal application of social network analysis, this research provides a view of the evolving structure of an entrepreneurial community and the strategies employed by its members as it grew. Utilizing a ten-year data set of 7565 cross-promoting Facebook posts from 35 members of a locally oriented entrepreneurial community, we find that there is initially a heavy reliance on other members of the entrepreneurial, but this decreases and becomes more reciprocal over time as members establish their brands. The most central nodes within the community serve as marquee businesses—drawing in a range of customers—or are community events—serving as bridges across the community and attracting large numbers of customers to the area. These practices help members overcome one of greatest challenges new firms in rural locations face—the attraction of customers—and are important to the overall success of the community, particularly in the early years of entrepreneurial community development.

Paper is Available to Meeting Registrants Only.

ENT: **When Employees think to be self-employed: Person-Environment Fit Perspective**

Author: **Muhammad Arshad**, *U. of Lahore*
Author: **Mujtaba Ahsan**, *San Diego State U.*
Author: **Omer Farooq**, *Zayed U.*

This research examines the factors that affect entrepreneurial intentions of employees. Utilizing insights from the person-environment fit theory we build a theoretical model and test our hypotheses using data collected from 342 employees in Pakistan. The findings reveal that lack of person-job fit and person-organization fit adversely affects employees' job stress, which leads to entrepreneurial intentions. Our results further demonstrate that entrepreneurial self-efficacy moderates this relationship and increases entrepreneurial intentions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Entrepreneurship 2

Digital Session Chair: **Asma Zafar**, *Brock U.*

ENT: **Oppression, Entrepreneurship, and Emancipation: types of entrepreneurs and emancipatory outcomes**   

Author: **Asma Zafar**, *Brock U.*

Author: **Maria Paola Ometto**, *California State U., San Marcos*

Entrepreneurship-as-emancipation has been integral in illuminating the wide-ranging impacts of entrepreneurial activity. However, despite recent advancement in the literature concerning the emancipatory potential of entrepreneurship, the scholarship in the domain has not grown as expected. We posit that one reason for the limited advancement of scholarship in this domain is the lack of understanding of how emancipation differs across different kinds of ventures and types of entrepreneurs. Any potential variations in the emancipatory outcomes of entrepreneurial activity have either been ignored or, at best, passively acknowledged. This is surprising, given that the literature has also pointed out that different entrepreneurs and entrepreneurial ventures may experience/lead to different outcomes of entrepreneurship. In this paper, we build on the broader entrepreneurship literature to further unpack the notion of entrepreneurship-as-emancipation. Specifically, we theorize the emancipatory outcomes of entrepreneurship along a two-dimensional framework, with the type of entrepreneur (mainstream or marginalized) along the x-axis, and the type of the entrepreneurial venture (social or commercial) along the y-axis. We argue that different venture and entrepreneur combinations may result in different forms of emancipation. Therefore, we contribute to the literature on entrepreneurship-as-emancipation by presenting a clearer view of emancipatory outcomes. We also explain how three ecosystem elements, mostly absent from the mainstream entrepreneurship literature, might be essential in explaining the different emancipatory outcomes for different entrepreneur – venture combinations. We expect that our typology will facilitate the proliferation of research in the domain. We further anticipate that these three ecosystem elements will be taken into more serious consideration in entrepreneurship research.

Paper is Available to Meeting Registrants Only.

ENT: **Toward a Normative Theory of Social Entrepreneurship**

Author: **Ryan C. Bailey**, *U. of Oklahoma Price College of Business*

Social entrepreneurship (SE) has rapidly emerged as a growing phenomenon of interest among researchers and practitioners to solve complex societal issues. Yet despite a rapidly expanding body of research, SE remains under-theorized and highly contested with poorly defined constructs and weak conceptual boundaries. This lack of strong theoretical development within SE may be leading researchers into a competency trap by over-utilizing theories from multiple phenomena (Shepherd, 2015). As such, I propose a normative theory of SE to explain both “why” and “how” SE differs from commercial entrepreneurship (CE) in terms of competing exchange systems and the value creation process from a system level of analysis. Although value creation is commonly conceptualized at the societal level (Santos, 2012), I define and illustrate the interactive relationship between the enterprise as a producer of value creation and the community and retail markets as value consumers. I also examine the enterprise’s integrative application of community enablement activities as a value-supportive mechanism for addressing the institutional voids that perpetuate unmet social needs. I further propose a theoretical model and research propositions to test the empirical differences between CE and SE and their corresponding modes of organizing—i.e., traditional for-profits, corporate social responsibility, integrated hybrids, and differentiated hybrids.

Paper is Available to Meeting Registrants Only.

ENT: **Institutional Theory in Social Entrepreneurship: A Systematic Review**

Author: **Xing Li**, *Utrecht U. School of Economics*

Author: **Niels Bosma**, *Utrecht U.*

Over the past years, institutional theory has become an increasingly utilized theoretical lens for social entrepreneurship (SE) research. However, while there is a rapid growth of SE research that employs an institutional perspective, researchers have yet to systematically understand the wide-ranging application of institutional theory to SE study. Thus, a review of existing SE literature that employs institutional theory seems warranted and timely. Accordingly, we initially review the current use of institutional theory in SE research based on 101 peer-reviewed articles published between 2008 and 2020. More specifically, drawing on four critical institutional perspectives that have long been used in entrepreneurship research (including institutional context, legitimacy, institutional logic, and institutional entrepreneurship), we provide the first comprehensive analysis of the uses of institutional theory in SE literature. We then offer a comparative analysis of the application of institutional theory to SE and commercial entrepreneurship based on these four institutional perspectives, especially considering the similarities and differences between social and commercial entrepreneurship. Based on our review, we finally identify gaps in the existing SE study and provide several promising avenues for future SE study, as well as contribute to advancing institutional theory development.

Paper is Available to Meeting Registrants Only.

ENT: **Making The World A Better Place With You?** 

Author: **Timo Hans Van Balen**, *Erasmus U., RSM*

Author: **Murat Tarakci**, *Erasmus U.*

Entrepreneurs communicate social visions to convince talent to join their venture. Social visions present a future where the venture addresses environmental and/or societal issues. In line with the rising interest in for-profit social ventures, prior research has documented the benefits of social vision communication, albeit in established organizations, thus overlooking how social visions attract talent in entrepreneurial contexts. With results from two complementary studies, we challenge the positive stance in prior research. Using data from a job board for start-up ventures we show that social visions attract less talent. In a field experiment with 102 job seekers, we find that this is because social visions limit job seekers’ perceived opportunity for achievement at the venture, prompting higher salary demands. These findings advance research on entrepreneurship, human resources and vision communication, and caution entrepreneurs against social vision communication as a recruitment strategy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **898** | Submission: **17555** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Wellness 2

Digital Session Chair: **Konstanze Maria Fuchs**, *Chair of Innovation Management, TU Dortmund U.*

ENT: **The Other Side of the Coin: The Negative Influence of Investor Involvement on Eudaimonic Well-Being** 

Author: **Konstanze Maria Fuchs**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*

Research surrounding entrepreneurs' well-being is burgeoning. While eudaimonic feelings of self-actualization, vitality, and energy are of high value for entrepreneurs, we know little about which factors in the entrepreneurial context impact well-being. This study investigates the influence of work characteristics on eudaimonic well-being. Drawing on self-determination theory, we develop a mediation model in which perceived autonomy mediates the relationship between investor involvement and entrepreneurs' eudaimonic well-being. We hypothesize that the two forms of investor involvement—formation and evaluation involvement—negatively impact entrepreneurs' autonomy and thereby reduce entrepreneurs' eudaimonic well-being. We estimate this model on a sample of 336 entrepreneurs who received capital from an investor. Surprisingly, we find only evaluation involvement to be negatively related to autonomy and, in turn, to be negatively related to eudaimonic well-being. Evaluation involvement constrains the extent to which tasks are perceived as self-chosen and reduces entrepreneurs' energy. This study contributes to well-being research by introducing investor involvement as a constraining factor for autonomy and, in turn, eudaimonic well-being. We expand the understanding of eudaimonic well-being and self-determination theory and advance our knowledge of the entrepreneur-investor relationship beyond financial exchange.

Paper is NOT Available. Please contact the author(s).

ENT: **Entrepreneurial Hope**

Author: **Dan K. Hsu**, *North Dakota State U.*
Author: **Charles Murnieks**, *U. of Missouri - Kansas City*

This paper proposes a theory of entrepreneurial hope. We identify the gap in the current theory of entrepreneurship and suggest that entrepreneurial hope is particularly relevant to entrepreneurship given that both emphasize uncertainty. We review hope theories in psychology and hope studies in entrepreneurship and then outline three types of entrepreneurial hope, hope of recovery, hope of survival, and hope of financial success. We then identify several routes to these hopes. Theoretical implications and practical application are discussed at the end.

Paper is Available to Meeting Registrants Only.

ENT: **Agility or Wait-and-See? How the Covid-19 Crisis Impacts Entrepreneurs' Well-being across Countries**  

Author: **Ute Stephan**, *King's College London*
Author: **Przemyslaw Zbierowski**, *King's College London*
Author: **Ana Pérez-Luño**, *Pablo de Olavide U.*
Author: **Dominika Wach**, *Technische U. Dresden*
Author: **Marisleidy Alba Cabañas**, *U. Externado de Colombia*
Author: **Edgard Barki**, *FGV EAESP Sao Paulo School of Business Administration*
Author: **Alexandre Benzari**, *Montpellier Business School*
Author: **Claudia Bernhard-Oet**, *Stockholm U.*
Author: **Janet Boekhorst**, *U. of Waterloo*
Author: **Arobindu Dash**, *Institute of management and Organization, Leuphana U. of Lüneburg*
Author: **Adnan Efendic**, *U. of Sarajevo*
Author: **Constanze Eib**, *Uppsala U.*
Author: **Pierre-Jean Hanard**, -
Author: **Tatiana Iakovleva**, *U. of Stavanger*
Author: **Satoshi Kawakatsu**, *Kyoto U.*
Author: **Saddam Khalid**, *U. of Hyogo*
Author: **Michael Leatherbee**, *Pontificia U. Católica de Chile*
Author: **Jun Li**, *U. of Essex*
Author: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Author: **Jingjing Qu**, *Shanghai Institute for Science of Science & Fudan U.*
Author: **Francesco Rosati**, *Technical U. of Denmark*
Author: **Sreevas Sahasranamam**, *U. of Strathclyde*
Author: **Tomoki Sekiguchi**, *Kyoto U.*
Author: **Marcus Alexandre Yshikawa Salusse**, *Fundação Getulio Vargas - EAESP*
Author: **Nicola Anne Thomas**, *Technical U. of Denmark*
Author: **Olivier To**

We study how entrepreneurs and their well-being are impacted by crises and which entrepreneurs are able to safeguard their well-being. We examine the impact of the Covid-19 pandemic in a multilevel study of 3,149 entrepreneurs from 20 countries and draw attention to entrepreneur agility (flexible and adaptive action) both as a crisis response strategy and as a possible way for entrepreneurs to protect their well-being. We find that agile entrepreneurs, especially those that recognized new opportunities for their business in the pandemic, had better well-being during the pandemic (life satisfaction and vitality). Our findings offer further insights into agility as a response to adversity and whether it is enabled by cultural contexts supporting agility and entrepreneurs' human capital.

Paper is NOT Available. Please contact the author(s).

ENT: **Obesity and Self-Employment. Health and Social Mechanisms of the Transition to Self-Employment.** 

Author: **Frank M. Fossen**, *U. of Nevada, Reno*

Author: **Stela Ivanova**, *U. of Exeter*

In 2016, worldwide 39% of adults aged 18 years and over were overweight and 13% were obese (WHO). Existing evidence paints a gloomy picture for career development and employment opportunities for growth of obese individuals. However, current literature on entrepreneurship suggests that for many, who similarly to overweight and obese people suffer from adverse employment outcomes, self-employment could be a likely alternative career choice. This paper investigates the intention to transition to self-employment and actual self-employment entry of obese individuals. Considering that obesity represents a health condition and a social classification, we propose two different mechanisms that could be at play: a health-based mechanism through poor health and a social mechanism through poor psychosocial conditions at work, experienced by obese individuals. We test the indirect effects of obesity on self-employment intent and entry via health and psychosocial work conditions using the German Socioeconomic Panel (SOEP). Our findings provide support for a dual pathway between obesity and intentions to transition to self-employment as well as actual self-employment transition through health and social mechanisms. This study has important theoretical implication for research on entrepreneurial careers.

Paper is NOT Available. Please contact the author(s).

ENT: **Social Entrepreneurs: Driven by Mission, but Doomed to Burn Out?**

Author: **Peter Vantor**, *WU Vienna U. of Economics and Business*

Author: **Michael Meyer**, *WU Vienna U. of Economics and Business*

This paper explores the effect of mission-orientation on well-being – measured as burnout prevalence – among entrepreneurs. Investigating the effect of mission-orientation on stress, ascriptions of meaning to work, and burnout, it tests two conflicting sets of hypotheses in an international sample of entrepreneurs (n = 821). Our results reveal that mission-oriented entrepreneurs experience significantly higher levels of role overload and role conflict than commercial entrepreneurs, but perceive their work as more meaningful. Findings show that these perceptions of meaning balance out the detrimental effects of stress on social entrepreneurs' burnout and provide novel insights and implications for entrepreneurship research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Migrants and Refugees

Digital Session Chair: **Kathleen Park**, *Boston U.*

GDO: **Emotional Distancing Identity Work by Sri Lankan Skilled Immigrant Women in Australian Workplaces**  

Author: **Gayani Gunasekera**, *U. of Wollongong*
Author: **Mario Fernando**, *U. of Wollongong*
Author: **James Reveley**, *U. of Wollongong*

The identities of skilled immigrant women are often challenged and threatened as they enter the host country workforce. Skilled immigrant women hence seek avenues to stabilize their identities to acquire a more socially acceptable self as they navigate the host country workforce. This study draws on 31 in-depth interviews data of Sri Lankan skilled immigrant women in Australian workplaces to understand the identity work strategies employed in the sensemaking process through which they establish their identities. We find that Sri Lankan skilled immigrant women in their attempts to secure the first employment opportunity in Australian workforce engaged in emotional distancing from the initial identities they held when they arrived in Australia. Our analysis further discusses the identity negotiation process moving from sensebreaking to sensemaking with identity work posited as the intermediate process between the two stages. We contribute to identity scholarship by furthering the understanding of identity work strategies employed by skilled immigrant women in their early stages of the migration and propose a future research agenda regarding immigrants' identity work in host country work places.

Paper is NOT Available. Please contact the author(s).

GDO: **Do immigrants increase team productivity? A study in blue-collar teams**

Author: **Anna Apostolidou**, *U. of Konstanz*

Immigration has changed the workforce demographics in many Western states and has raised concerns about its impact on team productivity. However, the literature on teams comprised of migrant workers is scarce. While diversity studies propose a negative effect of migrant team members on team productivity, I propose a positive curvilinear relationship between the team's percentage of migrant workers and team productivity. Borrowing arguments from economics and sociology research, I use signaling, migration motivation theories and the stereotype content model to explain the potential differences among migrant groups based on country of origin. Using a time-lagged sample of 629 teams in a large Swiss company, the analyses confirm the quadratic relationship between migrants' percentage and team productivity, as well as the moderating effect of the migrants' origin from high-income countries.

Paper is NOT Available. Please contact the author(s).

GDO: **Conceptualising refugees' pathways into work: A systematic literature review**     

Author: **Almina Besic**, *Johannes Kepler U. Linz*
Author: **Erna Szabo**, *Johannes Kepler U. Linz*
Author: **Nicole Kronberger**, *Johannes Kepler U. Linz*
Author: **Olga Kostoula**, *Johannes Kepler U. Linz*

Employment of refugees is high on the agenda of researchers and policy makers alike. Research has shown that employment is a key factor towards successful participation in society. Given the importance of employment for refugees, there is surprisingly little knowledge regarding the pathways into work for these at the organisational level. While several aspects at the individual and macro level may affect refugees' employment, their pathways into work occur in a specific organisational context with several actors involved in this process. In this study, we aim to analyse how refugees' pathways into work are conceptualised in the relevant literature and what can be learnt from these for research about refugees in organisations, and what are the implications for managerial practice. To address these points, we carried out a systematic literature review of publications in four major databases (Business Source Premier, EconLIT, SocIndex and PsycInfo) published up to the end of June 2020. The search resulted in 259 publications, addressing refugees' pathways into work. In our analysis, we followed a three-step iterative process, conducting both descriptive statistical as well as qualitative thematic analysis of full-texts addressing refugees in organisations. Proposing a so-called 'Toblerone model' of refugees' pathways into work, we aim to provide a more coherent representation of the pathways emphasising 1) the co-construction of such pathways, 2) the heterogeneity between actors and factors impacting these pathways, 3) the interrelatedness between actors involved at the macro, organisational as well as individual level and 4) dynamic development over time.

Paper is Available to Meeting Registrants Only.

GDO: **Doing Inclusion as Counter-Conduct: Navigating the Complexities of Organizing for Refugee Inclusion**

Author: **Laura Kangas-Müller**, *Aalto U., Department of Management Studies*
Author: **Johanna K. Moisander**, *Aalto U.*
Author: **Kirsi Eräranta**, *Aalto U.*

This paper advances knowledge in the emerging scholarly field of critical inclusion studies by exploring and critically examining how organizations deal with the complexities and ambiguities of doing inclusion in practice. Based on ethnographic fieldwork carried out in three civil society organizations that aim to foster social inclusion of refugees, the paper shows how the organizations engage in what is theorized as dissident counter-conduct: critique of the 'normal' or taken-for-granted ways of doing inclusion that paradoxically (re)produce marginalization and exclusion. More specifically, we identify and scrutinize three such practices of counter-conduct: 1) challenging categorization of refugees; 2) resisting reproduction of refugees' subordinate position; and 3) rejecting expectations of cultural assimilation. Our analysis shows that these practices were conducive to creating conditions of possibility for inventing more emancipatory forms of subjectivity and less hierarchic forms of inter-personal relationships. However, they also had contradictory exclusionary effects and countering these effects implied returning to the ways of 'doing inclusion' that had first been challenged, turning the counter-conducts back upon themselves. The paper contributes to literature on critical inclusion studies by shedding light on the possibilities and limitations of doing inclusion as geared towards creating a 'new normal' and demonstrating how the contextualization of inclusion within the socio-political struggles of marginalized groups shapes the practices and their effects, calling for perpetual vigilance and self-adjustment from organizations doing inclusion.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Psychology of Diversity

Digital Session Chair: **Jessica Diaz**, *Claremont Graduate U.*

GDO: Well but Unwanted: The Subtle Backlash Against Prioritizing Mental Wellbeing at Work

Author: **Andrea Freund**, *Stanford Graduate School of Business*
Author: **Margaret A. Neale**, *Stanford U.*
Author: **Ashley E. Martin**, *Stanford Graduate School of Business*

Organizations are investing more into mental wellbeing initiatives than ever before, seeking to become more inclusive workplaces and combat rising employee stress. Yet 75% of employees still struggle with mental health and many hesitate to use these initiatives over fear of backlash. Our research suggests this fear is warranted, and that the nature of this backlash is particularly nuanced. Across 4 studies (N=2,107), we show that although displays of overt discrimination may be less common, employees who prioritize their mental wellbeing experience subtle forms of backlash, including social aversion (Study 2) and feedback withholding (Studies 1, 3). Although mental wellbeing prioritization violates the “ideal worker norm,” we demonstrate that political correctness norms (specifically concerns about appearing discriminatory) both lead evaluators to suppress overt backlash and simultaneously engage in subtle backlash (Study 4). Together, these results suggest that while prioritizing mental wellbeing may leave employees well, it may also lead them to be unwanted. We discuss the implications of this paradox for scholarship on social norms and wellbeing interventions in modern organizations.

Paper is Available to Meeting Registrants Only.

GDO: Risky Business: Leveraging Psychological Safety in the Pursuit of Workplace Equity

Author: **Jessica Diaz**, *Claremont Graduate U.*

Following the tidal wave of racial unrest in the summer of 2020, organizations doubled down on their commitment to eradicate racism. However, organizations lack a thorough understanding of the psychological mechanisms that thwart or facilitate diversity, equity, and inclusion (DEI). Psychological safety, defined as the feeling it is safe to take interpersonal risks (Edmondson, 1999), represents a critical intermediary between discrimination and essential individual and organizational outcomes for BIPOC (Black, Indigenous, people of color) employees. In this review, I expand the classic conceptualization of psychological safety to include identity-based risks for BIPOC employees. Additionally, I explore how identity-based risks plague White employees engaged in important DEI work. Ultimately, this review aims to reposition psychological safety as a tool to address organizational racism by broadening its understanding of risk. Borrowing from classical research on the antecedents of psychological safety, I discuss how organizations might leverage this vital mechanism to eradicate inequity. I also provide recommendations for future research on psychological safety and organizational equity.

Paper is Available to Meeting Registrants Only.

GDO: Invisibility of Social Privilege to Those Who Have It

Author: **Kaidi Wu**, *Rady School of Management, U. of California San Diego*

William H. Newman Award Nominee

Dominant social groups often lack awareness of their own privilege, failing to perceive the extent of discrimination experienced by subordinate groups. We unravel an underlying cognitive process: advantaged social groups suffer from hypocognition—the absence of being schematic—of everyday hassles experienced by non-privileged groups. Right-handers generated fewer handedness-related hassles than left-handers (Study 1). Men generated fewer gender discrimination instances than women, recalled fewer precautions against assault, and showed poorer recognition of gender discrimination examples from a TEDx talk (Studies 2a-2c). Whites generated fewer racial discrimination instances than Blacks and recalled fewer such instances (Studies 3a-3b). Whites also generated fewer discrimination examples than Asians and reacted more slowly when classifying examples as discriminatory (Study 4). Hypocognition of privilege persisted whether privilege was framed as the absence of disadvantages or presence of advantages (Study 5). Whites showed hypocognition whether discrimination was made salient or not, suggesting hypocognition is unlikely fueled by motivated denial (Study 6). After watching a transgender woman describe her discrimination experience living as a woman, both men and women showed increased privilege awareness and discrimination perception (Study 7). Findings suggest that the invisibility of one’s privilege need not solely reflect identity-defensive motivations, but may also stem from cognitive deficits in conceptual knowledge about privilege and discrimination.

Paper is Available to Meeting Registrants Only.

GDO: When Receipt of Gratitude Impacts Work Outcomes via Emotional Regulation amongst Coworkers

Author: **Olivier D. Boncoeur**, *U. of Notre Dame*
Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Author: **Orlando C. Richard**, *UMass Amherst*
Author: **LaStarr Hollie**, *UMass Amherst*

Employees engage in emotional regulation not only with customers, but also with coworkers despite the fact that very little is known about emotional labor such as surface and deep acting in coworker relationships. Furthermore, an omission in the literature exists regarding antecedents to emotional regulation. To address these limitations, we suggest how receiving gratitude serves as an antecedent to emotional labor within the underexplored context of coworker exchange relationships. Additionally, the gender of the employee receiving gratitude is an important moderator whereby social norms influencing emotional displays may accentuate the effects on surface acting for women, while strengthening them on deep acting for men. Lastly, we examine downstream consequences for emotional labor that sustain organizations (work withdrawal and work goal progress). We test these assertions with an experiment (Study 1) and two multilevel experience sampling studies (Study 2 and Study 3) and discuss the implications of our findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **901** | Submission: **17232** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:45PMET (UTC-4)**

Organizing Care Delivery: The Role of Coordination, Communication, and Collaboration



Digital Session Chair: **Matthew Crespi**, *Heinz College - Carnegie Mellon U.*

Care Delivery

HCM: **Physician Network Structure and Hospital Efficiency**

Author: **Matthew Crespi**, *Heinz College - Carnegie Mellon U.*
Author: **David Krackhardt**, *Carnegie Mellon U.*

This paper examines the relationship between physician network structure within hospitals and the efficiency with which those hospitals operate. By combining publicly available datasets from Medicare, we extract hospital-level networks in which two physicians are connected if they frequently share patients per Medicare's physician referral network data. We then calculate the average distance between physicians within each hospital. Incorporating these network measures with traditional hospital observables, we employ a regression-based approach and find that hospital efficiency is positively predicted by a shorter average distance between physicians. The finding is robust to many specifications and implies that more compact network shapes are being used to direct patients more effectively. We also interviewed physicians to better understand referral processes, and implications for hospital management and patient routing are discussed.

Paper is Available to Meeting Registrants Only.

HCM: **Hospitalist and Specialist Role Differentiation: Patients, Practice Patterns, and Performance**

Author: **Leeann Comfort**, *Harvard T.H. Chan School of Public Health*
Author: **Elizabeth Bambury**, *Harvard T.H. Chan School of Public Health*
Author: **Mariam Krikorian Atkinson**, *Harvard U.*

Background: While the field of hospital medicine has grown since its establishment in the 1990s, much of the research on these inpatient physicians has been grounded in comparisons to community-based providers. Little is known about how hospitalists have differentiated themselves from other inpatient physicians. Purpose: This study explores how hospitalists compare to other inpatient physicians for patient cases of overlapping expertise, focusing on differences in patient populations, practice patterns, and performance on cost and quality metrics. Methodology: We use mixed effect multilevel models and mediation models to analyze disaggregated billing data for all relevant admissions to a large urban pediatric hospital occurring between January 1, 2009, and August 31, 2015. Results: In areas of overlapping physician expertise, patients with more ambiguous diagnoses and multiple chronic conditions have higher likelihood of being assigned to a hospitalist. Controlling for differences in patient populations, hospitalists order laboratory tests and medications at lower rates than specialists. Hospitalists' lower laboratory test order rate had a significant mediating role in hospitalists' lower total charges and lower odds of their patients experiencing any non-surgical adverse events compared to specialists, though hospitalists did not differ from specialists in 30- and 90-day readmission rates. Practice Implications: For inpatient cases that can be treated by either hospitalists or other specialists, assigning patients to hospitalists is associated with more efficiency and lower rates of adverse events. Decision rules on physician assignment should consider these potential benefits to patients given case type and practice pattern differences between hospitalists and specialists.

Paper is Available to Meeting Registrants Only.

HCM: **Towards Patient-Centeredness? Media Frames on Shared Decision-Making for Healthcare Treatment**

Author: **Amy Vogel**, *Freie U. Berlin*
Author: **Daniel Fuerstenau**, *Freie U. Berlin*

The literature on healthcare management and innovation has long noted that shared decision-making (SDM), a practice of organizing joint decisions between healthcare professionals and patients, should improve healthcare outcomes by increasing patient engagement and autonomy, and thus fostering patient-centeredness and equality. While SDM projects are increasingly implemented across Europe and worldwide, the diffusion of the practice remains partial. The healthcare management and innovation literature explores SDM through the underlying assumption that its diffusion constraints result from an information problem, implying objective criteria and rational behavior. The purpose of this research is to conduct a study on the social construction of SDM and underlying rationales using the case of one of the largest healthcare markets worldwide – Germany. To capture the complexity of SDM, a frame analysis is conducted on its medial representations. Media are both influential in shaping public opinion as well as generating public discourses. This enables to elaborate the different facets of the construct, to capture inherent patterns and to explore the consequences for the acceptance and diffusion of SDM in Germany. Three facilitating and three obstructive frames were assessed. The polarities of these findings range from the questioning of one's own decision-making authority to the perception of individual competence and decision-making agency. Moreover, this study reflects on how physicians' and patients' role for SDM is conceived. Regarding physicians these alternate between the perception of the 'demigod in white' and the loss of decision-making authority. Regarding the patients these alternate between the perception of the 'layman' and the competent patient, eager to participate in decision-making.

Paper is NOT Available. Please contact the author(s).

HCM: Attributes in Primary Care Practices that Promote High Value Care for Patients with High Need

Author: **Maike Vanessa Tietschert**, *Vrije U. Amsterdam*
Author: **Bianca Mulaney**, *Stanford U.*
Author: **Andrew Old**, *Stanford U.*
Author: **Jill Glassman**, *Stanford U.*
Author: **Alan Glaseroff**, *Stanford U.*
Author: **Sara Kelly**, *Stanford U.*
Author: **Grace Joseph**, *Stanford U.*
Author: **Jose Figueroa**, *Harvard T.H. Chan School of Public Health*

Previous research has identified attributes of healthcare delivery that are likely to improve the value of care. Yet, despite policy reforms introducing alternative payment contracts which seek to promote value, no rigorous analysis has associated attributes of primary care with value. This study examines how value-oriented care attributes of primary care practices relate to practices' cost and quality performance of health care in three types of patients with high need, including patients with major complex chronic conditions, older adults with frailty, and adults under 65 with disability. Our results show that the way care is organized does not differ significantly across patients with different types of need. The observed variation in cost and quality across these groups is likely a result of different patient characteristics. However, when holding patient characteristics constant, our results show that care management, screening for risk factors, and screening for mental health needs result in significant reduction of cost and improvement in quality. For primary care practices, our results suggest ways of organizing, managing and providing care for patients with high need that will likely result in reduced costs and improved quality. Keywords: High need, high costs, care attributes, primary care, vulnerable patients

Paper is Available to Meeting Registrants Only.

HCM: Identifying Teaming in Chronic Pain Management Interventions in Primary Care: A Systematic Review 

Author: **Karleen F. Giannitrapani**, *Stanford U. / VA Palo Alto*
Author: **Natalie Connell**, *Stanford U. / VA Palo Alto*
Author: **Pallavi Prathivadi**, *Monash U., Australia*
Author: **Sophia Zupanc**, *Stanford U.*
Author: **Hong-Nei Wong**, *Stanford U.*
Author: **Karl Lorenz**, *Stanford U. / VA Palo Alto*

Background: Current pain management recommendations emphasize leveraging interdisciplinary care models, which rely on communication, coordination, and collaboration (i.e., teaming) among multiple providers. We aimed to identify key features of interdisciplinary teaming structures and processes that facilitate improved pain outcomes for patients experiencing chronic pain in primary care settings. Methods: We searched PubMed, EMBASE, CINAHL, and the Cochrane Library for randomized studies published after 2009. Included studies had to report patient-reported pain outcomes (i.e., BPI total pain), include primary care as an intervention setting, and demonstrate sufficient evidence of teaming (i.e., ongoing collaboration, coordination, or communication processes among providers and with patients). We assessed study quality with the Cochrane Risk of Bias tool. We qualitatively synthesized intervention characteristics related to teaming processes and categorized findings by positive or negative patient-reported pain outcomes. Results: We included 13 randomized studies with 14 total interventions in our review, of which 7 reported one or more significantly improved pain outcome compared to controls over 6 to 12 months of observation. No included studies had a high risk of bias. Interventions with positive pain outcomes often described regularly scheduled patient contact, but there were few identified similarities about the communication, coordination, and collaboration processes among intervention providers. Care management and patient follow-up schedules were identified as key characteristics of teaming in the interventions associated with improved pain outcomes. Discussion: Despite widespread emphasis on interdisciplinary teams for pain management, high quality evidence about relevant teaming structures and processes remains limited.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Meeting the COVID-19 Challenge: Changes in Health Care Provision in Response to the Pandemic

Meeting the COVID-19 Challenge

Organizer: **Andrea Wessendorf**, *Cambridge Judge Business School*
Organizer: **Kamal A Munir**, *U. of Cambridge*
Discussant: **Katherine C. Kellogg**, *MIT*
Presenter: **Elisabeth Yang**, *Yale School of Management*
Participant: **Julia DiBenigno**, *Yale School of Management*
Presenter: **Andrea Wessendorf**, *Cambridge Judge Business School*
Participant: **Kamal A Munir**, *U. of Cambridge*
Presenter: **Sara Singer**, *Stanford U.*
Presenter: **Trish Reay**, *U. of Alberta*
Participant: **Samia Chreim**, *U. of Ottawa*
Participant: **Jean-louis Denis**, *U. of Montreal*
Participant: **Saeed Ahmadiani**, *U. of Montreal*
Author: **Bianca Mulaney**, *Stanford U.*
Author: **Jill Glassman**, *Stanford U.*
Author: **Alan Glaseroff**, *Stanford U.*
Author: **Grace Joseph**, *Stanford U.*

This symposium brings together ongoing research projects focused on the challenges and changes in health care provision in response to the COVID-19 pandemic. The COVID-19 pandemic has been one of the most trenchant grand challenges that the world has faced in the last five decades and impacted almost every organization and individual. The healthcare sector across the world had to respond very quickly to an unknown virus with no preparation. This symposium seeks to create new knowledge by sharing insights from different projects on how healthcare organizations confronted this challenge. These projects, all focused on the response to COVID-19, are located in different contexts and operate at different units of analyses: ward-level practice changes in a US hospital, organizational-level collaboration in a UK hospital trust, changes to health care provision amongst US general practitioners, and an international community of practice that seeks to create and share knowledge within their wider network. The researchers adopted qualitative and quantitative research designs and drew on different literatures to help explain how different health care organizations responded to the COVID-19 challenge. This symposium, which is both relevant and topical, will contribute to our knowledge of how organizations organize and collaborate to manage risks, ambiguity, and uncertainty in times of crises. It should have immense usefulness for both researchers and managers looking to improve the effectiveness of their crisis response. We hope that this symposium will provide a forum for discussion about insights into how organizations responded to the COVID-19 challenge, what we can learn from this for other grand challenges, and by provoking insights into future directions for research.

How Not to Waste a Crisis: Frontline Units' Implementation of Opportunistic Change

Author: **Elisabeth Yang**, *Yale School of Management*
Author: **Julia DiBenigno**, *Yale School of Management*

Cross-Team Collaboration: Professionals' Influence on Centrally Controlled Crisis Management Teams

Author: **Andrea Wessendorf**, *Cambridge Judge Business School*
Author: **Kamal A Munir**, *U. of Cambridge*

Impact of COVID-19 on Primary Care Practice Sites and their Vulnerable Patients

Author: **Sara Singer**, *Stanford U.*
Author: **Bianca Mulaney**, *Stanford U.*
Author: **Jill Glassman**, *Stanford U.*
Author: **Alan Glaseroff**, *Stanford U.*
Author: **Grace Joseph**, *Stanford U.*

Creating and Sharing Best Evidence about COVID-19: Covid-END as a Global Community of Practice

Author: **Trish Reay**, *U. of Alberta*
Author: **Jean-louis Denis**, *U. of Montreal*
Author: **Samia Chreim**, *U. of Ottawa*
Author: **Saeed Ahmadiani**, *U. of Montreal*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **903** | Submission: **16590** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:00PMET (UTC-4)**

IM Division Scholarship and Engagement Event *IM Division Social*

Facilitator: **Denise R. Dunlap**, *UMass Lowell*
Facilitator: **Magdalena Viktora-Jones**, *Florida International U.*
Facilitator: **William Newbury**, *Florida International U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **904** | Submission: **16679** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Strategizing for the Management Consulting division *Strategizing for MCD*

Participant: **Daniel Degraevl**, *California State U., Northridge*
Participant: **Eric Sanders**, *Elmhurst U.*

MC Strategic Committee has been working to explore the future of our division and to propose orientations for its evolution. This material is intended to fuel the reflection of the Executive Committee of the division. However, it is also important to share this information with the members of the MC division. This seminar intends to diffuse information, to share questions, and to enable a larger discussion.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **905** | Submission: **17611** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:00PMET (UTC-4)**

MED Division Executive Committee Meeting
MED Division Executive Committee Meeting

Organizer: **Gerard Beenen**, *California State U., Fullerton*
Organizer: **Alan B. Eisner**, *Clark U.*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Arran Caza**, *U. of North Carolina, Greensboro*
Facilitator: **Alexis Rittenberger**, *Case Western Reserve U.*
Facilitator: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*

This session is for the incoming 2022 MED Division Executive Committee.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **906** | Submission: **12330** | Sponsor(s): **(MH, OMT, RM, STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 2:00PMET (UTC-4)**

Developing Management Theory from Historical Case Studies

Developing Management Theory from Historical Cases

Organizer: **Rohin Borpujari**, *London Business School*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **Roy R. Suddaby**, *U. of Victoria*
Panelist: **JoAnne Yates**, *MIT Sloan School of Management*

This PDW is aimed at stimulating an interactive and developmental exchange between scholars engaged in inductive research using historical case studies, who are aiming to publish in prominent management journals. The workshop will feature a panel of experts with a track record of publishing historical case studies in premier management and organizational studies journals. The goal of the workshop will be to help scholars learn how to develop and publish management theory from historical case studies. To this end, the core question that this PDW aims to unpack is – how do you build timeless theory from the study of time-bound historical cases? In the first half of the workshop, the panelists will lead exchanges around topics such as which research questions are best suited to historical case studies; how to balance the needs for contextualization vs. generalization in the process of theorizing; and how to write up a historical case study for publication in management journals. In the second half of the workshop, shortlisted participants will have the opportunity to engage in quick, entrepreneur-style “pitches” to one of the experts, with a view to receiving developmental feedback specific to their projects.

The PDW will start with discussions with the panelists, followed by breakout rooms. In these breakout rooms, participants will have the opportunity to “pitch” project ideas / progress to one of the panelists and receive quick feedback. For students who wish to participate in these feedback sessions, please reach out to rborpujari@london.edu.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **907** | Submission: **13896** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 2:00PMET (UTC-4)**

MOC Plenary and Award Ceremony *MOC Plenary and Paper Award Ceremony*

Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

Participant: **Naomi Beth Rothman**, *Lehigh U.*

Participant: **Abhijeet K. Vadera**, *Singapore Management U.*

In this Plenary we will honor the Distinguished Scholars from 2020 and 2021 in a live, interactive interview award ceremony. In this session we will also recognize award winners for Best Paper, Best Student-led Paper, Best Paper with Practical Implications, Best Symposium, and the Phillips and Nadkarni Award for Outstanding Paper on Diversity and Cognition. Come celebrate with us!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mindfulness

Digital Session Chair: **Adam Austen Kay**, *U. of Queensland*

OB: Mindfully outraged: Mindfulness increases retribution via moral outrage at third-party injustice 

Author: **Adam Austen Kay**, *U. of Queensland*
Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*
Author: **Pavlos Vlachos**, *ALBA Graduate Business School*
Author: **Jochen Matthias Reb**, *Singapore Management U.*

Injustice is pervasive, but it is far more common to witness it perpetrated against others than to experience it oneself. Responding to injustice perpetrated against others is vital for the social regulation of injustice in organizations and society at large. It is therefore important to know what makes individuals more vs. less likely to punish perpetrators of third-party injustice. In this paper, we examine a counter-intuitive amplifier of third-party reactions to injustice: mindfulness. Developing theory that mindfulness helps people both attend to injustice in the world around them and the moral outrage it stirs within them, we introduce a novel perspective to the literature on mindful emotion regulation and prosocial behavior. In contrast to prior research showing that mindfulness tempers reactions to injustice perpetrated by or against the self, we show that mindfulness heightens moral outrage in witnesses of injustice perpetrated by others against others. Across three studies, we demonstrate that mindfulness increases moral outrage in witnesses of third-party injustice, leading them to exact greater retribution against offenders. In so doing, we open a new line of theory and research on mindfulness in the moral domain, highlighting implications for employees, consumers, and regulators alike.

Paper is Available to Meeting Registrants Only.

OB: A Systematic Review and Meta-Analysis of the Effects of Mindfulness Among Leaders 

Author: **James Nicholas Donald**, *U. Of Sydney*
Author: **Helena Nguyen**, *U. Of Sydney*
Author: **James Conigrave**, *U. Of Sydney*
Author: **Kevin B. Lowe**, *U. Of Sydney*
Author: **Anya Madeleine Johnson**, *U. Of Sydney*
Author: **Inmaculada Adarves-Yorno**, *U. of Exeter*
Author: **Silke Rupperecht**, *Leuphana U. Lüneburg*
Author: **Emma Devine**, *U. Of Sydney*
Author: **Georg Frederic Bernhard Tamm**, *U. of Melbourne*
Author: **Richard Ryan**, *Australian Catholic U.*

There is growing evidence that, in organizational settings, mindfulness brings both intra- and inter-individual benefits for employees. Recent years have seen an increase in research on mindfulness specifically within leadership contexts. In this study, we draw on self-determination theory (SDT) to assess the influence of leaders' mindfulness on both follower and leader effectiveness outcomes (performance, resources/viability, and wellbeing). Using state-of-the-art two-stage structural equation modelling, we meta-analytically assess the role of leadership processes that reflect an autonomy-supportive approach (e.g., values-based leadership, transformational leadership, and leader-follower relations) in mediating these effects. Our meta-analytic findings across 51 longitudinal and correlational studies of workplace leaders (393 effect sizes; 9,425 participants) provide support for the hypothesized mediation. Across 25 intervention studies (182 effect sizes; n = 1,254 participants) we find corroborating evidence for the effect of mindfulness interventions on autonomy-supportive leadership processes and leader effectiveness outcomes. We highlight substantive and methodological issues that need to be addressed in order to advance this line of research.

Paper is Available to Meeting Registrants Only.

OB: An Examination of the Antecedents and Consequences of Leader Mindfulness: A Meta-Analysis

Author: **Yuyang Zhou**, *Florida International U.*
Author: **Hock-Peng Sin**, *Florida International U.*
Author: **Chen Wang**, *Western Michigan U.*

Leaders occupy the most critical roles in organizations. A growing body of research on mindfulness in the field of leadership suggests that mindfulness is a highly relevant and beneficial factor for comprehensive leader and organizational outcomes. However, the current literature presents much ambiguities with regards to the conceptualization of leader mindfulness, as well as its correlates and consequences. The purpose of this study is to quantitatively review the research related to leader mindfulness. Specifically, we are able to investigate and present evidence of the importance of leader trait mindfulness and mindfulness intervention targeting at leaders. Meta-analytic results from 53 independent samples and 8,134 leaders suggest that leader trait mindfulness significantly relates to both leaders' and followers' well-being (e.g., leaders' reduced anxiety, depression, and stress; followers' enhanced job satisfaction and decreased emotional exhaustion). Other important workplace correlates of leader trait mindfulness include leaders' leadership styles (e.g., more transformational and authentic, while less abusive) and higher quality of leader-member relationships. In addition, leader mindfulness also enhances followers' job performance (in-role, extra-role, overall job performance). While results fail to support the malleability of leader trait mindfulness through mindfulness intervention, findings indicate the apparent effectiveness of mindfulness intervention on leaders' stress reduction. This quantitative review lays a solid foundation for advancing research on leader mindfulness.

Paper is NOT Available. Please contact the author(s).

OB: **Unpacking Mindfulness: The Role of Monitoring and Acceptance on Workplace Stress** 

Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*

Author: **Yizhen Lu**, *National U. of Singapore (NUS)*

Author: **Sankalp Chaturvedi**, *Imperial College London*

Author: **Jayanth Narayanan**, *National U. of Singapore*

A canonical finding in the mindfulness literature is that mindfulness reduces stress. The literature on mindfulness has focused on the main effects of mindfulness. We introduce the bi-dimensional model of mindfulness to the organizational literature which outlines awareness and acceptance as two distinct dimensions of mindfulness. Building on the bi-dimensional model of mindfulness, we propose that mindfulness may moderate the relationship between workload and stress and subsequently, stress to workplace outcomes. Specifically, across two studies using the experiencing sampling methodology, we find that the acceptance dimension of mindfulness moderates the relationship between workload and stress. Furthermore, the awareness dimension of mindfulness moderates the relationship between stress and workplace outcomes. These findings show the distinct paths through which mindfulness impacts organizational processes. In doing so, we provide organizational scholars greater theoretical precision with which the effects of mindfulness can be understood.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **909** | Submission: **11028** | Sponsor(s): **(OB, HR, MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Rethinking Work-Nonwork Spillover: The Critical Role of Work and Nonwork Relationships

The Role of Work and Nonwork Relationships



Chair: **Mahira Ganster**, *U. of Arizona*
Chair: **Allison S. Gabriel**, *U. of Arizona*
Participant: **Wendy R Boswell**, *Texas A&M U.*
Participant: **Marcus Butts**, *Southern Methodist U.*
Presenter: **Katelyn Zipay**, *U. of Oregon*
Participant: **Catherine Kleshinski**, *Indiana U. - Kelley School of Business*
Participant: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Presenter: **Elizabeth E. Stillwell**, *U. of Minnesota*
Participant: **Michelle K Duffy**, *U. of Minnesota*
Presenter: **Laura McAndrews Little**, *U. of Georgia*
Participant: **Emily Poulton**, *U. of Georgia*
Presenter: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*
Participant: **Andrew Parker**, *U. of Exeter Business School*

Research pertaining to work-nonwork spillover proposes that individuals' experiences are linked across domains in a variety of ways (Edwards & Rothbard, 2000; Greenhaus & Beutell, 1985; Greenhaus & Powell, 2006). Although research on this topic has grown, one aspect that is less studied is how individuals' interpersonal relationships and experiences shape such spillover processes, for better or for worse. Our proposed presenter symposium explores how our complex interpersonal relationships at work and home shape employees' experiences across domains, with such experiences including recovery, emotions, well-being, and helping behaviors at work, as well as how individuals cope with significant global events such as the COVID-19 pandemic. Encompassing both empirical and theoretical research, our symposium provides new perspectives and insights into individuals' well-being and behavior both at work and home.

The Daily Effects of Partner-Instigated Incivility on Helping at Work

Author: **Mahira Ganster**, *U. of Arizona*
Author: **Allison S. Gabriel**, *U. of Arizona*
Author: **Marcus Butts**, *Southern Methodist U.*
Author: **Wendy R Boswell**, *Texas A&M U.*

Examining the Emotional and Behavioral Effects of Dyadic Leisure Practices in Dual-Income Couples

Author: **Katelyn Zipay**, *U. of Oregon*
Author: **Catherine Kleshinski**, *Indiana U. - Kelley School of Business*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*

A Dual Spillover Model of Grief and Compassion at Work

Author: **Elizabeth E. Stillwell**, *U. of Minnesota*
Author: **Michelle K Duffy**, *U. of Minnesota*

An Exploratory Investigation of Working Parents' Proactivity-Change Patterns during COVID-19

Author: **Laura McAndrews Little**, *U. of Georgia*
Author: **Katelyn Zipay**, *U. of Oregon*
Author: **Emily Poulton**, *U. of Georgia*

Blurring Work and Life: Applying Social Network Analysis to Work-Nonwork Multiplex Relationships

Author: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*
Author: **Andrew Parker**, *U. of Exeter Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **910** | Submission: **16677** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:00PMET (UTC-4)**

OCIS Social Event
Social Event

Chair: **Marco Marabelli**, *Bentley U.*

Social Event

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **911** | Submission: **11872** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Vigilantism, Violence, and the Defense of Social Order *Vigilantism, Violence, and Social Order*



Organizer: **Brett Crawford**, *Grand Valley State U.*
Organizer: **Tina Dacin**, *Queen's U.*
Discussant: **John Matthew Amis**, *U. of Edinburgh*
Presenter: **Mark de Rond**, *U. of Cambridge*
Presenter: **Jaco Lok**, *Macquarie Business School, Macquarie U.*
Presenter: **Adrian Marrison**, *U. of Cambridge*
Presenter: **Fan Xuan Chen**, *U. of Illinois at Urbana-Champaign*
Presenter: **Katherine Ann DeCelles**, *U. of Toronto*
Presenter: **Karl Aquino**, *U. of British Columbia*
Presenter: **Richard DeJordy**, *California State U., Fresno*
Presenter: **Frank J Barrett**, *Naval Postgraduate School*
Presenter: **Brett Crawford**, *Grand Valley State U.*
Presenter: **Tina Dacin**, *Queen's U.*

This symposium explores the concepts of vigilantism and violence as they relate to the defense of social order. Positioned at the intersection of enforcement, punishment, and actorhood, vigilantes appear to play critical roles in defending social order when the state or other actors with authority are absent or withdrawn. Despite a growing number of articles exploring triggers and tactics of vigilantism in a variety of organizational and institutional contexts, we continue to know very little about vigilantes and the roles they play. Who are these vigilantes? What tactics do they use? How do they experience their own state of vigilantism? What perceptions do others have of them? Are they saviors, rogue agents, or something else altogether? In what ways can vigilantes and the use of violence help us better understand the defense of social order? To address these questions, we bring together four studies which place vigilantism and violence at center stage, three of which empirically examine vigilantes in contexts of pedophile hunting teams, workplaces, and pandemic responses, and one that conceptually offers a fresh look at violence and physical force when it comes to defending social order. Bookended by a brief introduction on vigilantism and violence at the beginning, and a Q&A between participants and audience members at the end, this symposium also offers fruitful linkages between research on vigilantism and violence and other organizational phenomena, including emotions, multimodality, paradox, custodianship, stigma, and extreme practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **912** | Submission: **16878** | Sponsor(s): (OSCM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

ISM Best Paper Award



Digital Session Chair: **Wendy Tate**, *U. of Tennessee*

Digital Session Chair: **Tom Derry**, -

OSCM: Supplier's Network Churn, Buyer-Supplier Embeddedness, and Transaction Price Outcomes

Author: **Pankaj Kumar**, *Virginia Tech*

Author: **Agnieszka Nowinska**, *Aalborg U., Department of Business and Management*

Author: **Hans-Joachim Schramm**, *WirtschaftsU. Wien*

Supply chain management and marketing scholars have extensively studied the benefits of long-term buyer-supplier relationships and exchange outcomes. They have assumed, however, the availability of complete information regarding the long-term viability of exchange partners. Highlighting the information frictions in partner evaluations and using a network lens, we theorize that the network churn of the supplier in question and the buyer-supplier embeddedness play a pivotal role in whether the focal buyer pays a 'premium' to the supplier in terms of the price per unit in an exchange. Using a dataset of 1,775 unique dyads formed by 160 buyers (shippers) and 249 suppliers (vessel owners or operators) during the 2000-2019 period in the container shipping chartering market, we find that a) supplier's churn is negatively associated with the price per unit paid by the buyer, b) buyer-supplier embeddedness is positively associated with the price per unit paid by the buyer, and c) buyer-supplier embeddedness attenuates the negative influence of supplier's churn. Our study makes a novel contribution in developing supplier's churn, i.e., other buyer's turnover in a supplier's network from one period to the other, as a salient heuristic for a focal buyer's decision-making.

Paper is Available to Meeting Registrants Only.

OSCM: Humanitarian Organizations in the Public Sphere: How Type of Funding Predicts Cooperation

Author: **Lea Rüsich**, *Kühne Logistics U.*

Author: **Maria Besiou**, *Kühne Logistics U.*

Humanitarian organizations (HOs) face a dilemma. On the one hand, they need to engage in inter-organizational cooperation in order to amplify their aid efforts to the public. On the other hand, they compete with each other over the scarce (social) media attention in order to attract more donors to their cause. Against this background, previous research further qualified and found that, because private funding is more volatile than public funding, privately funded humanitarian organizations (HOs) are generally less cooperative in the media sphere than publicly funded organizations. With the present research, we replicate and critically extend these findings. Specifically, we argue that even publicly funded HOs' cooperation is restricted in that other HOs' funding type will affect whether they are cooperated with (if from an ingroup, i.e. public funding) or not (if from an outgroup, i.e. private funding). Analyzing Twitter interactions in 780 organizational dyads over 28 months (2018-2020), we find support for our hypothesis. Our findings highlight the relevance to be more nuanced when trying to explain humanitarian operations' cooperative versus competitive behaviors as a function of funding type.

Paper is Available to Meeting Registrants Only.

OSCM: Does regulatory approval speed impact product quality? Evidence from the US pharmaceutical industry (WITHDRAWN)

Author: **Hanu Tyagi**, *U. of Minnesota Carlson School of Management*

Author: **Rachna Shah**, *U. of Minnesota Twin Cities*

The trade-off between speed to market and product quality is a well-studied phenomenon in the new product development literature. However, there is little evidence of how supply chain stakeholders beyond the focal firm can impact the speed-quality trade-off. Moreover, the impact of speed to market on performance parameters outside the firm—such as consumer safety and surplus, or social welfare—is unclear. We address both these gaps in the literature by studying speed to market from a regulatory perspective and analyzing the impact of speed to market on safety-related construct. Rooted in the context of the US pharmaceutical drug industry, our study evaluates the impact of four expedited drug approval programs by the USFDA on the quality of the newly launched pharmaceutical drugs in the US. These programs are designed to provide speedier access to those novel drugs which address a large unmet clinical need for the patients. We operationalize product quality as the number of adverse events and show that drugs approved under expedited programs could result in as high as 131% more number of adverse events and 167% more number of serious adverse events. Our study makes important theoretical and practical contributions. Theoretically, this is the first study in the NPD literature that, to the best of our knowledge, examines the impact of regulatory speed on the product quality. Practically, our study highlights critical unintended consequences of expediting the drug approval process for the regulators.

Paper is NOT Available. Please contact the author(s).

OSCM: Implications of Temporal Orientation for Sustainability Risk

Author: **Alok Choudhary**, *Loughborough U., School of Business and Economics*

Author: **Nouri Najjar**, *Ivey Business School*

Author: **Robert D Klassen**, *U. of Western Ontario*

Firms having a short-term temporal orientation has been stressed as a key underlying cause of many sustainability problems, such as poor labour practices in the supply chain, pollution spills, ongoing depletion of natural resources, and inadequate responses to climate change. Yet, negligible evidence has emerged to demonstrate that a longer-term orientation genuinely improves sustainability-related outcomes and risk. The paucity of research may be due to difficulties in measuring and quantifying firm-level data for both the temporal orientation and sustainability risk. Furthermore, establishing a causal relationship between temporal orientation and sustainability risk is challenging due to potential unobservable firm-level attributes and issues related to endogeneity. We synthesize prior research and propose a structured approach using an operations lens that taps into distinct dimensions of temporal orientation, focusing on product-related and other on process-related investment horizons. Using a novel unbalanced panel data of North American manufacturing firms for the period 2007-17 to quantify sustainability risk, we construct and exploit measures for both combined and individual elements of sustainability risk. Using an instrumental variable approach, we find significant evidence that sustainability risk is negatively associated with long-term product and long-term process orientation, and that jointly the two create a reinforcing effect. Thus, our research informs the managerial community for their long-term investment decisions to proactively mitigate sustainability risk.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **913** | Submission: **11661** | Sponsor(s): (SIM, STR, OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Synergizing Corporate Activism Research: Building a Shared Understanding of an Evolving Phenomenon

Synergizing Corporate Activism Research



Organizer: **Anna Eileen McKean**, *Northwestern U.*
Organizer: **Maurice Jerel Murphy**, *U. of Southern California*
Discussant: **Brayden G. King**, *Northwestern U.*
Presenter: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Presenter: **Mark R. DesJardine**, *Penn State Smeal College of Business*
Presenter: **Forrest Briscoe**, *Pennsylvania State U.*
Presenter: **Alexandra Rheinhardt**, *U. of Connecticut*
Participant: **Ethan Poskanzer**, *Massachusetts Institute of Technology*
Presenter: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Presenter: **Michael Toffel**, *Harvard Business School*

In recent years, corporate activism has increasingly become an important avenue by which firms and their internal stakeholders are able to communicate their views on sociopolitical and environmental issues, often as a means to precipitate change within the organization and/or society at large. However, the term “corporate activism” is a contested one with no established consensus. By simply searching the term, one might come across examples of shareholders advocating for changes, CEOs speaking out on sociopolitical issues, advertising campaigns connected to controversial societal topics, or corporations signing petitions advocating a given sociopolitical position. In addition to presentations of current research in these areas, this symposium will include corporate activists as guests in the discussion to share their first-hand perspectives and insights. The purpose of this symposium is to (1) elucidate the different forms of corporate activism, (2) explore how this phenomenon is reshaping expectations of corporations and corporations’ expectations of themselves, (3) consider the impact of corporate activism on society, and (4) develop a future research agenda for this evolving literature.

Firm Commitment or See if I Care? Examining Implications of Passive Majority on Shareholder Activism

Author: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Author: **Mark R. DesJardine**, *Penn State Smeal College of Business*

The Career Consequences of Employee Protest: Evidence from the NFL “Take a Knee” Movement

Author: **Alexandra Rheinhardt**, *U. of Connecticut*
Author: **Ethan Poskanzer**, *Massachusetts Institute of Technology*
Author: **Forrest Briscoe**, *Pennsylvania State U.*

Corporate Activism, Employee Motivation, and the Social License to Affect Policy

Author: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Author: **Michael Toffel**, *Harvard Business School*

Market Capabilities, Nonmarket Strategy, and Brand Activism: Exploring Strategic Complementarity

Author: **Maurice Jerel Murphy**, *U. of Southern California*
Author: **Anna Eileen McKean**, *Northwestern U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **914** | Submission: **15748** | Sponsor(s): **(STR, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Artificial Intelligence in Organizations: Debates on the Possibility for Human-Machine Cooperation

Artificial Intelligence in Organizations



Organizer: **Fabrizio Dell'Acqua**, *Columbia Business School*
Organizer: **Bruce Kogut**, *Columbia Business School*
Participant: **Erik Brynjolfsson**, *Stanford U.*
Participant: **Gary Marcus**, *New York U.*
Participant: **Natalia Levina**, *New York U.*
Participant: **Susan Helper**, *Case Western Reserve U.*

In line with this year's Academy's theme, we propose a panel symposium to discuss how artificial intelligence and human-machine interaction will challenge managers and the organizations and teams they run. In the context of artificial intelligence, we take to heart Herbert Simon's observation that "(...) a highly automated man-machine system, and the nature of management will surely be conditioned by the character of the system being managed" (Simon, 1960). Will managers become obsolete, because of the unmatched predictive capabilities of AI, and what space will human judgment have in a world of superior machines? Can managers learn to play a role in this transformation? Our panel consists of academics from diverse disciplines (economics, psychology, information systems, strategic management) to discuss, and debate, the questions surrounding AI in the context of human-machine interactions within organizations. The symposium is built upon the participants' empirical research, but will not be formal paper presentations. The panel discussion seeks to clarify the many great debates over AI and machine learning with the goal of sharpening the agenda of the re-emergent topicality of human-machine interactions. The debate will then be open to broader discussion including the audience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **915** | Submission: **14492** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

Loneliness and the Workplace *Loneliness and the Workplace*

Organizer: **Queyu Ren**, *U. of Sheffield*
Organizer: **Sarah Wright**, *U. of Canterbury*
Organizer: **Anna Topakas**, *U. of Sheffield*
Presenter: **Jian Peng**, *Guangzhou U.*
Presenter: **Antonia Dietmann**, *HM Courts & Tribunals Service, UK Gvt*
Presenter: **Hakan Ozelik**, *California State U. Sacramento*
Participant: **Malcolm Patterson**, *U. of Sheffield*
Participant: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*
Participant: **Hongling Yang**, *Guangdong Industry Polytechnic China*
Participant: **Zhibin Lin**, *Durham U.*
Participant: **Xiao Chen**, *Huazhong U. of Science and Technology*

Loneliness is increasingly recognized as a public health problem, especially under Covid-19 when social distancing has disrupted people's way of living and working. Not only is loneliness detrimental for health, but growing evidence shows that it is associated with a range of undesirable workplace outcomes. Our symposium puts together four papers that discuss antecedents, outcomes and possible intervention strategies to alleviate loneliness in the workplace. It is timely in terms of encouraging meaningful conversations and sharing research around loneliness in the workplace. Overall, the presentations contribute to an emerging and important literature base on how loneliness intersects with organizational life. Loneliness tends to be a taboo subject yet data supports the notion that it is a "real" phenomenon amongst workers. The starting point, as illustrated with the proposed presentations, is to develop an understanding of the experience of loneliness in the workplace, and to use this understanding to develop multi-faceted interventions to help alleviate the distress, taking into account the individual and the organizational context.

Workplace Loneliness, Ego Depletion, and Cyberloafing

Author: **Hongling Yang**, *Guangdong Industry Polytechnic China*
Author: **Zhibin Lin**, *Durham U.*
Author: **Xiao Chen**, *Huazhong U. of Science and Technology*
Author: **Jian Peng**, *Guangzhou U.*

Social Conversations at Work and Loneliness

Author: **Antonia Dietmann**, *HM Courts & Tribunals Service, UK Gvt*

A look at work loneliness antecedents in time of COVID-19

Author: **Hakan Ozelik**, *California State U. Sacramento*
Author: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*

Attachment styles and loneliness: The role of leader-follower relationship quality

Author: **Queyu Ren**, *U. of Sheffield*
Author: **Anna Topakas**, *U. of Sheffield*
Author: **Malcolm Patterson**, *U. of Sheffield*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dysfunctional Leader Behavior

Digital Session Chair: **Erik Hoempler**, *Texas A&M U., Mays Business School*

OB: Interpreting the Hunger Games: Introducing Forced Competition Theory

Author: **Erik Hoempler**, *Texas A&M U., Mays Business School*

The effects of abusive leadership have been studied in many ways, most heavily exploring effects on employee attitudes, performance, and behavior. Uniquely, this research focuses on individual or workgroup performance rather than the potential impact on interpersonal relationships and treatment or the types of climates resulting from different types of abusive supervision. This paper introduces the construct of Forced Competition, in which a supervisor pits unwilling employees against each other in a competition within their workgroup. This concept therefore integrates literature on abusive supervision, competition, and organizational climate to propose a theory of employee behavior and climate development. This paper introduces a model illustrating two potential paths of behavior and workgroup climates that may emerge because of this type of abusive supervisor behavior: a climate of distrust or a climate of healthy competition. Further, I propose an important moderator that influences which of these climates are likely to emerge: the severity of the competition outcome.

Paper is Available to Meeting Registrants Only.

OB: Leader pre- and procrastination, temporal resource utilization, and leader-follower relationship

Author: **Jie Guo**, *Carolina U.*

With emergent attention on pre-crastination (PRE), together with a familiar and widely discussed proclivity – procrastination (PRO), a growing need is evident to examine these constructs – their definitions, conceptualizations, and manifestations of paradoxical nature, especially when these seemingly maladaptive behaviors displayed by managerial roles in organizations. Given the central role of time embedded in PRE/PRO, and the importance of temporal activities in organizational settings, the present work integrates literature in PRE and PRO, leadership, and temporal resource utilization to present a framework mapping PRE/PRO to time in four conditions: temporal resource compression, temporal resource suppression, temporal resource exploitation, and temporal resource exploration. Built on this foundation, the second half of this work proposes a multiphase process model explaining how temporal variances initiated by leaders could shape followers' perception of, responses to, and evaluation of the leaders and leader-follower relationships. The present work thus advances the literature by infusing PRE/PRO-related temporal characteristics into leadership research, providing a perceptual framework that explains followers' reactions, investigating the role of temporal resource utilization as salient contextual factors in altering followers' perceptions, and offering new propositions that have the potential to provide a more complete understanding of the integrative literature and its implications for organizations.

Paper is Available to Meeting Registrants Only.

OB: The Order in Disorder: The Effects of Leader Sequence in Job Rotation 

Author: **Helen Hailin Zhao**, *U. of hong kong*

Author: **Shuning Liu**, *U. of hong kong*

Author: **Jingyang Gu**, *U. of hong kong*

Author: **Mingyu Zhang**, *Beijing Jiaotong U.*

Author: **Yuhuan Xia**, *Beijing Jiaotong U.*

In job rotation programs, higher level managers or human resource specialists often assign multiple leaders to an employee following a random sequence, because they have no method or no prior knowledge about this decision. In this paper, we focus on a destructive leader experience—working with an abusive leader. Random leader sequence in job rotation implies that some employees are assigned with an abusive supervisor early on while others are assigned with one late in the process. It thus creates an interesting theoretical tension: is it better off to have primacy-based leader sequence (i.e., abusive supervisors should appear early in the sequence) or recency-based leader sequence (i.e., abusive supervisors should appear late in the sequence)? Based on a 4-month job rotation program that involves 291 nurses and 513 nurse supervisors, we found that a primacy-based abusive supervision sequence consistently has a positive effect on both proximal rotation outcome (i.e., qualified exam performance and job performance) and distal rotation outcomes (i.e., job performance and bonus). The model not only adds a new inquiry of the leader sequence problem to leadership and job rotation research, but also offers much needed action implications to managers about how to assign leaders in job rotation.

Paper is Available to Meeting Registrants Only.

OB: The Impact of Unethical Leader-requests on Employee's Family Withdrawal 

Author: **Feng Qiu**, *U. of Massachusetts, Amherst*

Author: **Debra L. Shapiro**, *U. of Maryland*

Although unethical leader-requests (ULR) are prevalent in organizations, their consequences have been largely overlooked by organizational researchers. Via a multi-wave field survey involving 254 employees (in Study 1) and a multi-source experience sampling method involving 42 employees and their spouse (in Study 2), we examine how employees' perception of ULR affects employees' emotional-response (i.e., anxiety-level) and behavioral-response (i.e., withdrawal from family interactions). As hypothesized, in both studies we found employees' perception of ULR to be significantly positively associated with their anxiety-level and, in turn, their withdrawal from family interactions. Also as predicted, the tendency for ULR to be positively associated with employees' anxiety was significantly moderated (weakened) when employees had a stronger (rather than weaker) propensity to displace responsibility for their unethical acts. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **917** | Submission: **16628** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

OMT Social Hour

OMT Social Hour

Professional Development Workshop Chair: **Forrest Briscoe**, *Pennsylvania State U.*
Digital Curator: **Melodie Cartel**, *UNSW Business School, Australia*
Division Chair: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Representative-at-Large: **Paul Tracey**, *U. of Cambridge*
Program Chair: **Eva Boxenbaum**, *Copenhagen Business School*
Division Chair-Elect: **Martin J. Kilduff**, *UCL School of Management*
Past Chair: **Peer Fiss**, *U. of Southern California*
Representative-at-Large: **Dalhia Mani**, *Indian Institute of Management, Bangalore*
Representative-at-Large: **Lisa Ellen Cohen**, *McGill U.*
Representative-at-Large: **Pablo Martin De Holan**, *HEC Paris*
Representative-at-Large: **Marya Besharov**, *Oxford U., Saïd Business School*
Representative-at-Large: **Aleksandra Joanna Kacperczyk**, -
Representative-at-Large: **Santi Furnari**, *City, U. of London*
Representative-at-Large: **Yutaka Yamauchi**, *Kyoto U.*
Representative-at-Large: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Hovig Tchalian**, *Drucker School of Management*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Shipeng Yan**, *City U. of Hong Kong*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Kevin Woojin Lee**, *New York U.*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Emily S. Block**, *U. of Alberta*

Come join OMT for our social hour. This social activity is a great opportunity to meet and network with other OMT Division and Academy members in a casual and fun virtual setting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **918** | Submission: **13424** | Sponsor(s): **(OMT, OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

Causes and Consequences of Changing Organizational Pay Practices *Organizational Pay Practices*

Participant: **Peter Cappelli**, *U. of Pennsylvania*
Participant: **Nathan Wilmers**, *Massachusetts Institute of Technology*
Participant: **Zoe Cullen**, -
Participant: **Laura Adler**, *Harvard U.*
Organizer: **Laura Adler**, *Harvard U.*
Participant: **Maxim Massenkoff**, *UC Berkeley*
Participant: **Bobby Pakzad-Hurson**, *Brown U.*

Substantial scholarship explores how the employment relationship has changed since the 1970s, but most research focuses on large-scale causes, such as globalization and changing labor market institutions, and how they have reshaped the distribution of rewards across society. At the same, however, organizational pay practices themselves have developed in response to competitive forces, new management theories, and regulatory requirements. These changes in pay practices have distinctive effects on pay outcomes, including the wage distribution and gender inequality. This Presenter Symposium will explore changes in pay practices—including the shift from job evaluations to market-benchmarking, the rise of merit pay, and the adoption of pay transparency—and how these practices have reshaped pay outcomes across organizations.

Changes in Pay Inequality Within Organizations

Author: **Peter Cappelli**, *U. of Pennsylvania*

Wage Stagnation and the Rise of Merit Pay, 1974-1991

Author: **Nathan Wilmers**, *Massachusetts Institute of Technology*

The Equilibrium Effects of Pay Transparency in a Simple Labor Market

Author: **Zoe Cullen**, -

From the Job's Worth to the Person's Price: Developments in Pay-Setting Practices Since 1950

Author: **Laura Adler**, *Harvard U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Resource-based Theory and Corporate Diversification

Digital Session Chair: **Yue Maggie Zhou**, *U. of Michigan*

STR: The dynamics of related diversification: Evidence from the health insurance industry

Author: **Yue Maggie Zhou**, *U. of Michigan*
Author: **Weikun YANG**, *Ross School of Business, U. of Michigan*
Author: **Sendil Ethiraj**, *London Business School*

The literature has focused on synergistic benefits or coordination costs in driving diversifying entry. A remaining puzzle that remains inadequately explained is the high levels of entry and exit by related diversifiers. We build on the existing literature to outline a formal model of the entry and exit decisions followed by an empirical test of the key implications of the model. We first observe a selection effect at entry: Facing business opportunities in a new segment, low capability firms from a more related segment expect to benefit from more synergies and are therefore more likely to enter than firms with similar capability but from less related segments. Second, we observe a reverse selection effect conditional on entry. Unfavorable shocks post entry in the new segment will tighten the survival criteria and drive some more related but low capability firms out. These predictions are supported using data on U.S. health insurance firms' entry into and exit from the Affordable Care Act market during 2013 to 2017.

Paper is NOT Available. Please contact the author(s).

STR: Building bridges: A Network-based Merger and Acquisition Research Agenda

Author: **Elio Shijaku**, *U. of Barcelona*
Author: **David R. King**, *Florida State U.*

We provide a systematic review of the diverse literature concerning the relationship between networks and M&A. This is significant since current contributions on the topic are very heterogeneous and present a lack of integration across theoretical perspectives. We provide detailed selection criteria for the sampled studies and synthesize them into a framework based on the direct and indirect effects that influence both networks and M&A processes. Additionally, we highlight potential shortcomings of extant literature as well as propose theoretical and empirical directions for future research.

Paper is Available to Meeting Registrants Only.

STR: The Transmission of Economic Shocks in Multi-Divisional Firms → 🖨

Author: **Timo Sohl**, *U. Pompeu Fabra*
Author: **Brian T. McCann**, *Vanderbilt U.*
Author: **Govert Vroom**, *IESE Business School*

The role of corporate parents in transferring resources to support divisional performance has long been of interest in strategy research. However, relatively little is known about conditions under which parent-division links also serve as conduits for the transfer of negative events. We begin by arguing that the effects of parent-specific crises spread to divisions, resulting in significantly reduced sales growth in these divisions compared to divisions for which the parent is not exposed to a crisis. We contend, however, that the intensity of shock transmission is attenuated when divisions have greater direct and indirect experience, better access to external capital, and when parents are more diversified. Analyses of 2,073 geographic divisions of multinational retailers across 94 host countries provides evidence largely supportive of our arguments.

Paper is NOT Available. Please contact the author(s).

STR: Changes in political affinity and firms' subsidiary investments → 🖨

Author: **Gilbert Kofi Adarkwah**, *BI Norwegian Business School*
Author: **Christopher Albert Sabel**, *BI Norwegian Business School*
Author: **Fladina Zilja**, *Copenhagen Business School*

Firms' foreign investments are to a large extent influenced by the political environment in their foreign locations. A recent stream of literature has focused on the bilateral relations between countries as antecedents of multinational firms' new investments. So far, this literature has not examined changes in existing investments due to the ongoing development of political relations. Thus, we investigate the effect of changes in countries' bilateral political affinity on multinational firms' foreign subsidiary investments. Political affinity is defined as the extent to which countries have similar national interests in global affairs. We argue that firms' decision to increase or decrease subsidiary investments is significantly influenced by political risk embedded in the political relationship between home country and subsidiary country. Changes in political affinity between a firm's home and subsidiary country can lead to increased subsidiary coordination costs and heightened expropriation risk. Analyzing 1606 US public firms and their ties to 142 different subsidiary countries from 2000 to 2015, we find that a positive (negative) change in political affinity leads to an increase (decrease) in firms' foreign subsidiary investment. We further explore these effects, finding that a more stable (unstable) political environment in the foreign location positively (negatively) moderates these effects.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

🖨 Teaching-oriented 🌐 Practice-oriented → International-oriented 🗨 Theme-oriented 🖨 Research-oriented 🙌 Diversity-oriented
🏆 Selected as a Best Paper

Risk, Speed, and Platforms

Digital Session Chair: **Kenan Guler**, *Rochester Institute of Technology*

STR: **Micro-Foundations of Platform Ecosystems**   

Author: **Kenan Guler**, *Rochester Institute of Technology*
Author: **Clyde Erikur Hull**, *Rochester Institute of Technology*

The popularity of digital platform ecosystems has soared due, at least in part, to how they empower individual complementors to interact and transact with each other. Many studies investigate their performance based on macro-platform and firm-level characteristics, but, little attention has been paid to the effects of complementors' individual characteristics on their performance. Collecting a large-scale Airbnb hospitality dataset, we investigate the performance implications of host gender, social responsibility, and neighborhood racial diversity. We find that female gender is negatively associated, but complementor social responsibility and neighborhood racial diversity are positively associated with complementor performance. Our results also indicate that complementor social responsibility strengthens, while neighborhood racial diversity weakens, the negative effects of female gender on complementor performance.

Paper is Available to Meeting Registrants Only.

STR: **An Evolutionary Model of Platform Organizations** 

Author: **Kenan Guler**, *Rochester Institute of Technology*
Author: **David McIntyre**, *Providence College*

Despite recent increasing interest in platforms and platform ecosystems, we still know relatively little about the evolution of platform organizations. Conducting a grounded theory-building study on 52 publicly available interviews with platform entrepreneurs, managers, and venture capitalists and 34 review, forum, and analyst articles, we explore the evolution of platform organizations. We develop a theory and a process model showing that the evolution of platform organizations consists of the following elements: platform growth, competition, contextual factors, adaptive behaviors, sustainability, and failure. We contribute to the literature by constructing an evolutionary model of platform organizations, suggesting that the "winner-take-all" assumption should not be taken for granted, illustrating how certain platform companies sustain competitive advantage, and discussing the factors leading to platform failure.

Paper is Available to Meeting Registrants Only.

STR: **Integrating Returns and Costs in Examining Faster Firm Speed**

Author: **Minjae Lee**, *Southern Connecticut State U.*

Firm speed has long been a construct of interest among managers and researchers. Although observed firm speed is determined by both the cost effect and the return effect, practitioners and academic scholars have typically focused on either cost effect or return effect, but not both, in seeking to understand the reasons behind faster firm speed. To address this shortcoming, I first develop a theoretical framework integrating both cost and return effect into an examination of faster firm speed. This developed framework enables us to discern whether increasing returns or decreasing costs leads to faster speed. Second, I show how to apply my developed framework to empirical analysis by analyzing actual firm data in the Liquefied Natural Gas (LNG) industry from 1996 to 2007. In this way, the current paper contributes to the literature by providing a more comprehensive understanding of faster firm speed.

Paper is Available to Meeting Registrants Only.

STR: **Routines, dynamic capabilities and predictability: A contingency approach to risk and uncertainty**

Author: **Emre Karali**, *Ozyegin U.*
Author: **Jatinder Singh Sidhu**, *Leeds U. Business School*

Research on risk and uncertainty has been vital to understand how organizations should maneuver their environment. Recently, uncertainty has received increasing attention alongside risk, due to its explanatory value for contemporary business strategy. An important issue is that scholars have mainly focused on describing how organizations could operate in settings that are strictly either risky or uncertain. By researching both concepts in isolation, scholars have overlooked that risk and uncertainty may be two ends of a predictability spectrum. In fact, many settings can be characterized by both risk and uncertainty simultaneously, thereby comprising both predictability and unpredictability at the same time. In this study, we apply a contingency approach to risk and uncertainty, to explain how organizations can address settings of varying levels of predictability. For this, we draw from the routines and dynamic capabilities literatures. To present a stylistic organizational structure that may be able to withstand setting of varying levels of predictability, we take on a design perspective.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Business, Strategy, and Performance

Digital Session Chair: **Heechun Kim**, *U. of Calgary*

STR: Family CEOs, Acquisition Premiums, and Stock Market Performance of Domestic Acquisitions

Author: **Heechun Kim**, *U. of Calgary*

Author: **Xiaoying Wang**, *U. of Calgary*

Author: **Jinyong Daniel Zyung**, *Southern Methodist U.*

Our study suggests an important but often overlooked explanation for why so many acquirers pay high acquisition premiums for their acquisition targets, and who is more to blame for the winner's curse. We propose an ownership bias theory of acquisition premiums to test the idea that many acquisitions are overpaid because loss-averse family chief executive officers (CEOs) of both acquiring and target companies are particularly prone to ownership biases widely known as pseudo-endowment and endowment effects, respectively. Adopting a bonding perspective, we also predict that bidder shareholders are likely to react more negatively to overpaid acquisitions of non-family CEOs than to those of family CEOs. We find strong evidence in support of these hypotheses from an analysis of a sample of 1,344 domestic acquisitions that involve 588 acquiring firms and 719 target firms in China from 1998 to 2019.

Paper is Available to Meeting Registrants Only.

STR: Inflexible and Stubborn? Analyst evaluations of long-term orientation in family and nonfamily firms

Author: **Christina Walker Robichaud**, *U. of Kansas*

Financial analysts provide recommendations about a firm's earnings potential based on relevant aspects of a firm's strategy. Despite the dangers of myopic short-termism, analysts may look unfavorably upon a firm's long-term orientation (LTO)—up-front investments in property, plant, and equipment that can develop a firm's operational capabilities. Using agency and resource-based perspectives, we argue that analysts will give worse recommendations as firms increase capital LTO because it signals principal-agent problems, excess capacity, and a stubborn commitment to inflexible structure. Moreover, analysts may have differing attributions based on context, such as family ownership, because capital LTO may signal principal-principal conflicts, prioritization of the family's noneconomic goals over financial goals, and/or mismanagement. Using a sample of US manufacturing firms from 2007-2016, results indicate that capital LTO is negatively related to mean recommendations. Family ownership provided interesting and significant results. While nonfamily firms demonstrated a linear negative relationship, family firms had a quadratic relationship—an initial increase as family firms increased capital LTO to median industry levels and then decreasing when capital LTO was much longer than industry peers. Firms should consider the trade-offs of developing long-term capabilities with potential unfavorable analyst recommendations, and family firms should consider the signals that family ownership can send in combination with investment strategies.

Paper is NOT Available. Please contact the author(s).

STR: Dynamic Managerial Capability and the Longevity of a Family Business

Author: **Marta Fabiano Sambiasi**, *U. Presbiteriana MacKenzie*

Author: **Juliana Assolari Cortez**, *U. Presbiteriana MacKenzie*

This study is motivated by evidence that entrepreneur capacity influence business opportunities detection and a manager's capability to manage a company's resources by adapting business to changes in sector, economy, and market. Strategy studies also argue that we should look at individuals and not only at organizational strategy, seeking to broaden the understanding of the phenomenon of strategic management. This way, owner's agency, especially concerning family businesses in a developing country's economic environment, can be a differential regarding business longevity. In this context, this study aims to identify What is the participation of the managerial capability for the longevity of a family business operating in the Brazilian industrial market for 30 years. The managerial capability are based on three main management factors: human capital, social capital, and cognition (Adner & Helfat, 2003). To develop this study, a qualitative case study was conducted with a family firm active in the hospital products sector. The dynamic aspect of the combination, transfer and recombination of resources is dealt with by the analysis of the company's trajectory throughout its existence. The results point that the individual capabilities of the members' family orchestrate the business strategy in a complementary manner composing the firm managerial capability.

Paper is Available to Meeting Registrants Only.

STR: A Real Options View on Minority Acquisitions by Family Firms

Author: **Wunnam Basit Issah**, *U. of Witten/Herdecke*

Author: **Thomas Clauss**, *Philipps-U. Marburg*

Acquisitions involve high levels of uncertainty because resources are committed to risky acquisition activities even before the actual performance outcomes of these investments are known. In this study we examine the likelihood of using minority acquisitions as a risk reducing mechanism by family firms. Based on an analysis of a panel dataset of S&P 500 firms, we find that the acquisition decisions of family firms are consistent with the real options theory. We observe that family firms engage in related minority acquisitions because of their limited downside risk on socioemotional wealth.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **922** | Submission: **17056** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

Technology and Innovation

Digital Session Chair: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

STR: Institutions and Innovation by New Entrants: Cross-National and Firm-Level Evidence from 136 Nations  

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

This study evaluates the institutional determinants of firm-level innovation output. It draws on theories of institutional development to argue that historical conditions affecting preferences for inclusive institutions contributed to higher rates of innovation by new entrants. The analyses evaluate these arguments using data from 212 nations (countries and autonomous territories) over 1960-2019 and nationally-representative samples of 28,335 new entrants in 136 nations over 2004-2019. The models instrument for institutions using data on historical conditions (pathogens and natural disasters) affecting institutional development. The findings show that inclusive institutions facilitating startup entry, growth, and exit are first-order determinants of national and firm-level innovation. At a national level, these institutions contributed to 33% higher rates of new entry, 102% higher scientific and technical knowledge production, 3.34% higher rates of patent applications, 205% higher value of high-technology products, and 313% higher receipts for intellectual property use. At a firm level, these institutions contributed to 27.64% higher rates of new product introductions, 11.50% higher rates of new process development, and 5.67% higher rates of R&D spending by new entrants.

Paper is Available to Meeting Registrants Only.

STR: Entrepreneurial Learning and Strategic Foresight   

Author: **Aticus Peterson**, *Harvard Business School*

Author: **Andy Wu**, *Harvard Business School*

We study how learning by experience across projects affects an entrepreneur's strategic foresight. In a quantitative study of 314 entrepreneurs across 722 crowdfunding projects supplemented with a program of qualitative interviews, we counterintuitively find that entrepreneurs make less accurate predictions as they gain experience: they miss their predicted deadline to bring a product to market by nearly 6 additional weeks on each successive project. While learning should improve prediction accuracy in principal, we argue that entrepreneurs also learn of opportunities to augment each successive product, which drastically expands the interdependencies beyond what a boundedly rational entrepreneur can anticipate. We find that in a subsequent project, entrepreneurs encounter more unforeseen interdependencies in areas such as manufacturing and logistics, and they sacrifice on-time delivery to address these interdependencies.

Paper is Available to Meeting Registrants Only.

STR: Uncertainty and the Dynamics of Technological Competition  

Author: **Dongil Daniel Keum**, *Columbia Business School*

We show that the effect of uncertainty on innovation depends on a firm's competitive position. In R&D races, the gap in the rate of innovation, rather than the absolute rate, determines the winner. As a result, to the extent that leaders become cautious and slow their innovation, periods of uncertainty provide an opportune window for laggards to challenge leaders and decrease their dominance. We present evidence that uncertainty in economic policy increases the rate of innovation by laggards relative to leaders, with stronger effects in industries that depend more heavily on government spending and those that better approximate the features of R&D races. This study introduces competitive interactions as a novel channel through which uncertainty affects innovation and technological competition beyond prior considerations of real options effects. More generally, it provides a firm-level, uncertainty-based account of short- to mid-term fluctuations in competitive dynamism and industry concentration.

Paper is Available to Meeting Registrants Only.

STR: AI Adoption and Firm Performance: Management versus IT 

Author: **Liudmila Alekseeva**, *IESE Business School*

Author: **Mireia Gine**, *IESE Business School*

Author: **Sampa Samila**, *IESE Business School*

Author: **Bledi Taska**, *Burning Glass Technologies*

We examine the impact of AI adoption on firm growth, productivity, and investment decisions and explore whether the impact on firm size and policies stems from AI adoption among management ranks or IT specialists. We measure the firm-level AI adoption using the demand for AI-related skills in online job postings. First, we document a positive association between the firm-level AI adoption and the firm's size, Capex, R&D, and total investments. We do not find robust relationships with productivity measures. Second, we find that the adoption of AI skills among managers drives the positive association with growth in sales and market capitalization, as well as with R&D and Capex. AI adoption among IT specialists does not show any robust association with firm outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Career Trajectory of Corporate Leaders

Digital Session Chair: **Wei Chi**, *Tsinghua U.*

STR: When do board chairs have their personal imprints on firm strategies? 

Author: **Wei Chi**, *Tsinghua U.*
Author: **Wei Shen**, *Arizona State U.*
Author: **Jing Zhou**, *Rice U.*

Inspired by recent research revealing significant board chair effect on firm performance, we explore whether and when board chairs have their personal imprints on firm strategies by investigating the relationship between board chairs' career variety and firm R&D intensity. We theorize that board chairs' career variety is positively related to R&D intensity in a country where they generally have high latitude of objectives. We further theorize this positive relationship to be moderated by board chairs' latitude of objectives at the firm level, and identify three firm-specific factors that either enhance or diminish board chairs' latitude of objectives. Specifically, board chairs' founder status and ownership are enhancers, whereas ownership by other large shareholders is a diminisher. Using data from a sample of Chinese firms, we find empirical support for the above predictions. Our study has important implications for research on strategic leadership and corporate governance.

Paper is Available to Meeting Registrants Only.

STR: Institution-specific Skills and CEO Career Outcomes: A 20 year study of Chinese SOEs

Author: **Jue Gao**, *Peking U.*

This study introduces a new dimension of human capital, institution-specific skills, which captures the working experience under a specific institutional environment. We argue institution-specific skill is the fourth type of human capital in addition to generic, industry-specific, and firm-specific skills. Base on human capital theory, we argue that institution-specific skills extend CEOs' understanding of the focal firms. Thus we propose that institution-specific skills decrease the risk of CEO non-routine departure, and increase the likelihood of internal and external promotions, especially for outsiders. Results based on analyses of CEO turnovers in Chinese state-owned enterprises during the 20 years period from 2000 to 2019 provide strong support for our theory.

Paper is Available to Meeting Registrants Only.

STR: Does the Director Labor Market Settle Up? Examining Directorships for Fired CEOs

Author: **James Grabowski**, *U. of Kansas*
Author: **Donald Joseph Schepker**, *U. of South Carolina*
Author: **Vincent L. Barker**, *U. of Kansas*

Prior research finds that dismissed CEOs suffer consequences in the executive labor market, such as fewer employment opportunities and reduced subsequent compensation. Such research suggests dismissed CEOs face stigma and ex post settling up in the executive labor market due to their poor executive ability. We extend such theory to argue that these processes extend to an alternative labor market: public company directorships. We argue, however, that the reduced odds of dismissed CEOs of gaining directorships is influenced by two considerations: 1) causal accounts for CEO dismissal related to violations of fiduciary duty and personal conduct and 2) the accumulated social, human, and reputational capital of the CEO. Following 280 dismissed CEOs, we find that CEOs dismissed with causal accounts suggesting fiduciary duty violations receive fewer future board appointments. For those without such stigmatizing causal accounts, we find evidence that social, human, and reputational capital enhance perceptions of the CEO's ability, reducing the penalties faced in the director labor market. Our findings suggest that dismissed CEOs have future employment chances as board members, but those directorship opportunities are shaped by the reasons for their dismissal and the assets and skills they may bring to any future board as a director.

Paper is Available to Meeting Registrants Only.

STR: Elevating the CEO: The Consequences of Firm Efforts to Promote their New CEO 

Author: **Elle Hyunjung Yoon**, *U. of Georgia*
Author: **Daniel Gamache**, *U. of Georgia*
Author: **Jason Kiley**, *Oklahoma State U.*

Firms often put significant effort into developing and managing external perceptions using their communication and impression management strategy. With these efforts, firms vary substantially in how much of an emphasis they place on promoting their CEO, as compared to turn their efforts to promote the company as a whole. As a result, while some CEOs are well-known household names, others remain relatively unknown. Efforts to promote the CEO are likely most important for new CEOs as they may have a cumulative effect that builds the CEO's social evaluations over time. Therefore, we develop theory to explain the short-term and long-term consequences associated with efforts firms take to promote a new CEO. On the one hand, elevating the prominence of new CEOs may be beneficial for their firms in the short-run in the form of increased analyst ratings. On the other hand, elevating the prominence of new CEOs may result in more nuanced long-run consequences for their firms such as higher CEO relative overcompensation, reduced likelihood of CEO turnover, and an increased number of outside board directorships held by the CEOs. We test our hypotheses using 556 CEO succession events of U.S. firms between 2009 and 2013. Using a novel data set that includes both firm press releases and firm tweets, we find strong support for our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **924** | Submission: **17122** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

Performance Feedback and the Effect of Time

Digital Session Chair: **Serhan Kotiloglu**, *California State U., San Marcos*

STR: Considering the Manager in Performance Feedback Theory: Towards a Multi-Level Theory 

Author: **Serhan Kotiloglu**, *California State U., San Marcos*
Author: **Thomas Lechler**, *Stevens Institute of Technology*
Author: **Daniela Blettner**, *Simon Fraser U.*

The Performance Feedback Theory (PFT) explains how organizational responses are motivated by organizational performance above and below aspirations. As such, it is formulated as an organization-level theory. However, numerous researchers directly or implicitly refer to individual-level theories and factors when developing empirical models or interpreting empirical results. Drawing on 114 empirical PFT studies, we address these incongruences and explore the empirical PFT literature to better understand the role of an individual-level perspective in explaining organizational performance feedback. Our review of the empirical PFT literature highlights the confusion about the role of the individual decision-maker in PFT models. We perform a meta-analysis to quantitatively separate effects of individual-level factors (and theories) from organizational-level factors (and theories) on organizational responses to performance feedback. We demonstrate that the effects of individual and organizational factors differ for performance above and below aspirations. We present empirical evidence suggesting the conceptual necessity for a multi-level theory (individual and organizational) to more precisely explain the organizational performance feedback process. This result provides an opportunity for future empirical studies to further explore specific individual-level factors and to extend the PFT.

Paper is Available to Meeting Registrants Only.

STR: Different types of performance feedback and their distinct influence on CSR engagement

Author: **Sofia Angelidou**, *U. of Liverpool Management School*
Author: **Charalampos Saridakis**, *Leeds U. Business School*

Drawing on the behavioral theory of the firm, and particularly on performance feedback, we tested the influence of discrepancies between corporate financial performance and aspirations on the decision to engage in corporate social responsibility. Our findings highlight the importance of performance feedback in stimulating varying firm decisions when setting the level of their social engagement. Our empirical evidence shows that as financial performance rises above historical or falls below social aspiration, the firm's engagement in CSR activities decreases, whereas as financial performance rises above social or falls below historical aspiration, the firm's engagement in CSR activities increases. Our findings shed light on the underlying mechanisms that lead to opposing interpretations of achievement and variations in the perception of risk- an issue that has received very little attention in prior empirical research.

Paper is NOT Available. Please contact the author(s).

STR: CEO Succession, CEO Temporal Depth, and Top Management Team Change 

Author: **Maximilian Weis**, *WU Vienna*
Author: **Patricia Klarner**, *WU Vienna U. of Economics and Business*

In this paper we study the implications of new CEOs' temporal depth on the pace and extent of top management team (TMT) change. We suggest that based on their temporal depth, new CEOs leverage their impact to change the TMT. We propose that new CEOs with a longer temporal depth will initiate slower and fewer TMT changes, whereas CEOs with a shorter temporal depth will initiate faster and more TMT changes. Our paper contributes to research on time in strategic management which has mainly studied organizational consequences of executives' temporal dispositions by shedding light on the role of CEO temporal depth in TMT changes. It also contributes to upper echelons research by introducing temporal depth as an important temporal disposition of new CEOs that influences how they change the TMT after taking office. Specifically, we highlight how CEOs' temporal depth influences the pace and extent of TMT changes and how CEO duality moderates these relationships. Finally, we contribute to TMT turnover research by investigating the dimensions of pace and extent of TMT changes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Balancing Exploration and Exploitation

Digital Session Chair: **Zhiyuan Yu**, *Syracuse U. Whitman School of Management*

STR: Path Dependency of Firm Innovation: Government Funding and the Exploitation-Exploration Balance

Author: **Zhiyuan Yu**, *Syracuse U. Whitman School of Management*

Subject to governmental policy purposes, private firms that receive government funding for innovation have to endure limited strategic discretion in government-funded innovation activities. However, this limitation raises the question of how private firms respond to an external stimulus that might alter the firms' innovation trajectory. This paper employs U.S. patent data to explore the relations between government funding and the funded firm's exploitation/exploration tendency in its entirety. The baseline finding implies that merely focusing on funded projects might be incomplete: I find that in contrast to the funded projects' technological direction (exploitation and exploration), the non-funded projects of the funded firms are less exploitative and more exploratory. I further find that funded firms demonstrate path dependency on their funding history in terms of technological direction. This paper extends the research scope of government funding to firms' strategy in maintaining the balance between exploitation and exploration at the firm level. It also illustrates firms' complex responsive strategies when they encounter external opportunities that might act as a double-edged sword.

Paper is Available to Meeting Registrants Only.

STR: Exploration and Exploitation in Dynamic Environments: How much versus how broad 

Author: **Lei Zheng**, *College of Business, Shanghai U. of Finance and Economics*

Author: **Tiberiu Sergiu Ungureanu**, *Ohio State U.*

Author: **Kannan Srikanth**, *The Ohio State U. Fisher College of Business*

In dynamic environments it is critical to find the correct balance between exploration and exploitation. However, both the empirical and theoretical literature offer contradictory advice regarding on how firms should change their exploration in the face of environmental change. Although prior work has distinguished between different facets of exploration, such as exploration intensity and exploration breadth, we currently do not know how environmental turbulence affects these aspects. We use a formal model to show that as environmental dynamism increases, better performing firms reduce exploration intensity while simultaneously increasing exploration breadth. This insight has significant implications for empirical research and management practice.

Paper is Available to Meeting Registrants Only.

STR: Facilitating the evaluation of distant opportunities: Bridging back after leaping forward

Author: **Natalya Vinokurova**, *The Wharton School, U. of Pennsylvania*

Strategy scholars have argued that the pursuit of cognitively distant opportunities contributes to the sustainability of a firm's competitive advantage. Success in this pursuit requires the firms not just to identify distant opportunities, but also correctly evaluate the opportunities' potential. The research on distant search to date has considered how firms can identify distant opportunities, however, we know less about how firms evaluate such opportunities. Drawing on a historical case study of the emergence, evolution, and acceptance of mortgage-backed securities (MBS) in the United States between 1970 and 1983, this paper considers the process by which firms evaluate distant opportunities. My findings suggest that in evaluating distant opportunities decision makers can face two types of distance between the innovation domain and the domain of existing products—distance between two domains that share dimensions and distance between two domains that do not. In the former case, the distance between the domains can be evaluated along the shared dimension, thus, enabling the evaluation of the distant opportunity in question. In the latter case, the introduction of a dimension shared by the two domains is an important prerequisite for evaluating the distant opportunity in question.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **926** | Submission: **17261** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Resisting   

Digital Session Chair: **Angelo Benozzo**, *U. of Valle d'Aosta*

CMS: Narratives of Trans people in the workplace: Possibilities for subverting the Heterosexual matrix

Author: **Angelo Benozzo**, *U. of Valle d'Aosta*
Author: **David Watson**, -
Author: **Roberta Fida**, *U. of East Anglia, Norwich Business School*

The article is inspired by the use of the term subversion in Chambers and Carver's comments of Judy Butler's work and it aims to explore the possibility of subversion of gender matrix by some trans people in the workplace. The article grounds its argument in queer theory and in the notions of gender performativity, hetero gender matrix and heteronormativity and analysis qualitative material generated through conversations with trans people working in Italy. Drawing on insights from Judith Butler's writing on gender we present, analyze and discuss three employees' cases (Alessandra, Gabriel and Lucia) to grasp how they construct (un)intelligible subject positions which potentially subvert disciplinary powerful and normative idea of gender. In the analysis we focus on how these trans people –through their narratives, their body, their actions, their practices...– within their heteronormative workplace contexts potentially subvert gender and heterosexual matrix. We highlight three possible ways of subversion – subversion through wondrous; subversion through incoherence; subversion through betrayal. In the conclusion we connect the idea of potential subversion with the concept of unheimlich which can open up site/sights in organization/organizing processes.

Paper is Available to Meeting Registrants Only.

CMS: Resisting and conforming to imposed identities – An autoethnography on the academic motherhood 

Author: **Isabella M. Krysa**, *Fairleigh Dickinson U.*
Author: **Marke Kivijärvi**, *U. of Jyväskylä*

This paper is an autoethnography attempting to make sense of the experiences of two academic females who become mothers. The autoethnographic method allows us to discuss cultural phenomena through personal reflections and experiences. This paper explores contemporary motherhood discourse(s) and its discursive practices by drawing on Foucault's elaborations on discourses and its relation to knowledge and truth. Our personal experiences combined with intellectual elaborations lead us to believe the role of the mother continues to be dominated by gendered discursive practices. Once women become mothers, they are othered through societal and organizational practices because they constitute a visible deviation from the masculine norm in the organizational setting. Finally, we discuss possibilities of resistance in the Foucauldian sense towards the contemporary motherhood discourse(s).

Paper is NOT Available. Please contact the author(s).

CMS: Diaries of Quarantine: Reframing the masculine logos through melancholia, nostalgia, and mourning

Author: **Emmanouela Mandalaki**, *NEOMA Business School*

Challenging the bodily-detached logos that qualifies as perfect knowledge in academia, in the current account, I expose diary reflections, which I discuss in the context of critical literature debates, to make sense of how the neoliberal 'success story' further exposes academic and broader subjectivities, vulnerable embodied and psychological states, under conditions of worldwide lock-downs related to the COVID-19 pandemic. My diary reflections unveil conflated feelings of melancholia, inadequacy, helplessness, and guilt for not being able to satisfy the ideal of the perfect worker, under this crisis. Yet, they also radiate a hopeful sense of nostalgia, which, I experienced as a creative transition from melancholia towards a regenerative practice of mourning. By interweaving these diary notes with literature insights on the inter-connections between melancholia, nostalgia and mourning, I propose academic writing as a mourning practice, with heightened relational, ethical and aesthetical possibilities.

Paper is Available to Meeting Registrants Only.

CMS: Critical Management Studies and resisting degeneration

Author: **Orestis Varkarolis**, *Nottingham Trent U.*
Author: **Maria Daskalaki**, *U. of Southampton*

Best Critical paper sponsored by the journal Organization.

Critical organization scholars have focused on the possibilities of cooperatives breaking away from the various deterministic and pessimistic degeneration laws of the past. This research contributes to this stream of literature by fleshing out a general theory of the degeneration threat. The lack of such a theory was abductively identified as a critical gap in the literature by the author who has a yearlong experience participating and researching the Worker Cooperatives' Network of Athens (WCNA). We argue that developing a general theory for the degeneration threat is critical for an enhanced understanding of the complexity of degeneration. To this end, conducting a processual analysis of WCNA attempts to resist degeneration using grounded theory techniques and abductively revisiting literature based on deviant/critical cases were considered a great fit for the task at hand. That is because they enabled the integration of various degeneration threats and theorizing their interrelations. In terms of implications, theory was developed that both better explains empirical phenomena and improves the ability to foresee the complexity of degeneration (threats).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Family Business 3

Digital Session Chair: **Tommaso Minola**, *U. of Bergamo*

ENT: Slack and Performance in Family Owned SMEs: An Agency Theory Perspective

Author: **Tommaso Minola**, *U. of Bergamo*
Author: **Massimo Bau'**, *Jonkoping International Business School*
Author: **Philipp Sieger**, *U. of Bern*
Author: **Alfredo De Massis**, *Free U. Bozen, Bolzano and Lancaster U.*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*

Building on the notion that unabsorbed, absorbed, and potential slack resources positively affect financial performance in small and medium enterprises (SMEs), we take a family firm angle and theorize from an agency theory perspective that these relationships are weaker when SMEs are family-owned. Delving deeper into family firm heterogeneity, we then investigate how founding-generation board control and the presence of a family CEO moderate the slack-performance relationships in family-owned SMEs. A longitudinal analysis of a panel dataset of Italian SMEs largely confirms our expectations while also revealing counterintuitive findings that offer important contributions to existing literature.

Paper is Available to Meeting Registrants Only.

ENT: Migrating Family Owners and Strategic Change Performance: Unpacking the Imprinting Effects

Author: **Victor Zitian Chen**, *U. of North Carolina, Charlotte*
Author: **Yilei Zhang**, *U. of North Carolina at Charlotte*
Author: **Rosalyn Grace Sandoval**, *U. of N.C. At Charlotte*
Author: **Laura June Stanley**, *UNC Charlotte*
Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*
Author: **Kimberly A. Eddleston**, *Northeastern U.*

The U.S. is an attractive melting pot for immigrants and has some of the highest domestic migration rates. A notable migration group is family business owners whose first-generation wealth makers business headquarters originated from other regions or countries. These businesses have migrated from their home headquarters, exposing their family businesses to the imprinting effects of the family migration history. This history represents an essential aspect of the family business that can influence how the family responds to environmental changes and informs their strategic performance. Using panel data from 3,369 family-firm-year observations to examine how the migration history of the family business influenced the firm's strategic performance. Our results indicate that the family migration history of family blockholders influences a firm's strategic performance through family governance characteristics and industry environmental uncertainty. These results illustrate how the family migration history influences the firm's adaption and imprints onto the organization, influencing future strategic changes.

Paper is Available to Meeting Registrants Only.

ENT: The King is Dead! Owner-Managers' Sudden Death, Financial Distress, and the Role of the Successor

Author: **Kimberly A. Eddleston**, *Northeastern U.*
Author: **Philipp Sieger**, *U. of Bern*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*
Author: **Massimo Bau'**, *Jonkoping International Business School*

When the owner-manager of a privately-held firm suddenly dies, which is a tragic event that happens more often than one would expect, a crucial yet unanswered question is who should ideally take over to reduce the likelihood of firm failure. Integrating the resource-based view and research on grief recovery, we theorize that the owner-manager's sudden death leads to a firm's financial distress and that there is an inverse U-shaped relationship between the time passed after sudden death and the firm's financial distress. We also propose that the successor's resource endowment originating from her/his embeddedness in the firm, local community, and family, moderates this non-linear relationship. Using a longitudinal, matched sample of privately-held Swedish firms, we offer important theoretical and practical contributions.

Paper is NOT Available. Please contact the author(s).

ENT: It is my turn: Involuntary transgenerational succession in a South African family business

Author: **Michelle Amy Montague-Mfuni**, *PhD student at U. of Memphis*
Author: **James Vardaman**, *U. of Memphis*

Transgenerational succession remains one of the most often-studied topics in the family business literature. Despite this attention, little is known about a particular type of succession, one in which the child successor involuntarily supplants the parental incumbent. Given that children can and do push their parents out of businesses, insight into the process through which involuntary transgenerational succession occurs is needed. In order to gain this insight, we engaged in a 12-month qualitative study of a family-owned South African garment maker in which such a succession took place. With insights derived from intergenerational solidarity theory, our findings show that cohesive family relationships fostered involuntary succession. The cohesive bonds between the founder mother and successor daughter gave the successor both the skills and desire to take over the business and created family dynamics that allowed for the family to remain cohesive during and after the transition. The implications of these findings for theory and research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **928** | Submission: **17613** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:00PMET (UTC-4)**

MED Division Plenary Keynote Address: The Future of Executive Education *MED Division Plenary Keynote Address*

Organizer: **Gerard Beenen**, *California State U., Fullerton*
Organizer: **Alan B. Eisner**, *Clark U.*
Organizer: **Sabine Hoidn**, *U. of St. Gallen*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Kim Gower**, *U. of Mary Washington*
Distinguished Speaker: **Mohanbir S. Sawhney**, *Northwestern U.*
Facilitator: **Alexis Rittenberger**, *Case Western Reserve U.*
Facilitator: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*

This past year has been a challenging time in executive education that has yielded innovative delivery models. Dr. Mohan Sawhney will discuss new approaches and trends that are reshaping executive education on the heels of the pandemic, and specific action steps that management educators can take to capitalize on these changes.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **929** | Submission: **10258** | Sponsor(s): **(OB, SIM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Making Your Research Matter: Broadening the Meaning of Impact

Making Your Research Matter



Organizer: **Christopher Wickert**, *Vrije U. Amsterdam*
Organizer: **Corinne A. Post**, *Villanova U.*
Organizer: **Jonathan P. Doh**, *Villanova U.*
Organizer: **John E Prescott**, *U. of Pittsburgh*
Organizer: **Andrea Prencipe**, *Luiss Guido Carli U.*
Panelist: **Anne S. Tsui**, *U. of Notre Dame*
Panelist: **David Ketchen**, *Auburn U.*
Panelist: **Oscar Holmes**, *Rutgers U.*
Panelist: **Andre Spicer**, *City U. London*
Facilitator: **Phillip Phan**, *Johns Hopkins U.*
Facilitator: **Jamie Jocelyn Ladge**, *Northeastern U.*
Facilitator: **Gideon D. Markman**, *Colorado State U.*
Facilitator: **Ruth Sealy**, *U. of Exeter Business School*
Facilitator: **Dilly Fung**, *LSE*
Facilitator: **Alison M. Konrad**, *Ivey Business School*

The world is undergoing dramatic transformations. Many of the grand societal challenges we currently face underscore the need for scholarly research — including management studies — that can help us best sort out and solve them. Yet, organizational behavior scholars and management scholars more broadly struggle to produce concrete solutions or to communicate how their research can help to tackle these grand societal challenges. Many in the management scholarly community have called for a serious reexamination of the relevance and impact of our research, including AOM. This PDW aims to help scholars who want to “make a difference” by outlining how they can systematically enlarge and extend research projects to amplify their impact to address the challenges societies face. We review five forms of impact (scholarly, practical, societal, policy, and educational) and, for each, provide concrete suggestions for getting started and possible outlets (Wickert et al., 2020), thereby stimulating management and organization scholars to think more broadly about and to begin more often producing impactful research, which we define as that which influences through multifaceted forms and channels how organizations and individuals think, behave, or perform.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **930** | Submission: **17444** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Organizational and Social Applications of Artificial Intelligence

Digital Session Chair: **Thiemo Wambsganss**, *U. of St. Gallen*

OCIS: **AI-based Argumentation Tutoring – A Novel System Class to Improve Learners' Argumentation Skills**   

Author: **Thiemo Wambsganss**, *U. of St. Gallen*
Author: **Andreas Janson**, *U. of St. Gallen*
Author: **Matthias Soellner**, *U. of Kassel*
Author: **Jan Marco Leimeister**, *U. of St. Gallen and U. of Kassel*

Argumentation is an omnipresent foundation of our daily communication and thinking. The ability to form convincing arguments is not only the fundament for persuading an audience of novel ideas but also plays a major role in strategic decision-making, negotiation, and productive civil discourse. However, students often struggle to develop argumentation skills due to a lack of individual and instant feedback in their learning journey, since providing feedback on the individual argumentation skills of learners is very time consuming and not scalable if conducted manually by educators. Following a design science research approach, we propose a new class of argumentation learning systems that provide students with individual and ongoing tutoring to support them in learning how to argue. We build our socio-technical design on a combination of user-centered design principles, a conceptualization of argumentation structures in student-written text, and Natural Language Processing and Machine Learning classifiers to provide individual feedback. To investigate if the new system class of AI-based argumentation tutoring systems helps students to improve their argumentation skills, we evaluated the novel artifact class in two empirical studies in comparison to traditional argumentation learning systems. In a laboratory experiment (study 1), as well as in a field experiment in a large-scale lecture over three months (study 2), we found that AI-based argumentation tutoring systems based on our design principles, argumentation schemes, and algorithms improve the short- and long-term argumentation skills of students significantly compared to the traditional argumentation learning approaches.

Paper is Available to Meeting Registrants Only.

OCIS: **Identity-Based Motivations for Providing the Unpaid Labor That Makes AI Technologies Work** 

Author: **Camille Endacott**, *UC Santa Barbara*
Author: **Paul Leonardi**, *UC Santa Barbara*

OCIS Best Student Paper Award Finalist

With the proliferation of digital technologies that distribute work to crowds across time and space, the last decade has ushered in new forms of external labor possibilities for organizations. One form that is becoming more common as organizations develop and market artificially intelligent (AI) technologies is the widescale involvement of users in training machine learning algorithms (MLAs). Although MLAs that undergird AI applications promise to improve the technology's functionality over time, organizations benefit from early adopters' willingness to use algorithms that are still imperfect. This study focuses on why users are motivated to provide unpaid labor to improve MLAs and how organizations sustain this work. Drawing on a field study of developers and users of two AI scheduling tools, we find that designers' choices about whether to foreground tools' AI capabilities attracted users looking to enact different identities. The tool in which AI was foregrounded attracted users who were willing to provide much unpaid labor to train the tool to be seen as technology enthusiasts, but this work was not sustained when use of the tool threatened other identities. The organization that deployed that tool in which the AI capabilities were hidden could sustain users' identities as master schedulers but could not learn as broadly. After showing how these differences in identity construction shaped people's motivations to contribute unpaid labor and what effects these contributions had for the organizations that built these tools, we discuss the implications for the role that identity plays in motivating and sustaining unpaid labor in the context of AI technologies.

Paper is Available to Meeting Registrants Only.

OCIS: **Dual Information Technology Strategy and Firm Performance: Insights from a Deep Learning Approach** 

Author: **Yi Yang**, *The Hong Kong U. of Science and Technology*
Author: **Chewei Liu**, *Indiana U. - Kelley School of Business*
Author: **Sunil Mithas**, *U. of South Florida*

This study provides new insights on how dual information technology (IT) strategy and other investments such as IT investments and selling, general and administrative (SGA) investments jointly influence profitability of the firm. Following recent work, we conceptualize IT strategy in terms of revenue emphasis, cost emphasis, or a dual-emphasis in which both revenue and emphasis goals are simultaneously pursued. We use the novel and AI-based state-of-the-art textual analysis technique, the BERT model, to infer firms' IT strategies from corporate disclosures, including annual reports Form 10-Ks, and earnings conference call transcripts. We fine-tune Google's BERT model on manually annotated IT strategy statements and achieve satisfactory classification accuracy on hold-out dataset. We replicate prior findings using survey-based IT strategy variable by using the inferred IT strategies based on BERT to provide confidence in the new BERT measure of IT strategy. We then extend prior work by assessing how dual IT strategy helps to leverage high SGA investments for superior profitability. Our analyses suggest that IT strategic emphasis plays an important role in moderating the relationship between SGA investments and firm performance such that dual-emphasis firms also have a steeper SGA-profitability relationship than either revenue- or cost-emphasis firms. Overall, these findings imply that at higher levels of SGA investment, dual-emphasis in IT strategy has higher pay offs. From a methodological perspective, this study shows the value of the novel AI method for inferring IT strategy that complements prior survey-based approaches.

Paper is NOT Available. Please contact the author(s).

Author: **Huai-Tzu Cheng**, *Louisiana State U.*

Author: **Yang Pan**, *Tulane U.*

Author: **Rudy Hirschheim**, *Louisiana State U.*

While artificial intelligence is robotizing customer service at an unprecedented pace, there is great concern that “robotized” customer service could undermine customer satisfaction. This study searches for a solution that humanizes customer service to address this concern. Aiming to increase humanization, U.S. telecom giant T-Mobile recently added personal identities to its human social media customer service representatives on Twitter. Leveraging this exogenous change in which customers observe the personal identity while interacting with T-Mobile’s social media customer service representative, we identify a natural experimental setting and adopt the difference-in-differences specification as our main identification strategy. Our findings suggest that personal identity cues in the profile of social media customer service representatives lead to an increase in sentiment in public tweets, fewer number of complaint tweets, and a high probability of customer satisfaction in interacting with customer service representatives. A set of robustness tests safeguard our results from alternative explanations. Further, additional analyses suggest that the effects of the humanized profile are strong for verified Twitter users and female users. We also discuss the implications for research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **931** | Submission: **17017** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Employee Motivation, Justice Perceptions, and Citizenship Behavior

Digital Session Chair: **Michael Freres**, *Leadership and Organizational Change*

ODC: Organizational Change and its Impacts Through Counterproductive Work BehaviorsAuthor: **Michael Freres**, *Leadership and Organizational Change*Author: **Indira Rita Guzman**, *Trident U. International*Author: **Kenneth Cromer**, -

The United States Armed Forces is similar to and different from other complex business organizations in the United States. The difference is that the Armed Forces have a unique traditional culture. When this is interfered with through counterproductive work behaviors, both the organization and national security are threatened. This work focused on the relationship between counterproductive work behaviors, selected negative personality characteristics, employee voice, and organizational change in the United States Armed Forces. The three personality traits were psychopathy, narcissism and Machiavellianism. Although the effects of these traits on organizations have been studied, no study has been conducted with participants from the United States Armed Forces. Three theories were used for the theoretical foundation: social identity theory, social exchange theory, and organizational support theory. Seven research questions and seven hypotheses were formulated. A total of 241 volunteer veterans or retired military personnel in the Armed Forces participated with a 77-item researcher-designed survey based on published questionnaires. The data were analyzed with quantitative methods, specifically descriptive statistics, confirmatory factor analysis, multiple regression analysis, and structural equation modeling. All hypotheses were supported. The results showed that psychopathy, narcissism and Machiavellianism related positively to counterproductive work behaviors (H1, H2, H3). Organizational change moderated the relationships between psychopathy, narcissism, and Machiavellianism (H4, H5, H6). Employee voice related negatively to counterproductive work behaviors (H7). Implications include further quantitative research with other samples and the variables studied, as well as qualitative research. Recommendations for leaders at all levels of organizations to gain a greater understanding of the variables in this study can help leaders take steps to mitigate counterproductive work behaviors in relation to negative personality traits and organizational change for greater organizational effectiveness.

Paper is Available to Meeting Registrants Only.

ODC: How Inconsistency in Leaders' Charismatic and Commitment Signals Undermines Employee Change Support  Author: **Anastasia Kieliszek**, *LMU School of Management, Ludwigs-Maximilians-U. Munich*Author: **Rouven Kanitz**, *LMU Munich School of Management*Author: **Nicolas Bastardo**, *U. of Zurich***Winner of ODC Division Best Doctoral Student Paper**

Prior research has emphasized how leaders use charismatic communication to motivate employee support for organizational change. But beyond inspirational visions, employees also pay attention to whether a leader's actual behaviors signal leader commitment to change. However, it remains under-explored how leaders can communicate true commitment and how a leader's charismatic communication and commitment behaviors jointly shape support for change. Taking a signaling perspective on change leadership, we suggest that a specific combination of leader behaviors—high charisma and low commitment—will undermine support for change because it triggers perceptions of inconsistency between what leaders say and do. We argue that this inconsistency effect will be particularly strong among employees who are dispositionally resistant to change, and is channeled through perceptions of leader integrity. We find partial evidence for our predictions in an experimental vignette study using behavioral measures of change support. Our study reveals the limitations of examining charismatic communication to motivate change in isolation, with important implications for leadership and change researchers, as well as practitioners. We call for research that explores the interactive effects of multiple leader signals to motivate organizational change.

Paper is NOT Available. Please contact the author(s).

ODC: When Reality Exceeds Expectations – Employees' Justice Appraisals and Emotional Reactions to ChangeAuthor: **Christina Hagl**, *LMU Munich*Author: **Martin Hoegl**, *LMU Munich*

Organizational justice plays a central role in managing change. However, despite research widely recognizing the emotion-laden character of justice appraisals, research rather focused on negative effects of perceived (in)justice. To cover the full continuum of justice appraisals, we additionally need to consider perceptions of being treated more fairly than expected, and we know surprisingly little about how various types of justice appraisals shape different forms of emotional reactions to change. Using data from a 3-wave longitudinal study within an HR Service Provider undergoing a major reorganization, we show that employees' procedural, interpersonal, and informational justice appraisals are associated with later emotional reactions. In particular, increased interpersonal justice appraisals seem to play a critical role in shaping low activating emotions to change (e.g., sadness, calm), and increased informational justice appraisals shape high activating emotions to change (e.g., anger, excitement). Moreover, we show that the relationship between justice appraisals and emotions depends on individual's dispositional resistance to change. Our work contributes to current debates on employee emotions in organizational change and the role of organizational justice during change.

Paper is NOT Available. Please contact the author(s).

ODC: Engagement or Depletion: The Relationship between Change and Work Engagement  Author: **Jill Waymire Paine**, *IE Business School*Author: **Karen Jansen**, *Henley Business School, U. of Reading*Author: **Myeong-gu Seo**, *U. of Maryland***ODC Division Best Paper Finalist**

As organizations undertake significant transformation to compete and survive in today's dynamic business environment, employees are required to engage their personal energies, not only in their day-to-day work but also in one or more change initiatives within their organization. Yet, we know little about how individuals devote energy to both the demands of change and to day-to-day work. Drawing on the job demands-resources model (JD-R), we develop and test theory that explains how employees direct and invest energy toward the pursuit of organizational change goals and how this engagement in change may affect subsequent engagement in work role activities. Results of a three-wave study conducted in a sample of 144 employees undergoing a significant organizational transformation revealed a positive relationship between work engagement and change engagement, which is particularly strong when employees experience the key resources of value congruence and perceived organizational support. Similarly, the relationship between change engagement and subsequent work engagement is also positive overall but strongest when employees are highly engaged in the change and highly involved in the transformation.

Paper is NOT Available. Please contact the author(s).**KEY TO SYMBOLS**

Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **932** | Submission: **16768** | Sponsor(s): **(RM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Collecting Data with Interviews: Concerns and Guidance for Researchers



Digital Session Chair: **Anne D. Smith**, *U. of Tennessee, Knoxville*

RM: **Bringing Back the Researcher: Dominance and Silences of Interviews in Qualitative Research**

Author: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Author: **Anna Stevenson**, *Lund U., School of Economics and Management*
Author: **Benjamin Nathan Alexander**, *California Polytechnic State U.*
Author: **Hans Hansen**, *Texas Tech U.*
Author: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Author: **Sara R. S. T. A. Elias**, *U. of Victoria*

This paper problematizes the current use of interviews in qualitative research, questioning whether interview data might have become privileged over other types of data. Seeking to explore how interviews have been used in top-tier qualitative research, our study is grounded in a systematic analysis of 353 empirical articles that use interviews published in *Academy of Management Journal* and *Administrative Science Quarterly* between 1986 and 2020. Our analysis resulted in four interrelated themes—hierarchy of data, marginalization of the researcher, disappearing contexts, and loss of subjectivity—that we view as “silences” related to the use and predominance of interviews in qualitative research. Building from our presentation of each theme, we conclude with a way forward in how researchers may engage with interviews to develop more impactful and interesting theoretical contributions.

Paper is NOT Available. Please contact the author(s).

RM: **Constructing Mode-enhanced Transcriptions to Facilitating Theorizing from Interview Data (WITHDRAWN)**

Author: **Qian Li**, *U. of Dundee*

Qualitative researchers often work with transcriptions from interviews. The transcribing practice has been taken unproblematically in management, without further examining the processes and implications on theorizing. Grounded in the social constructivist tradition, the paper proposes a mode-enhanced transcribing practice to help researchers contextualize the empirical material they have collected in the social and cultural sphere, facilitate the meaning-making process of analyzing qualitative data, and generate the potential perspectives for further theorizing. It also suggests that a mode-enhanced transcription as material means of representation reflects a sense of ‘reality status.’ Presenting such a transcription helps increase the transparency of analyzing interview-based qualitative data.

Paper is NOT Available. Please contact the author(s).

RM: **Building Theories From Qualitative Interview Research: How Many Interviews Do I Need?**

Author: **Kasper Elmhødt**, *Aalborg U.*
Author: **Michael John Gill**, *U. of Oxford*
Author: **Jeppe Agger Nielsen**, *Aalborg U.*

Sage Publications/RM Division Best Paper Award

Qualitative researchers seeking to understand how many interviews are required to support a robust theoretical contribution face ambiguous and often contradictory recommendations. We argue existing recommendations fall into one of three ideal-type categories: (i) a pre-determined number or range of numbers, (ii) a number informed by specific criteria, such as the research purpose and duration of the study, or (iii) a methodologically principled number rooted in epistemological assumptions. Despite longstanding tensions between these categories, there is little investigation of how differing recommendations compare with the actual number of interviews conducted in high quality scholarship. We conducted a systematic review of qualitative studies ($n = 260$) in top-tier management journals (*AMJ*, *ASQ*, *Org. Sci.*, and *SMJ*) over a 10-year period (2010–2019). Drawing on our analysis, we demonstrate how each of the three categories of recommendations fails to explain the number of interviews reported in published articles. We develop a set of guiding questions and “guardrails” to support researchers in developing, and reviewers in respecting, differing justifications of interview sample sizes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **933** | Submission: **16635** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:00PMET (UTC-4)**

Strategizing Activities and Practices Business Meeting *SAP Business Meeting*

Chair: **Virpi Sorsa**, *Hanken School of Economics*
Division Chair-Elect: **Katharina Dittrich**, *Warwick Business School*
Participant: **Rajiv Nag**, *Drexel U.*
Program Chair: **Leonhard Dobusch**, *U. of Innsbruck*
Professional Development Workshop Chair: **Eric Knight**, *Macquarie Business School, Macquarie U.*
Participant: **Tania Ulrike Weinfurter**, *U. of Zurich*
Participant: **Carola Wolf**, *U. of Liverpool*
Coordinator: **David Oliver**, *U. Of Sydney*
Representative-at-Large: **Renate Kratochvil**, *BI Norwegian Business School*
Representative-at-Large: **Christina Angelika Wawarta**, *Warwick Business School*
Representative-at-Large: **Fleur Deken**, *Vrije U. Amsterdam*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Spinoffs and Strategic Reconfiguration Across Firms

Digital Session Chair: **Elham Asgari**, *Michigan Technological U.*

STR: Emergence and Evolution of An Industry: Exploration of Distinct Roles of Demand Pull and Supply Push 

Author: **Elham Asgari**, *Michigan Technological U.*

Innovation is the main driver of emergence and evolution of industries. Generation and dissemination of innovation points to the vital importance of knowledge exchange among multiple, socially-situated actors and a wide variety of organizations, including firms, trade associations, universities, governmental and non-governmental institutions, and – though they are often omitted from explicit consideration – consumers, as well. The importance of these supply-side and demand-side interactions is particularly pronounced in emergent sectors characterized by extreme dynamism in the generation, accumulation, exchange, and evolution of knowledge. Despite the symbiotic nature of supply-side and demand-side forces, skepticism has persisted regarding the determinative impact of demand-side forces, a bias that has constrained purposeful investigation of the manner in which demand-side forces shape innovation and influence the trajectory of sector emergence and evolution. Addressing this gap, this study examines how and to what extent supply and demand side forces in a high technology emergent context –i.e., small satellite industry— contribute to innovation over the industry lifecycle. The results suggest that demand is an indispensable contributor to emergence and evolution of technologies and new sectors; and the nature of its contribution varies over the industry lifecycle.

Paper is Available to Meeting Registrants Only.

STR: Environmental Turbulence and Adaptive Capacity: A Review and Research Agenda

Author: **Samuel Wilson**, *PhD student at Old Dominion U.*
Author: **Chris Hugh Willis**, *Old Dominion U.*

This paper conducts a systematic literature on the relationship between environmental turbulence (ET) and adaptive capacity (AC). Through a conceptual analysis of the competitive and non-competitive dimensions of ET, and the internal and external dimensions of AC, this study demonstrates how unique forms of turbulent disruption in the competitive markets of firms require strategic adaptive responses generated in connection with the internal stakeholders of the firm, while turbulence in the larger social, political, and economic environment of the firm requires strategic adaptive responses related to the organization's external stakeholders. Contributing to the ongoing development of stakeholder theory, this paper develops an original conceptual model concerning the relationship between environmental turbulence and adaptive capacity, distills the key concepts in this relationship in order to generate new insights, and highlights potential paths for further research in this area. Implications for strategic management scholars and practitioners are also discussed.

Paper is Available to Meeting Registrants Only.

STR: Lifelines and Sinking Ships: Investor Reactions to Divestments During Industry Change 

Author: **Julianne Sellin**, *Fox School of Business, Temple U.*
Author: **Todd Schifeling**, *Fox School of Business, Temple U.*

Navigating a period of industry change can be challenging for incumbent firms. In this paper, we consider an important barrier to adaptation – technological commitment – and analyze how investors react to a firm's departure from its core position. We argue that, over time, cost efficiency concerns and shareholder advocacy potentially moderate the negative impact of commitment to a fading technology on market valuation. Building on the industry change and corporate divestment literatures, we argue that it will be increasingly difficult for incumbents with greater technological commitment to exit from this position even as the transition becomes more inevitable, unless investors formally pressure the firm to do so. We find support for our arguments from an event study of announcements of coal plant retirements by U.S. public electric utilities from 2007 to 2019. Our results contribute to understanding challenges with incumbent adaptation to environmental disruptions, as well as the urgent issue of climate change mitigation.

Paper is Available to Meeting Registrants Only.

STR: Incumbent Performance Facing Digital Evolution: The Role of Asset Reconfiguration 

Author: **Shihui Wang**, *Peking U.*
Author: **Xuanli Xie**, *Peking U.*

“Digital revolution” presents great challenges to incumbent firms in many industries. How could incumbents successfully renew the assets and capabilities in digital innovation shocks is a question remains unanswered. Drawing on strategic adaptation and asset reconfiguration literature, we take a finer grained approach draw a distinction between retrenchment-oriented reconfiguration, and growth-oriented reconfiguration. Using commercial banks' divestiture of offline branches and adoption of online innovation as the empirical context, our results suggest that incumbents could benefit from divesting devalued legacy assets, while the innovation adoption could contribute to the performance only when the incumbents are also engaging in legacy divestiture simultaneously.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **935** | Submission: **11170** | Sponsor(s): **(STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Regulatory approaches to digital platforms

Regulatory approaches to digital platforms

Panelist: **Andrei Hagiu**, *Boston U.*
Panelist: **Aija Elina Leiponen**, *Cornell U.*
Organizer: **David McIntyre**, *Providence College*
Organizer: **Arati Srinivasan**, *Providence College*
Panelist: **Marshall Van Alstyne**, *Boston U.*
Panelist: **Feng Zhu**, *Harvard U.*

While many of the world's most valuable companies are now based at least in part on a platform business model, the emergence of these dominant firms has raised new regulatory concerns around antitrust, data privacy, the boundaries of platform firms, and more. This panel brings together experts on platform dynamics to highlight current policy concerns relevant to platforms, contrast regulatory approaches globally, and outline paths forward for both research and practice in this area.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Caucus**
Program Session: **936** | Submission: **15353** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:15PM - 2:45PMET (UTC-4)**

Bringing the Manager Back In: GLOBE 2020 Exploratory Incubator

GLOBE 2020 Exploratory Incubator



Organizer: **Richard Cotton**, *U. of Victoria*

Organizer: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*

This caucus will revisit the GLOBE 2020 research design, structure, and accomplishments and will share preliminary findings while also providing a forum to discuss potential collaborations. The primary audience for this caucus is the over 500 researchers (known as Country Co-Investigators) worldwide who constitute the most inclusive GLOBE 2020 study to date by gathering cultural dimension, trust and ideal leadership data from managers and professionals in over 120 countries representing over 99% of the world's population and over 97% of world GDP. We have a rigorous data cleaning and retention protocol to ensure all retained respondents are qualified informants about their countries, and have over 35,000 usable survey responses as of January 9, 2021. The deadline for completion of data collection is February 28, 2021.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cooperation and Partnership in Public and Nonprofit Sectors

Digital Session Chair: **Kate Albrecht**, *U. of Illinois at Chicago*

PNP: Toward a Unified Approach to Studying the Role of Nonprofits in Public Service Delivery

Author: **Saman Shafiq**, *U. of Illinois at Chicago*
Author: **Kate Albrecht**, *U. of Illinois at Chicago*
Author: **Kelly LeRoux**, *U. of Illinois at Chicago*

Both public and nonprofit management and urban governance scholars have studied the dynamics of nonprofit-government collaboration. Some of the theories utilized to examine this relationship are similar but some are unique to each tradition. More importantly, both traditions have heavily relied on qualitative and relatively small size cross-sectional datasets to draw conclusions about various aspects – such as drivers, processes and outcomes - of this collaboration. This practice has not only created theoretical gaps but has also prompted hinderance in fully understanding the role of nonprofits in public service delivery. Through a literature review specific to each research tradition, we find that both sets of scholars have only looked at limited types of services that local governments and nonprofits collaborate for and have not yet paid attention to how this collaboration may change over time. This paper fills these gaps by using a longitudinal dataset to descriptively examine several different service types. The paper also identifies ways in which these research traditions can be unified by posing a number of propositions for future research.

Paper is Available to Meeting Registrants Only.

PNP: Government's Trust Building Tactics to Renew Relationships with Community-based Organizations

Author: **Yuan Cheng**, *U. of Minnesota Twin Cities*
Author: **Jodi Sandfort**, *U. of Washington*

Institutional racism embedded in the existing public management practices has systematically created distrust between community-based organizations serving Black, Indigenous, and other people of color (BIPOC). However, little is known about how the government could reform public bureaucracies to renew their relationship with these important community-based organizations. Through a process-oriented inductive study of Minnesota's 2-Generation Policy Network, we find that government's intentional tactics both inside the bureaucracy and with BIPOC community-based organizations allowed them to create new collaborative infrastructure that both changed organizational routines and built power to address racial inequities in the existing human service system. This study documents the importance of public managers' intentionality in addressing the historical legacy that is an outgrowth of conventional practice and assessing their own identities to assess and challenge the mechanism of traditional, bureaucratic authority. Trust between the government and BIPOC community-based organizations needs to be earned and rebuilt.

Paper is Available to Meeting Registrants Only.

PNP: Understanding Professional Associations as a Mechanism to Inter-Governmental Collaboration

Author: **Zheng Yang**, *California State U., Dominguez Hills*
Author: **Thy Merritt**, *Claremont Graduate U.*

To date, there is limited empirical research in public management literature exploring the consequences of professional associations and their impacts on inter-governmental relationships. Drawing on network perspectives and recent managerial networking literature, this study aims to bridge the gap of literature in professional associations by examining the case of Los Angeles County Management Council (LACMC) and how informal networking facilitates inter-governmental collaboration in local governments. Results from the analysis highlight the role of informal networking through professional associations in building relational comfort, promoting social learning, building a global perspective, promoting system awareness, establishing professional contacts, and providing open opportunities and serendipities, which are perceived to lead to improved inter-governmental collaboration. These findings point to the importance to further understand the distinctiveness of informal networking and the role of professional associations in public administration.

Paper is Available to Meeting Registrants Only.

PNP: A Dynamic Relational View of Cross-Sector Collaborations

Author: **Marco Antonio Rocha Galo**, *ESSEC Business School*
Author: **Ha Hoang**, *ESSEC Business School*

In this paper, we question how some of the taken-for-granted assumptions from the interorganizational alliance literature apply for collaborations between hybrid partners – i.e., actors with distinctive institutional logics – and that inherently generate positive externalities. Specifically, we look at how the dynamic relational view (Dyer, Singh, & Hesterly, 2018) applies to cross-sector collaborations (CSCs) – i.e., associations between nonprofit, for-profit, and/or public organizations. We offer a framework that details how these hybrid associations' intrinsic characteristics affect some assumptions of the dynamic model. First, we show that, besides the interdependence of the partners' resources, both the actors' different institutional logics and the collaborations' emphasis on tackling social issues also influence the collaborations' governance choices. Second, we propose that, for many CSCs, the interdependence and the nature of the partners' assets will not be the critical factor in deciding the initial investments on either relation-specific assets or knowledge-sharing routines. Instead, the prevalence of an institutional logic will be more relevant to determine these investments. To conclude, we argue that the cross-sector collaborations' intrinsic characteristics can also accelerate, delay, or compromise the future investments in these sources of competitive advantages and the development of informal governance mechanisms, both critical to creating relational rents. Altogether, we develop a model that provides a temporal explanation for how the nature of cross-sector collaborations affects the development of their drivers of competitive advantages and the generation of relational rents.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **938** | Submission: **16723** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

MC Division Business Meeting
MC Division Business Meeting

Program Chair: **Daniel Degrauel**, *California State U., Northridge*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **939** | Submission: **13100** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

MSR Community Meeting plus social
MSR Community Meeting plus social

Chair: **Stacie Chappell**, *Vancouver Island U.*
Presenter: **Nicholas Burton**, *Northumbria U.*

Incorporating the MSR annual meeting, an opportunity for the MSR community to come together and celebrate our work together. We particularly welcome new members, our scholarly PhD community, and those interested in the work of the MSR interest group.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **940** | Submission: **13880** | Sponsor(s): **(OB, MOC, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

Culture Shock: Implications of the COVID-19 Pandemic for Cultural Norms and Rituals

Implications of COVID-19 Pandemic for Culture



Organizer: **Daniel Stein**, *U. of California, Berkeley*
Organizer: **Hope Harrington**, *Lab Manager*
Discussant: **Jennifer Chatman**, *U. of California, Berkeley*
Presenter: **N. Derek Brown**, *Haas School of Business, UC Berkeley*
Presenter: **Virginia K. Choi**, *U. of Maryland College Park*
Presenter: **Heinrich Peters**, *Columbia U.*

The goal of this symposium is to understand how sudden exogenous shocks (such as the COVID-19 pandemic and resulting social distancing restrictions) affect the role that culture plays in shaping individual, group, and organizational life. In this way, the four papers in this symposium aim to: (i) use the sudden and pervasive impact of the pandemic on work to advance group and organizational culture research, and (ii) leverage novel computational techniques and Big Data to assess the dynamics of culture in an era when traditional research methods (e.g., laboratory experiments) are not feasible.

Examining the Speed and Intensity of Culture Adaptation During the COVID-19 Pandemic

Author: **N. Derek Brown**, *Haas School of Business, UC Berkeley*
Author: **Yixi Chen**, *UC Berkeley*
Author: **Paul Vicinanza**, *Stanford Graduate School of Business*
Author: **Hope Harrington**, *Lab Manager*

The Impact of Collective Threats on Societal Shifts in Culture, Politics, and Economics

Author: **Virginia K. Choi**, *U. of Maryland College Park*
Author: **Michele Joy Gelfand**, *U. of Maryland*

Are Rituals Getting Infected Too? How COVID-19 Stay-Home Orders Influence Workgroup Commitment

Author: **Daniel Stein**, *U. of California, Berkeley*
Author: **Jennifer Chatman**, *U. of California, Berkeley*

Regional Personality Differences Predict Variation in COVID-19 Social Distancing Behavior

Author: **Heinrich Peters**, *Columbia U.*
Author: **Friedrich Götz**, *U. of Cambridge*
Author: **Tobias Ebert**, *U. of Mannheim*
Author: **Sandrine Müller**, *Columbia U.*
Author: **Jason Rentfrow**, *U. of Cambridge*
Author: **Samuel Gosling**, *U. of Texas at Austin*
Author: **Martin Obschonka**, *Queensland U. of Technology*
Author: **Jeff Potter**, *AtofInc*
Author: **Sandra Matz**, *Columbia Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **941** | Submission: **17600** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

Sustainability pedagogy

Digital Session Chair: **Jose M. Manuel Alcaraz**, *ESDES, U. Catholique de Lyon*

ONE: Digital Storytelling as a Pedagogical Tool for Global Sustainability

Author: **Jose M. Manuel Alcaraz**, *ESDES, U. Catholique de Lyon*
Author: **Keary Shandler**, *Murdoch U. Dubai*
Author: **Mark Edwards**, *Jonkoping International Business School*

Recent developments from the natural sciences have provided extremely relevant approaches to conceive and address global sustainability. Among those developments, the Planetary Boundaries (PBs) concept (Rockström et al, 2009; Steffen et al, 2015) has brought an urge to understand and address the biophysical limits of the planet, issues on the complex links between the economy, society and the environment, on time and place scales, on complex governance, and on environmental values. In this instructional innovation paper, we argue that sustainability in management education (SiME) needs to address those tenets, through hands-on approaches that foster deep learning and transform knowledge, skills and emotions. Here we explore the value of digital storytelling (the merger between traditional storytelling and multimedia technology) for that quest. Based on our three-year experience across three continents (in the cities of Perth, Singapore, Dubai and Munich, where we involved almost three hundred students), we offer a detailed instructional practice to foster learning on the PBs, and we elaborate on the deep learning “mechanisms” behind it. In so doing, our paper introduces a pedagogical (experiential) approach to the PBs in business schools, and advances the use of digital storytelling for SiME.

Paper is Available to Meeting Registrants Only.

ONE: A Faculty-Student Collaborative Study of Employee Selection Practices In Sustainable Organizations

Author: **Patricia G Martinez**, *Loyola Marymount U.*
Author: **Lauren Anderson Llanos**, *Loyola Marymount U.*
Author: **Jonathan Rojas**, *Whistle, Inc*

This paper presents an example of a research collaboration examining sustainable organizations that facilitates both faculty and students’ achievement of professional and educational goals. Given that our current student generation, “Gen Z,” desires to make a positive impact and are passionate about environmental causes, studying sustainable organizations provides opportunities for this type of collaboration. This project combines students’ senior theses, independent research projects and a faculty member’s research in employee selection practices. We focus on how sustainable organizations can use behavioral interviews and pro-environmental behavior survey measures during their employee selection processes to assess person-organization (P-O) fit and thus, values alignment between individuals and organizations. We argue that this results in the strategic hiring of individuals who will support the organization’s sustainability efforts. In Study 1, we interview ten hiring managers about the role of P-O fit in their selection processes and how they assess this alignment. In Study 2, we develop and pilot test measures of pro-environmental behavior for recycling and water conservation behaviors (N=98). Finally, we discuss how this collaboration contributes to the study of HRM in sustainable organizations, specifically hiring processes, a topic that sustainability researchers continue to overlook.

Paper is Available to Meeting Registrants Only.

ONE: A Systems Approach to Business Sustainability Education

Author: **Steven Kennedy**, *Rotterdam School of Management, Erasmus U.*
Author: **Sylvia Grewatsch**, *Brock U.*
Author: **Lara Liboni**, *U. of Sao Paulo (FEA/USP)*
Author: **Luciana Oranges Cezarino**, *U. Ca' Foscari of Venice - Dept. of Management*

The worsening and urgency of societal challenges, such as the climate emergency and biodiversity loss, have triggered questioning of the effectiveness of business sustainability teaching and the capabilities business students acquire. Multiple scholars have now called for a systems approach to business sustainability education to provide business students with a more holistic and relational understanding of firms as situated within complex adaptive systems. Yet, for many business educators, this may entail engaging with relatively unfamiliar theory and shifting deeply ingrained teaching habits. We aim to help educators overcome these hurdles to adopting a systems approach in their classrooms. First, we identify six concepts central to business sustainability courses. Second, we utilize the concepts to unpack a systems approach to teaching business sustainability and compare it to a traditional firm-centric approach. Finally, we offer four pedagogical practices that are aligned with the systems approach to teaching business sustainability and illustrate these with a variety of examples.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **942** | Submission: **12392** | Sponsor(s): **(SIM, CM, OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

Behavioral Ethics: Challenging Fundamental Assumptions and Insights in the Field
Challenging Behavioral Ethics



Organizer: **Joseph P. Gaspar**, *Quinnipiac U.*
Organizer: **Danielle E. Warren**, *Rutgers U.*
Discussant: **Kristin Smith-Crowe**, *Boston U.*
Presenter: **Samuel Skowronek**, *The Wharton School, U. of Pennsylvania*
Presenter: **Maurice Schweitzer**, *U. of Pennsylvania*
Presenter: **Binyamin Cooper**, *Carnegie Mellon U.*
Presenter: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Elizabeth Huppert**, *U. Of Chicago*
Presenter: **Emma Levine**, *U. Of Chicago*
Presenter: **William Fleeson**, *Wake Forest U.*
Presenter: **Danielle E. Warren**, *Rutgers U.*
Presenter: **Öykü Arkan**, *Rutgers Business School*
Presenter: **Rebecca Chae**, *Leavey School of Business, Santa Clara U.*
Presenter: **Yong H. Kim**, *Texas A&M U.*
Presenter: **Julia Lee Cunningham**, *U. of Michigan*
Presenter: **Christopher To**, *Northwestern Kellogg School of Management*
Presenter: **Dylan Wiwad**, *Northwestern Kellogg School of Management*
Presenter: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Presenter: **Joseph P. Gaspar**, *Quinnipiac U.*
Presenter: **Redona Methasani**, *U. of Connecticut*

Business ethics has emerged as one of the most critical issues confronting society, and a substantial literature in behavioral ethics provides important insights into ethical decision making in organizations. In this symposium, we challenge some of the fundamental assumptions and insights in this literature. In a series of papers, we demonstrate that though prior research provides important insights into ethical perceptions, ethical decision making, and unethical behavior in organizations, many characteristics and relationships remain uncertain. In all, our symposium pushes the boundaries of the field of behavioral ethics, raises important theoretical, empirical, and methodological questions, and prompts the need for more research on ethical decision making and unethical behavior in organizations.

The Link Between Effort and Dishonesty

Author: **Samuel Skowronek**, *The Wharton School, U. of Pennsylvania*
Author: **Maurice Schweitzer**, *U. of Pennsylvania*

Honesty in Organizations

Author: **Binyamin Cooper**, *Carnegie Mellon U.*
Author: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Elizabeth Huppert**, *U. Of Chicago*
Author: **Emma Levine**, *U. Of Chicago*
Author: **William Fleeson**, *Wake Forest U.*

How to Reduce Unethical Behavior & Increase Voice: The Role of Moral Ownership & Perspective-Taking

Author: **Danielle E. Warren**, *Rutgers U.*
Author: **Öykü Arkan**, *Rutgers Business School*

Tainted by Affiliation: How Cognitive Style Shapes Spillover Effects

Author: **Rebecca Chae**, *Leavey School of Business, Santa Clara U.*
Author: **Yong H. Kim**, *Texas A&M U.*
Author: **Julia Lee Cunningham**, *U. of Michigan*

Economic Inequality Increases the Acceptability of Others' Unethical Behavior

Author: **Christopher To**, *Northwestern Kellogg School of Management*
Author: **Dylan Wiwad**, *Northwestern Kellogg School of Management*
Author: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

Strategic Moral Advice Seeking and Taking: A Theoretical Model and Propositions

Author: **Joseph P. Gaspar**, *Quinnipiac U.*
Author: **Redona Methasani**, *U. of Connecticut*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Building a Better Mousetrap: Innovations in Healthcare Technology and Product Development



Digital Session Chair: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*

Healthcare Technology and Product Development

HCM: Open Innovation Application to Digital Transformation of Healthcare Services

Author: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*

Author: **Shahrokh Nikou**, *Abo Akademi U.*

Author: **Rima Sermontyte-Baniule**, *Kaunas U. of Technology, Lithuania*

Author: **Agne Gadeikiene**, *Kaunas U. of Technology, School of Economics and Business*

Author: **Jurgita Giniuniene**, *Kaunas U. of Technology*

The pandemic of COVID-19 urged healthcare ecosystem to expedite the deployment and use of digital healthcare services. Digital healthcare services by nature require the integration of diverse external and internal knowledge provided by multiple stakeholders of the healthcare ecosystem. Thus, open innovation could significantly contribute to value-based digital healthcare performance. This article illustrates how different open innovation strategies contribute to different types of value created by digital healthcare services. Healthcare providers, policymakers and insurance companies while seeking to utilize digital healthcare services need to leverage between different strategies of open innovation (e.g., inside-out or inside-in). While orchestration of the strategies might provide the optimal results, special attention needs to be given to inside-in open innovation processes.

Paper is NOT Available. Please contact the author(s).

HCM: Consequences of Virtual Visit Implementation: Considerations for Supporting Collaborative Work

Author: **Matthew John DePuccio**, *Rush U.*

Author: **Alice Gaughan**, *Ohio State U.*

Author: **Daniel M. Walker**, *Ohio State U.*

Author: **Cynthia Sieck**, *Ohio State U.*

Author: **Ann Scheck McAlearney**, *Ohio State U.*

Background: The use of virtual visits (i.e., phone- and video-based physician visits) has increased dramatically as a result of the COVID-19 pandemic. However, previous research indicates that implementation of this new model of care is difficult. Focusing on the work processes of patients and providers can provide important information about opportunities to optimize virtual visits so that patients and providers can experience better outcomes. Methods: We conducted a qualitative study to explore the perspectives of primary care physicians working at a large academic medical center (AMC) who used telemedicine, including virtual visits, during the COVID-19 pandemic. Semi-structured interviews with 20 physicians were conducted between July and August 2020. Interview questions asked about physicians' challenges using telemedicine, the impacts of telemedicine on primary care work, and what helped them deliver care via telemedicine. All interviews were recorded, transcribed, coded, and rigorously analyzed using deductive thematic analysis guided by the Systems Engineering Initiative for Patient Safety 2.0 (SEIPS 2.0) framework to examine the impact of virtual visit implementation on work processes. Results: According to physicians, the use of virtual visits had positive and negative impacts on providers and patients. On one hand, virtual visits could (1) enable greater work-life balance, (2) allow for more flexibility as to when patient visits take place, (3) reduce some barriers to care and coordination of visits, (4) make patients feel comfortable interacting with their provider, (5) maintain patient-physician connections, and (6) get family members involved with the patient's care. On the other hand, the use of virtual visits poses some challenges because they (1) necessitate coordination around "virtual rooming" and virtual visit appointments, (2) require some augmentation of virtual visits with in-person care, (3) may require a recalibration of patient expectations about virtual visits, (4) will need patients to access and use other tools to monitor their health and engage in care, (5) do not seamlessly integrate with interpreter services, and (6) infrequent interdisciplinary communication and consultations can hinder collaborative work. Conclusion: Virtual visits have been a critical element of the response to the COVID-19 pandemic, but our findings suggest the need to consider how we can retain the positive elements of this shift to virtual care while addressing issues that can reduce the negative consequences for providers and patients.

Paper is NOT Available. Please contact the author(s).

HCM: The Landscape of Hospital Competition for Technology Adoption: A New Medical Arms Race

Author: **Ahreum Han**, *Trinity U.*

Author: **Neeraj Puro**, *Florida Atlantic U.*

The objective of our study is to explore the dual influences of market competition and the prevalence of technology in the market on a hospital's level of medical technology. Following the core tenets of contingency theory and institutional theory, we hypothesized a positive influence of both the increasing level of hospital competition in the market and the peer hospital's level of technology in the market on the hospital's greater level of medical technology. With a multilevel modeling with random effects, we analyzed 13,217 general acute care hospitals in the U.S. between the years 2012-2018, which exclude critical access hospitals and federally-governed hospitals. We expect this paper can help administrators and policymakers balance between the costs and potential benefits of technology utilization for better health outcomes. The findings of our study indicate that a hospital's medical technology level corresponds not only to competitiveness in the market but also to its competitor's behaviors with respect to instituting advanced medical technology. It is surprising that hospitals tend to be less responsive to the market or societal needs. We suggest that health care managers need to be more attentive to societal needs when making investment decisions. Health policymakers may take hospitals' lack of social responsiveness into consideration in order to guide them toward adequate and appropriate medical technology adoption strategies that may increase social welfare, assure quality, and establish a safer healthcare environment.

Paper is Available to Meeting Registrants Only.

Author: **David Foord**, *U. of New Brunswick*

This article examines models of science-based innovation, embedded research and translational research in development of biomedical devices. While the applicability of linear models of innovation in product development have been widely questioned, studies have yet to explain how science-based biomedical knowledge production is reduced to practice in development of new devices. To understand how this occurs I investigated concepts of science-based innovation, embedded research and translational research in the context of commercial product development in the powered prosthetic arm industry from 1945 to 2020. I found that development of commercial powered prosthetic arms was strongly influenced by scientific research, with a majority of cases involving the originating researcher contributing to first reduction to practice in new commercial products. Instead of integrated knowledge translation practices, embedded research followed university research in many of the cases. The focus on a biomedical engineering industry limits the generalizability of the findings. Future research directions include examination of other historical and contemporary case studies, and identification of effective practices in embedding knowledge production projects in locations-of-use.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **944** | Submission: **17241** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:45PM - 3:15PMET (UTC-4)**

Perspectives on Financial Performance: A Multilevel Tale



Digital Session Chair: **Marie Gabel**, *WWU Münster*

Healthcare Finance

HCM: Do Cash-For-Care Schemes Increase Care Users' Experience of Empowerment? A Systematic Review

Author: **Eva Lilie Josephine Pattyn**, *U. of Ghent*

Author: **Paul Gemmel**, *Ghent U.*

Author: **Sophie Vandepitte**, *U. of Ghent*

Author: **Jeroen Trybou**, *Ghent U.*

In cash-for-care schemes, care users are granted a budget or voucher to purchase care services, assuming this will enable care users to become engaged and empowered customers, leading to more person-centered care. However, opponents argue that cash-for-care schemes transfer the responsibility of the care organization from the Government to the care user, thus reducing care users' feelings of empowerment. The tension between these opposite discourses feeds the assumption that other factors affect care users' experience of empowerment. Therefore, this review explores which antecedents influence the level of empowerment as experienced by care users in cash-for-care schemes. A systematic review on empowerment and person-centered care in cash-for-care schemes was conducted, searching seven databases until March 10, 2020. Included articles needed to be peer-reviewed, written in English or French, and containing empirical evidence of the experience of empowerment of budget holders. The initial search identified 8261 records of which 75 articles were retained for inclusion. The results show that several contextual and personal characteristics determine whether cash-for-care schemes increase empowerment. The identified contextual factors are establishing a culture of change, the financial climate, the regulatory framework, and access to support and information. The identified personal characteristics refer to the financial, social, and personal resources of a care user. This review confirms that multiple factors affect care users' experience of empowerment. However, active cooperation and communication between care user and care provider are essential if policy makers want to increase care users' experience of empowerment.

Paper is Available to Meeting Registrants Only.

HCM: Tracing Non-linearity between Economic Freedom and National Health Innovation System Efficiency

Author: **Marie Gabel**, *WWU Münster*

Author: **Christopher Jung**, *WWU Münster*

Author: **Stephan Nüesch**, *Westfälische Wilhelms-U. Münster*

Economic freedom, i.e., the freedom of companies to pursue their business activities, is a vital determinant of societal health, wealth, and economic progress. Despite the high societal and economic relevance, the relationship between economic freedom and the performance of national health innovation systems (NHIS) is poorly understood. While prior studies assume direct linear effects between economic freedom and innovation performance, we argue that economic freedom is only beneficial to a certain extent. We theorize on the costs and benefits of economic freedom and examine potential non-linearity in the relationship between economic freedom and NHIS efficiency. Moreover, we propose a contingency perspective and argue that the relationship between economic freedom and NHIS efficiency is dependent on the volatility of the level of economic freedom over time. Varying levels of economic freedom require constant adjustments to the regulatory environment, which ultimately affects the costs and benefits of economic freedom so that under high volatility, the peak NHIS efficiency is lower. Using a panel dataset of 70 countries over ten years, we combine data envelopment analysis and regression analysis. Our results support our theorizing showing an inverted U-shaped relationship between economic freedom and NHIS efficiency and provide initial evidence on the associated boundary conditions.

Paper is Available to Meeting Registrants Only.

HCM: Two Sides to Every Coin: Assessing the Effects of Moving Physicians to Employment Contracts

Author: **Rachel Gifford**, *Maastricht U.*

Author: **Eric Molleman**, *U. of Groningen*

Author: **Taco Van Der Vaart**, *Groningen U. (RuG)*

There is a growing trend of physicians becoming employees of hospital systems and physician employment is viewed as a mechanism to increase hospital-physician alignment and improve quality and cost outcomes. Yet, the research is mixed on the effects of moving physicians to salaried employment and payment reform remains difficult to accomplish. While the literature has traditionally placed such forms of bureaucratic control in opposition to professional autonomy, it has often overlooked the effects on professional values at multiple levels and literature on payment reform has largely focused on financial or cost outcomes while overlooking relational effects. To address these gaps, we conducted a mixed method study at one hospital that recently moved all formerly self-employed physicians to employment contracts. We interviewed physicians to understand how payment reform affected their interactions with patients, their relation with and within the organization, and their expression of professional values. We then conducted a follow-up survey across both formerly salaried and self-employed physicians to further test our initial findings. We find both positive and negative effects at different levels, offering insights into the mixed results found in the current literature.

Paper is Available to Meeting Registrants Only.

HCM: The Relationship between Accreditation and Performance among Federally Qualified Health Centers

Author: **Henry Thompson**, *U. of Alabama at Birmingham*

Author: **William Opoku-Agyeman**, *U. of North Carolina, Wilmington*

Author: **Nancy Borkowski**, *U. of Alabama, Birmingham*

Author: **S Robert Hernandez**, *U. of Alabama, Birmingham*

While past studies have examined the relationship between accreditation and hospital performance, no previous studies have evaluated the relationship between Joint Commission accreditation and Federal Qualified Health Center (FQHC) performance. Data from secondary sources for 1,355 FQHCs in 2016 were analyzed to evaluate the association between Joint Commission accreditation and organizational and environmental market factors and clinical and non-clinical performance outcome measures. The study's findings reflect the positive relationship between Joint Commission accreditation and certain organizational factors (patients at 200% of federal poverty level, uninsured patients, patients with Medicaid and/or CHIP coverage, and FQHC size) and environmental market factor (target population), and a number of performance measures (adolescent weight screening, adult weight screening, cholesterol treatment, and total grant expenditure). While past studies have examined the relationship between accreditation and hospital and other health organizations performance, no previous studies have evaluated the relationship between The Joint Commission accreditation and Federal Qualified Health Center (FQHC) performance. This study filled a gap in the literature because research remains limited among FQHCs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **945** | Submission: **11195** | Sponsor(s): **(CAR, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

The Gig Work Phenomenon: Insights Into Current Multidisciplinary Research and Trending Topics

The Gig Work Phenomenon



Organizer: **Annabelle Hofer**, *U. of Bern, Work and Organisational Psychology*
Organizer: **Caroline Straub**, *Bern U. of Applied Sciences*
Organizer: **Daniel Spurk**, *U. of Bern*
Participant: **Ana Alacovska**, *Copenhagen Business School, Denmark*
Participant: **Eliane Bucher**, *BI Norwegian Business School*
Presenter: **Christian Fieseler**, *BI Norwegian Business School*
Presenter: **Farnaz Ghaedipour**, *McMaster U.*
Presenter: **Jeroen Meijerink**, *U. of Twente*
Presenter: **Annabelle Hofer**, *U. of Bern, Work and Organisational Psychology*
Participant: **Daniel Spurk**, *U. of Bern*
Participant: **Caroline Straub**, *Bern U. of Applied Sciences*
Participant: **Clara Zwettler**, *U. of Bern, Work and Organisational Psychology*
Discussant: **Caroline Straub**, *Bern U. of Applied Sciences*

This symposium consists of four presentations. Presentation 1-3 provide insights into recent research findings on the topic of gig work relevant in the context of careers, organizational behavior, and human resources management. Presentation 4 – a systematic literature review – provides an overview on existing studies on gig work, and an agenda for future research. Contributions investigate the gig work phenomenon in different countries using a variety of methodologies such as literature review, qualitative interviews, text analysis, participant observation approach, and survey method. The symposium ends with an interactive discussion designed to facilitate proactive exchanges between participants and audience members, as well as networking.

A Paranoid Reading of the Gig Economy

Author: **Ana Alacovska**, *Copenhagen Business School, Denmark*
Author: **Eliane Bucher**, *BI Norwegian Business School*
Author: **Christian Fieseler**, *BI Norwegian Business School*

The Autonomy Paradox in Platform Work: A Sociomaterial Perspective on The Work of Content Creators

Author: **Farnaz Ghaedipour**, *McMaster U.*

Why are Platform Workers Willing to Share Reputational Data?

Author: **Jeroen Meijerink**, *U. of Twente*

The Gig Work Phenomenon: A Multi-Level Framework Literature Review and Research Agenda

Author: **Annabelle Hofer**, *U. of Bern, Work and Organisational Psychology*
Author: **Daniel Spurk**, *U. of Bern*
Author: **Caroline Straub**, *Bern U. of Applied Sciences*
Author: **Clara Zwettler**, *U. of Bern, Work and Organisational Psychology*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **946** | Submission: **11268** | Sponsor(s): **(CM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Where Lies the Truth? Accuracy and Diverging Perspectives in Interpersonal Perception

Diverging Perspectives in Interpersonal Perception



Organizer: **Casher Belinda**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Discussant: **Hillary Anger Efenbein**, *Washington U. in St. Louis*
Presenter: **Vanessa Bohns**, *Cornell U.*
Participant: **Roseanna Sommers**, *U. of Chicago Law School*
Presenter: **Sonya Mishra**, *UC Berkeley*
Participant: **Margaret Lee**, *Haas School of Business, UC Berkeley*
Participant: **Laura Kray**, *U. of California, Berkeley*
Presenter: **Casher Belinda**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Presenter: **Juliana Schroeder**, *U. of California, Berkeley*
Participant: **Elizabeth R. Wilson**, *Northwestern Kellogg School of Management*
Participant: **Adam Waytz**, *Northwestern Kellogg School of Management*
Presenter: **Sara Clark Wingrove**, *Fuqua School of Business, Duke U.*
Participant: **Danbee Chon**, *Duke U.*
Participant: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Participant: **Richard Paul Larrick**, *Duke U.*

Organizing becomes difficult when people do not see eye to eye. For instance, we often assume that others think and feel about us in the same way that we think and feel about them. These assumptions are often inaccurate, and yet people tend to act on their assumptions before they learn of their (in)accuracy. As a result, employees who misperceive others' behavior may act in ways that disrupt coordination, reduce productivity, and tarnish relationships. Central to all of these issues is understanding how different people perceive the same behavior as enacted by a given individual. To deepen our understanding of interpersonal (mis)perception in organizations, the presentations in this symposium examine how behaviors of interest to employers are viewed from multiple vantage points (e.g., expressor versus recipient; recipient versus observer). Our first two presentations examine actor-observer differences in perceptions of consent and social sexual behavior; our third presentation examines dyadic meta-accuracy in flirting behavior; our fourth presentation examines self-other differences in perceptions of creative idea generation; our fifth presentation examines interpersonal perception in the context of goal attainment.

Consent is in the Eye of the Beholder: Actors and Observers See Consent Differently

Author: **Vanessa Bohns**, *Cornell U.*
Author: **Roseanna Sommers**, *U. of Chicago Law School*

Female Actor Attractiveness Leads to Men's Favorable Perceptions of Social Sexual Workplace Behavior

Author: **Sonya Mishra**, *UC Berkeley*
Author: **Margaret Lee**, *Haas School of Business, UC Berkeley*
Author: **Laura Kray**, *U. of California, Berkeley*

Do We Know Who Flirts with Us? Dyadic Meta-Accuracy Among Men and Women

Author: **Casher Belinda**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*

The "Eureka!" Bias: People Believe Others Generate Ideas More Quickly Than the Self

Author: **Juliana Schroeder**, *U. of California, Berkeley*
Author: **Elizabeth R. Wilson**, *Northwestern Kellogg School of Management*
Author: **Adam Waytz**, *Northwestern Kellogg School of Management*

Hitting Your Target: How Both Exceeding and Failing Goals Damage Interpersonal Impressions

Author: **Sara Clark Wingrove**, *Fuqua School of Business, Duke U.*
Author: **Danbee Chon**, *Duke U.*
Author: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Author: **Richard Paul Larrick**, *Duke U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender 3 

Digital Session Chair: **Ipek Kocoglu**, *Kean U.*

ENT: Do Female Entrepreneurs Take Higher Risks in Extreme Contexts?  

Author: **Ipek Kocoglu**, *Kean U.*

We investigate if environmental threats affect gender-inequality in entrepreneurial innovation. Building on role congruity theory and evolutionary psychology, we theorize that while women-led ventures are less likely to take risks and innovate due to the gendered view of risk-taking, evolutionary adaptations triggered by environmental threats increase their risk-taking and experimentation. Using the context of terrorism in Pakistan, we found that compared to ventures led by men, women-led ventures were more innovative in regions with frequent terrorist attacks than in regions with fewer attacks. Although a large workforce decreased risk-taking and innovation due to the reinforcement of social constraints, women collaborators buffered women-led ventures from these constraints. We show that environmental threats trigger evolutionary adaptations that enable women-led ventures to overcome the limitations of role incongruence.

Paper is Available to Meeting Registrants Only.

ENT: Exploring the Role of National Gender Inequality in Female Family Business Succession Intentions 

Author: **Farhad Uddin Ahmed**, *Swansea U.*

Author: **Colm O'Gorman**, *Dublin City U.*

Author: **Roisin Lyons**, *Dublin City U. Business School*

Author: **Eric Clinton**, *Dublin City U.*

In this study, we examine the drivers of family business succession intentions of early and pre-career daughters of family business owners. Using a dataset of 7,798 daughters of family business owners from 44 countries (Global University Entrepreneurial Spirits' Students' Survey), our study finds that parental instrumental support and family business work experience positively influence succession intentions of daughters of family business owners. There is a positive moderating effect of subjective norms on these relationships, indicating the pivotal role parents and social groups play in the formation of succession intentions of daughters. A national gender gap moderates the relationship between family business exposure and succession intentions; such that, the effect of exposure to the family firm was a stronger predictor of succession intentions in countries with lower gender gaps. Comparing these model results to a parallel sample of male succession candidates, the effect of the national gender gap was not found to weaken the model relationships. Taken together, our results point to a systemic national effect which may have bearing on female succession rates in the family business context.

Paper is Available to Meeting Registrants Only.

ENT: Cultural Institutions, Women Entrepreneurs and High-Growth Entrepreneurship 

Author: **Sharon Simmons**, *Jackson State U.*

Author: **Chong Kyoong Lee**, *James Madison U.*

Author: **Susan L. Young**, *Kennesaw State U.*

Author: **MaQueba Massey**, *Jackson State U.*

In this study, we set out to address important research questions: How do economic, political, education and health gender gaps influence total entrepreneurial activity? How do social costs of failure affect the relationship between gender gaps and total entrepreneurship activity? Are these effects the same for the distinct and important facet of high growth entrepreneurship? We applied a legitimacy theory framework, reasoning that smaller gender gaps connote the legitimacy of women entrepreneurs. We further conjectured that preexisting perceptions and challenges to the fit of women in the entrepreneurship domain are magnified in institutional contexts with high social costs of failure. We found that in societies with smaller gender gaps, there are increased levels of both total entrepreneurship activity and high-growth entrepreneurship activity, and that these relationships are moderated by the social costs of failure.

Paper is NOT Available. Please contact the author(s).

ENT: Gender Role Congruity and Quality Signals: How does Gender Influence the Effectiveness of Signals

Author: **Yin-Chi Liao**, *U. of South Carolina at Upstate*

Combining signaling theory and gender role congruity theory, this study examines if the quality signals of entrepreneurs and their ventures are perceived differently as a result of their gender, which, in turn, affects the crowdfunding performance. In a sample of 14,729 campaigns in Kickstarter, this study shows that gender affects the effectiveness of signals in enhancing funding performance, but not definitely to the disadvantage of women. While females are rewarded less with the signals of competence, they benefit more from signals of social tie and concrete rhetoric, which are congruent with the gender role. This study provides implications for entrepreneurial project evaluation and approaches to crafting an effective pitch.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Network 1  

Digital Session Chair: **Josh Feng**, *U. of Utah, David Eccles School of Business*

ENT: Social Push and the Direction of Innovation

Author: **Josh Feng**, *U. of Utah, David Eccles School of Business*
Author: **Xavier Jaravel**, *London School of Economics*
Author: **Elias Einio**, *VATT Institute for Economic Research*

Innovators' personal experience and social networks may affect their familiarity with customer needs, and in turn the types of products they bring to market. Consistent with this channel, we document that innovators create products that are more likely to be purchased by customers similar to them along observable dimensions including gender, age, and socio-economic status. With scanner data and a new phone applications database, we find that these homophily patterns hold even within detailed industries. Using quasi-random assignment of individuals to dorms during military service, we provide causal evidence that being exposed to peers from a lower income group increases an entrepreneur's propensity to create necessity products. We find similar results using an alternative research design leveraging idiosyncratic within-school variation in peer composition across classes and cohorts. Because innovators are predominantly men from privileged backgrounds, the social push channel implies that the gains from innovation are unequally distributed across customer groups, which we quantify in a growth model.

Paper is Available to Meeting Registrants Only.

ENT: Fostering organizational innovations through social capital and customer demands 

Author: **Hoa Do**, *Nottingham Trent U.*
Author: **Bach Nguyen**, *Aston Business School*

Drawing upon social capital theory, this study examines the underlying mechanism between interpersonal/interorganizational social capital and innovations, and also explores the boundary conditions of customer demands surrounding such a mechanism. Analyzing a sample of more than 15 thousands firm-year observations of Vietnamese small businesses in 11 years indicates that (1) both interpersonal and interorganizational social capital networks are positively associated with new product and new process innovations, respectively; and (2) when customer demands are high, the relationships between interorganizational social capital and innovations are significantly strengthened whereas the relationships between interpersonal social capital and innovations are weakened. The study is among the first to explore both interpersonal and interorganizational social capital networks as well as boundary conditions of customer demands in understanding the social capital-innovation relationship. The results provide both theoretically informed insights for academics and valuable practical implications for policy-makers who have their voice and influence on the policy-making process.

Paper is Available to Meeting Registrants Only.

ENT: Factors influencing the extent of category spanning in new ventures: The role of density 

Author: **Jan Goldenstein**, *Friedrich Schiller U. Jena*
Author: **Michael Hunoldt**, *Friedrich Schiller U. Jena*
Author: **Simon Oertel**, *TU Ilmenau*

The success of new ventures is largely determined by their strategic market positioning. Category research centers on this topic but has largely neglected the contextual conditions that influence this initial entrepreneurial decision. Studying 3,712 metal bands founded in the UK, we address this research gap by investigating density effects. Findings show that an increasing category density lowers the extent of category spanning but that this effect is attenuated by an increasing category fuzziness and a rising number of new ventures entering a market. We facilitate theory building regarding strategic categorization decisions and the evolution of the categorical system of markets.

Paper is NOT Available. Please contact the author(s).

ENT: Innovation Networks & High-Growth Entrepreneurship

Author: **Daniel L. Bennett**, *U. of Louisville*
Author: **Gary Wagner**, *U. of Louisiana at Lafayette*
Author: **Michael Araki**, *U. of Louisville*

We explore the role of regional innovation networks (RINs) in facilitating high-growth entrepreneurship (HGE). Building on the knowledge spillover theory of entrepreneurship, we theorize that RINs serve as a conduit for the spillovers of complex knowledge from inventors who create it to entrepreneurs who seek to exploit it through the creation of innovative ventures. We further theorize that the relationship is stronger in regions with stronger external innovation networks, more entrepreneurs, and greater venture capital availability. Using a novel longitudinal dataset covering 358 U.S. MSAs over period 2003-2014, we find evidence that RINs can be crucial for spurring high-growth potential ventures, and that the effect of RINs on HGE is conditional on the entrepreneur rate.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **949** | Submission: **14487** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Talent mobility in a new world, what is the role of management? *Global Talent Mobility post Covid-19*

Organizer: **Shahamak Rezaei**, *Roskilde U.*
Presenter: **Mikkel Mouritzen**, *PhD Fellow, Dep. of Social Sciences and Business, Roskilde U.*
Presenter: **Ricard Zapata Barrero**, *U. Pompeu Fabra Barcelona*
Presenter: **Celia Lee**, *Nanyang Technological U.*
Presenter: **Yipeng Liu**, *Henley Business School, U. of Reading*
Discussant: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*
Discussant: **Martin Geiger**, *Carleton U.*
Discussant: **Monder Ram**, *Aston U.*
Discussant: **Thomas Cooney**, *Technological U. Dublin*

Mobile talent diffuses knowledge, both directly and indirectly across borders. This can boost global innovation performance, with benefits accruing to both sending and receiving countries. "It is clear that mobility is leading to an increasing level of labour-market internationalization and integration, and competition for talent is now influencing innovation policy initiatives across the globe. Consequently, most countries offer a range of policies focused on assisting and encouraging mobility, although few have a specific and coherent mobility strategy. Many nations aim to attract the same pool of highly skilled talent; thus, relying on international flows to fill existing or future gaps in supply may entail risks. Addressing shortcomings in national policies that may limit the domestic supply of skilled workers, and ensuring that the wider environment for innovation and scientific endeavour is sound, are key policy challenges for countries. (OECD, 2008)". In this symposium, we include five empirical papers that explore new talent corridors in emerging markets as well as globally.

Europeans in China: intellectual migrant experiences

Author: **Mikkel Mouritzen**, *PhD Fellow, Dep. of Social Sciences and Business, Roskilde U.*

COVID-19 and Its Impacts on Talent Mobility in China

Author: **Shahamak Rezaei**, *Roskilde U.*

Diaspora governance and transnational entrepreneurship

Author: **Ricard Zapata Barrero**, *U. Pompeu Fabra Barcelona*

Talent management strategies in the public sector

Author: **Celia Lee**, *Nanyang Technological U.*

International talent management research – a multidisciplinary and interdisciplinary approach

Author: **Yipeng Liu**, *Henley Business School, U. of Reading*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **950** | Submission: **17475** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Effectuation 2

Digital Session Chair: **Nivedita Agarwal**, *U. of Stuttgart*

ENT: Linking Frugal Innovation to Frugal Entrepreneurship through Effectuation, Causation, and Bricolage   

Author: **Nivedita Agarwal**, *U. of Stuttgart*
Author: **Yasser A. Bhatti**, *Oxford U., Saïd Business School*
Author: **Jarkko Levänen**, *LUT U. School of Energy Systems*

This study links frugal innovation, from the hitherto focus on ideation and development, to the next phase of venture formation through frugal entrepreneurship. This study explores how theories of entrepreneurship explain resource-mobilization and resource-use in 23 diverse cases of frugal innovation. The results reveal three paths that explain the direction of process flow between frugal innovation activity and frugal entrepreneurship and how the various cases support different principles of effectuation, bricolage, and causation. There is a prevalence of effectuation, followed by bricolage and some overlap with principles of causation. Although the effectuation and bricolage approaches generally align well with those suggested in mainstream entrepreneurship, our findings also suggest that certain aspects of bricolage and causation, which have not yet received much attention in the literature, are also particularly suitable for frugal entrepreneurship activity in resource constrained environments. We develop a model of frugal entrepreneurship based on the entrepreneurial approaches predominantly reflected in our cases. Implications for entrepreneurship theory and practice are outlined followed by a future research agenda.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial bricolage with users and implications for firm performance

Author: **Xiumei Li**, *Asper School of business, U. of Manitoba*

The entrepreneurial bricolage perspective offers a distinctive explanation for how entrepreneurs address resource constraints. Although entrepreneurial bricolage is commonly observed, its performance implication is far from clear. By noting the heterogeneity of individual bricolage behavior and shifting from a bundling perspective to a fine-grained perspective, our study introduces one type of bricolage behavior—open bricolage—and examines its performance outcome. Using data of software startups that build businesses on Steam, the dominant digital distribution platform for PC video games, we empirically studied the open bricolage behavior—opening a product to users for user involvement, in which the unconventional resource—the labor input by unpaid users—is activated. We found a positive effect of the opening-to-user-involvement behavior on firm market performance. This study contributes to the entrepreneurial bricolage perspective and the entrepreneurship literature at large.

Paper is NOT Available. Please contact the author(s).

ENT: Innovativeness In New Ventures: Influences Of Social Capital And Entrepreneurial Processes  

Author: **Parisa Haim Faridian**, *San Diego State U., Fowler College of Business*
Author: **Donald Neubaum**, *Florida Atlantic U.*
Author: **Siri Ann Terjesen**, *Florida Atlantic U.*
Author: **Roland E. Kidwell**, *Florida Atlantic U.*

This study investigates the effect of contingencies related to the choice of entrepreneurial processes, meaning causation as opposed to effectuation, on the relationship between innovativeness and three dimensions of social capital, namely relational, structural, and cognitive. First, we draw on theories of causation and effectuation, in addition to the social networks and social capital literature, to conceptualize the adverse effect of the causal approach on innovativeness in new ventures. Second, we examine the moderation effect of the causal approach on the link between dimensions of social capital and new venture innovativeness. This effect is explained based on the logic that causal approaches can diminish the conducive effect of social capital on innovativeness. To empirically investigate the proposed theoretical arguments, this study utilizes a dataset of responses from 1,214 entrepreneurs involved in new ventures in the U.S. The findings in this study offer insights on the possible adverse effect of the causal approach on innovativeness in new ventures. Further, we contribute to the ongoing scholarly, theoretical, and methodological, debate on entrepreneurial processes, and the causal-effectual distinction.

Paper is Available to Meeting Registrants Only.

ENT: Internationalization performance effects of causation and effectuation: a contingency approach 

Author: **Nenad Apostoloski**, *Central European U.*
Author: **Yusaf Akbar**, *Central European U.*
Author: **Desislava Dikova**, *WU Vienna U. of Economics and Business*
Author: **Anna Veselova**, *National Research U. Higher School of Economics*

Our study addresses a fundamental research question at the heart of IB and IE research: what specific configurations of internal (organizational) characteristics, external contingencies and entry mode choice drive organizational performance? We incorporated insights from the literature on cognitive micro-foundations in the internationalization process model that allowed us to include effectuation logics in the analysis of entry mode decision making of MNEs and performance of an internationalizing firm. We also explored the combined and simultaneous effects of endogenous and exogenous factors on the firm's performance, such as the decision-making logic (effectuation and causation), the actual entry mode decision, entrepreneurial and international experience of the decision makers as well as exogenous factors such as the psychic distance of the host country. Examined through fuzzy set Qualitative Comparative Analysis (QCA), we look at the simultaneous effect of the endogenous and exogenous variables on a firm's performance offering a holistic view and a more nuanced understanding of the possible configurations that lead to superior performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Identity 2

Digital Session Chair: **Shashwatahish Pattnaik**, *U. of North Texas*

ENT: Am I an environmental entrepreneur? On the evolution of entrepreneurial identity.

Author: **Chiara De Bernardi**, *IUSS Pavia*
Author: **Alisa Sydow**, *ESCP Business School*

Environmental entrepreneurship as a field had gained attention in recent years, yet, although it represents a growing field of research, we still know little about identity of environmental entrepreneurs. On the foundations of identity theory and by applying the lens of identity work, the study investigates how entrepreneurial identity evolves over time. Drawing on semi-structured interviews and additional data from 36 entrepreneurs from the Italian wine industry, the findings highlight entrepreneurial identity evolves from an initial appearance to a developed self-consciousness as environmental entrepreneurs. This identity work includes moments of identity contestation and/or elaboration, triggered by the interplay of environmental and place identity. The article contributes to research on environmental entrepreneurship and identity work.

Paper is Available to Meeting Registrants Only.

ENT: How Identification and Self- and Other Guides Influence Enthusiasm for Academic Entrepreneurship

Author: **Shashwatahish Pattnaik**, *U. of North Texas*
Author: **Nick A. Mmbaga**, *Butler U.*
Author: **Thomas Daniel White**, *United States Air Force Academy*
Author: **Rhonda K. Reger**, *U. of North Texas*

Recognizing the commercial potential of university-based inventions and discoveries, legislators and administrators have called upon academic scientists to become academic entrepreneurs. Yet, apparently few academic scientists are enthusiastic about taking on entrepreneurial activities. The intrinsic reasons underlying the lack of enthusiasm are poorly understood. We use social identity theory to compare the effects of identification with scientist and academic entrepreneur identities on entrepreneurial enthusiasm. We further extend research by applying self-discrepancy theory to explore the role of self and other guides on enthusiasm for academic entrepreneurship. We test our model on a sample of National Science Foundation (NSF) funded academic scientists who participated in the Innovation Corps (I-Corps) entrepreneurship training program. We find identification with an entrepreneur identity increases entrepreneurial enthusiasm while identification with a scientist identity decreases entrepreneurial enthusiasm. Additionally, academic scientists' self-guides influence their enthusiasm for academic entrepreneurship, while interestingly, their other-guides do not. Our paper contributes to the academic entrepreneurship literature by developing and testing a framework that integrates self-discrepancy theory with social identity theory for a nuanced understanding of academic scientists' thought processes regarding engaging in entrepreneurial activities.

Paper is Available to Meeting Registrants Only.

ENT: Disentangling Identity Transitions in Founder Identity Construction

Author: **Sarah Fitz-Koch**, *Jönköping International Business School*
Author: **Thomas Cyron**, *Jönköping International Business School*

Understanding the processes underlying founder identity construction is central to entrepreneurship because founders establish and grow their firms based on identity. When individuals construct a founder identity, they need to identify with new roles (macro transitions) and also to manage multiple roles (micro transitions) subsequently. Although entrepreneurship literature agrees on the importance of founder identity, it has largely overlooked how founder identity is constructed. Through a longitudinal field study of 21 founders, we present a model that portrays founder identity construction as an interplay of micro and macro role transitions, where identities carried over from prior occupations impact the individual identity construction process. Newly adopted roles can trigger substantial changes in definitions of self because comparisons with previously held identities can support or hinder founder identity construction. Our contributions extend founder identity theory by illuminating how multiple identities and identity management strategies influence founder identity construction and what it means to be a founder.

Paper is Available to Meeting Registrants Only.

ENT: Social entrepreneurs' opportunity recognition in response to wicked problems: the role of identity

Author: **Margo Enthoven**, *Stockholm School of Economics*
Author: **Emma Catharina Folmer**, *Groningen U. (RuG)*

Wicked problems such as persistent poverty, climate change and biodiversity loss are some of the greatest challenges that humankind faces, because they span national boundaries, are prone to contestation and are highly complex. Social entrepreneurs can address these problems and fuel change, but to do so, they need to recognize entrepreneurial opportunities. The relationship between the recognition of a problem and the recognition of a related opportunity has been conceptualised as a linear one, which does not do justice to the complexity of the process. Therefore, we investigate the process whereby problem recognition is transformed into opportunity recognition. We use an identity-based perspective to uncover how social entrepreneurs recognize opportunities in relation to wicked problems. We use an abductive, qualitative approach, and analyse interviews with 26 social entrepreneurs. Our findings show that the opportunity recognition process for wicked problems consists of four stages: (1) the recognition of a wicked problem, (2) the reinforcement of a prosocial identity, (3) the translation of a wicked to a specific problem, and, (4) the connection of the specific problem to an identity. We contribute to the entrepreneurship literature by unpacking the opportunity recognition process of social entrepreneurs in relation to wicked problems.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Class, Caste and Socioeconomic Status

Digital Session Chair: **Emily Sue Corwin**, *U. of Arkansas*

GDO: Cultural Capital Diversification: The Development and Validation of a Scale

Author: **Emily Sue Corwin**, *U. of Arkansas*

Author: **Lauren Simon**, *U. of Arkansas*

Author: **Jacqueline Tilton**, *Appalachian State U.*

Although prominent in the sociology and education literatures, the concept of cultural capital (e.g., knowledge, skills, interests, hobbies, etc.) has also recently garnered interest from management scholars. Theory suggests that employees may rely upon cultural tools (e.g., behaviors and worldviews) acquired from experiences in various social class cultures, and that possessing these tools may have work-related benefits. However, to investigate this claim, it is necessary to first develop conceptual clarity around and a valid measure of this cultural “toolkit.” Thus, we introduce the term cultural capital diversification—defined as an individual’s developmental tendency to switch adaptively between social class contexts—and develop and validate a measure consistent with this definition. In particular, we first assess content validity of the measure among a sample of subject matter experts. Then, across two additional samples, we examine the measure’s psychometric properties including factor structure, reliability, convergent and discriminant validity. Further efforts are underway to examine the nomological network of our scale. Together, these studies provide support for the validity of our nine-item cultural capital diversification scale.

Paper is NOT Available. Please contact the author(s).

GDO: Consequences of the Accident of Birth: A Multi-level Examination of Employee Caste Status

Author: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*

Author: **Prajya Rakshit Vidyarthi**, *U. of Texas at El Paso*

Author: **Farid Jahantab**, *Pennsylvania State U., Worthington-Scranton*

Today’s multicultural workforce demands organizations to navigate through a wide range of cultural values, many of which are yet to be explored by diversity research. Employees such as those from India are both custodians of and are burdened by a unique social hierarchical system called caste. Given that the caste system affects over 1 billion people worldwide, and many more by association, we endeavor to mainstream this under covered yet potent facet of employee diversity. Drawing upon social identity and self-categorization theories, we propose a process and context model linking employee caste status to work performance. Specifically, we assert that employee caste is a key social identity such that higher status caste confers a more central position in workgroup influence network, and the accrued resources translate into enhanced job performance and citizenship behaviors. We further assert that owing to self-categorization the contextual factors of leader caste status and workgroup team orientation shape the effects of employee caste status. Multi-level modeling using time-lagged, three-source data from 352 employees, 321 peers, and 31 managers showed support for our hypotheses. Our research reveals the mechanism underlying perpetuation of caste based advantages in the workplace and suggests directions for future research.

Paper is Available to Meeting Registrants Only.

GDO: Paradoxical Role of Work for Indian Middle-Class Working Women Who Experience Partner Abuse

Author: **Smita Kumar**, *Al Akhawayn U.*

Work is a source of financial and psychological empowerment for middle-class women in intimate partner violence (IPV), but work can also exacerbate their vulnerabilities. Drawing on ethics of vulnerability, this study addressed the paradoxical yet integral role of work in the lives of Indian middle-class women who experience IPV. Using a hermeneutic phenomenological methodology, the study showed that Indian middle-class women in IPV experienced safety and support at work, but also experienced sexual harassment and discrimination. Work fostered autonomy and agency, but women experienced control and pressure. As work allowed them to experience transformation, it also disenfranchised them in their vulnerability. These findings not only highlight the complex nature of work for Indian middle-class women in IPV but also raise pertinent questions on who takes care of those in need. Drawing upon the model of organizational caregiving, this study makes a compelling argument for organizations to assume the moral obligation to genuinely engage in caring for their employees in IPV.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **953** | Submission: **16609** | Sponsor(s): **(MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Management History Across the Academy *Management History Across the Academy*

Host: **Patricia McLaren**, *Wilfrid Laurier U.*
Facilitator: **Leon Prieto**, *Clayton State U.*
Panelist: **Sebastian Aparicio**, *Durham U. Business School*
Panelist: **Yasheng Huang**, *MIT Sloan School of Management*
Panelist: **Matthew CB Lyle**, *U. of Colorado, Colorado Springs*
Panelist: **Yusaku Takeda**, *Harvard U.*

Management scholars across the academy are using history in their work, and the scholars in the Management History division are conducting research that spans the entire academy. In this Management History plenary session we will showcase some of the fascinating history work that is being done by management scholars in other divisions and foster connections between the Management History division and other divisions. Each of our panellists will introduce their history work, and Trish McLaren, MH Program Chair, will facilitate a discussion amongst all panellists and attendees about doing history work in divisions other than MH.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **954** | Submission: **13922** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Construal Level in Organizational Research

Construal Level in Organizational Research



Discussant: **Batia Mishan Wiesenfeld**, *New York U.*
Organizer: **Yidan Yin**, *U. of California, San Diego*
Organizer: **Patricia Staats**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Gil Appel**, *George Washington U.*
Participant: **Cheryl Wakslak**, *U. of Southern California*
Participant: **Elinor Amit**, *Tel Aviv U.*
Participant: **Jean-Nicolas Reyt**, *McGill U.*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Pamela K. Smith**, *U. of California, San Diego*
Participant: **Robert Barrett**, *U. of Iowa*
Participant: **Michele Williams**, *U. of Iowa*
Participant: **Ashli Carter**, *NYU Stern School of Business*

Every day people encounter situations at work with varying demands. How do people navigate changing demands across different situations? Construal level theory argues that people use abstract construals to address distant demands and concrete construals to respond to immediate demands. Decades of psychology research have shown the value of construal level theory in explaining and predicting people's attitudes and behaviors. More recent research has applied construal level to studying organizational-relevant phenomena. This symposium presents five lines of research that use diverse methodologies and samples to explore the antecedents and consequences of communication abstraction and cognitive construal, including gender, audience engagement, performance, and information processing and trust in groups. This symposium aims to provide an opportunity for knowledge sharing and discussion among researchers who are interested in construal level in organizational research.

Gender and Emoji Usage

Author: **Gil Appel**, *George Washington U.*
Author: **Cheryl Wakslak**, *U. of Southern California*
Author: **Elinor Amit**, *Tel Aviv U.*

Inviting People In: Does Abstract Language Increase Engagement with Ideas?

Author: **Jean-Nicolas Reyt**, *McGill U.*
Author: **Patricia Staats**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Naomi Beth Rothman**, *Lehigh U.*

Construal of Everyday Tasks

Author: **Yidan Yin**, *U. of California, San Diego*
Author: **Pamela K. Smith**, *U. of California, San Diego*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Developing Measures for Abstract Construal and Concrete Construal

Author: **Robert Barrett**, *U. of Iowa*
Author: **Yidan Yin**, *U. of California, San Diego*
Author: **Michele Williams**, *U. of Iowa*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Preventing Groupthink through a Concrete Construal Intervention

Author: **Ashli Carter**, *NYU Stern School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **955** | Submission: **13623** | Sponsor(s): (MOC, NEU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Can Adaptability be Developed? The Perspective of Cognitive Psychology and Neuroscience.
Adaptability from Perspective of Neuropsychology



Organizer: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*
Participant: **Elaine D Pulakos**, *Personnel Dec Res Inst*

In this symposium the focus will be on individual adaptation in the context of organizations, also referred to as adaptability (Ployhart, 2006) or adaptive performance (Pulakos, 2000; 2002). Our goal is to reflect on the central research question: Can the capability for adaptation be developed? Therefore we will study the antecedents and process of adaptation. To find and offer inspiration, different presenters in this symposium will draw on different fields: developmental cognitive psychology, occupational health psychology, and cognitive neuroscience.

Adaptability: A Neuro-Cognitive Perspective.

Author: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*

Adaptability, Self-Awareness and Identity: A Developmental Perspective.

Author: **Steven Op't Roodt**, *PhD student at U. of Antwerp*

Resilience: A Look at Adaptability from a Health Perspective.

Author: **Cris Van Cleemput**, -
Author: **Sven Van Cleemput**, -

The adaptability of the Mind: Switching between Alternative Neural Networks.

Author: **Astrid Buttiens**, *U. of Antwerp/ Antwerp Management School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **956** | Submission: **13173** | Sponsor(s): **(MOC, OB, OMI)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Not in a vacuum: How extra-organizational crises influence identities and relationships



Crises, identity, and work relationships

Organizer: **Gabriel Robert Sala**, *Boston College*

Organizer: **Eliana Crosina**, *Babson College*

Organizer: **Beth Schinoff**, *Boston College*

Discussant: **Blake E. Ashforth**, *Arizona State U.*

Panelist: **Kris Byron**, *Georgia State U.*

Panelist: **Dean Shepherd**, *U. of Notre Dame*

Organizations and their members frequently face extra-organizational crises of various magnitudes. While several bodies of literature have focused on how individuals react to crises that occur within one's organization, we know less about how crises that are external to a given organization influence internal dynamics. However, as the COVID-19 pandemic has made evident, external crises can shape not only the type of work people may be able to pursue, but also how they may go about doing it, including how they see themselves and relate to others. In the proposed symposium, we ask a group of esteemed panelists to reflect on their work to discuss the various ways in which extra-organizational crises may influence individuals' work identities, relationships, as well as their organizing efforts, within established firms or entrepreneurial ventures. We then follow this with general thoughts from a discussant and a subsequent Q&A with the audience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: 957 | Submission: 15691 | Sponsor(s): (OB, CAR, MOC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

“With or without you”: Relationships and Taking Stock of Their Influence on Work Identity



Relationships and Their Influence on Work Identity

Organizer: **David Sluss**, *Georgia Institute of Technology*
Organizer: **Yufei Zhong**, *Georgia Institute of Technology*
Organizer: **Katie Badura**, *Georgia Institute of Technology*
Presenter: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Presenter: **Adrienne Colella**, *Tulane U.*
Presenter: **Danna Greenberg**, *Babson College*
Presenter: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Presenter: **Natalie Longmire**, *Tulane U.*
Presenter: **Carrie Oelberger**, *U. of Minnesota*
Presenter: **Emily Rosado-Solomon**, *California State U., Long Beach*
Presenter: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Presenter: **Timothy J. Vogus**, *Vanderbilt U.*
Presenter: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*

“Who we are” at work is heavily influenced by not only “with whom” we work but also “with whom” we share our lives (Ashforth, Rogers, & Corley, 2011; Sluss & Ashforth, 2007). Across five (5) papers, we draw from a vast assortment of contexts to explore how intra-work and extra-work relationships influence a wide array of identity and identification processes – working mothers, “number 2” organizational roles, interrelating differences that negatively influence identification processes, striving for a committed personal relationship, and finally, the leader—follower role relationship. The collective findings indicate that relational identity dynamics create a strong theoretical base upon which to explore and understand how organizational members make sense of and behave within the organizational context. Together, these papers extend our understanding and generate fresh new research directions on how both intra-work and extra-work relationships influence our identity and identification at work.

How Eclipsed Figures Construct Identities While Working in the Shadow of High-Powered Leaders

Author: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Author: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*

With You I'm Better (maybe): Leader Relational Identification Meta- Analysis

Author: **David Sluss**, *Georgia Institute of Technology*
Author: **Yufei Zhong**, *Georgia Institute of Technology*
Author: **Katie Badura**, *Georgia Institute of Technology*

Relational Diversity in Organizations

Author: **Natalie Longmire**, *Tulane U.*
Author: **Timothy J. Vogus**, *Vanderbilt U.*
Author: **Adrienne Colella**, *Tulane U.*

How Primary Work Identities Respond to Desired Relational Possible Selves

Author: **Carrie Oelberger**, *U. of Minnesota*

Relational Identity Formation During Identity Transitions: Evidence from Reentry of Working Mothers

Author: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Author: **Danna Greenberg**, *Babson College*
Author: **Emily Rosado-Solomon**, *California State U., Long Beach*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **958** | Submission: **15254** | Sponsor(s): **(OB, MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Evaluation and selection of creative ideas in organizations

Evaluation and selection of creative ideas



Discussant: **Jing Zhou**, *Rice U.*
Organizer: **Jiani Zhu**, *Georgia Institute of Technology*
Organizer: **Qing Gong**, *Georgia Institute of Technology*
Organizer: **Haoyue Zhang**, *Washington U. in St. Louis, Olin Business School*

Creativity scholars suggest that innovation involves idea generation, idea evaluation and selection, and finally, idea implementation. Yet, until recently, creativity research has mostly focused on idea generation. While work on idea generation has provided influential insights, it paints an incomplete picture of innovation in organizations. This is because only a small subset of the generated ideas ever reach the implementation stage, and numerous types of biases can hinder the identification of the best ideas. The purpose of this symposium is to discuss new theory and research on the evaluation and selection of creative ideas in organizations. The papers in this symposium highlight different biases in the evaluation process and how they could be mitigated. The compound of the papers provides a comprehensive view of the evaluation and selection of creative ideas at multiple levels of analysis (i.e., individual, dyadic, group), with a variety of methods (i.e., grounded theory, laboratory experiments, archival study), and across a range of contexts (e.g., internal idea selection panels, leader-member creative collaborations, and crowdfunding platforms).

How Preference Diversity Amplifies Uncertainty and Reduces Group Preference for Novel Ideas

Author: **Wenxin Xie**, *U. College London*
Author: **Sarah Harvey**, *UCL School of Management*
Author: **Haoyue Zhang**, *Washington U. in St. Louis, Olin Business School*
Author: **Poornika Anantha Ramakrishnan**, *Rotterdam School of Mgmt*
Author: **William Bottom**, *Washington U. in St. Louis*

Expand Your Scope to Engage the Tension: How Leaders Overcome a Bias against Novelty

Author: **Jennifer Mueller**, *U. of San Diego*
Author: **Yidan Yin**, *U. of California, San Diego*
Author: **Mathias Simmons**, *U.S. Army Research Institute for the Behavioral and Social Sciences*

Evil Genius? How Unethical Pro-Organizational Behavior Impacts Creativity Recognition

Author: **Qing Gong**, *Georgia Institute of Technology*
Author: **Jiani Zhu**, *Georgia Institute of Technology*
Author: **Christina Shalley**, *Georgia Institute of Technology*

Stereotyped as a Creative: Cues of Unconventionality Bias Idea Evaluation

Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*
Author: **Ozias Moore**, *Lehigh U.*

The Effect of Geographical Discrimination on Investment Decisions

Author: **Xingye Liang**, *Vrije U. Amsterdam*
Author: **Markus Baer**, *Washington U. in St. Louis*
Author: **Jung Hyun Lee**, *Washington U. in St. Louis, Olin Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **959** | Submission: **15722** | Sponsor(s): **(OCIS, OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Leveraging Artificial Intelligence for Collective Intelligence

Leveraging AI for Collective Intelligence



Organizer: **Pranav Gupta**, *Carnegie Mellon U. - Tepper School of Business*
Organizer: **Anita Williams Woolley**, *Carnegie Mellon U.*
Discussant: **Scott Page**, *U. of Michigan*
Presenter: **Rebecca Hinds**, *Stanford U.*
Presenter: **James Evans**, *U. Of Chicago*
Presenter: **Niccolo Pescetelli**, *Max Planck Institute for Human Development*
Presenter: **Malte Friedrich Jung**, *Stanford U.*

Society faces an increasing number of problems whose scale and complexity are growing exponentially (e.g. global warming, global health crisis/pandemic, food distribution etc.). The advent of artificial intelligence (AI) holds the promise to help us bring together the knowledge and associated action to solve them. However, our ability to tap into the distributed creative potential of humans and AI necessarily involves figuring out how to make them work together as a collective. In this symposium, we bring together diverse perspectives from cross-disciplinary scholars attacking this problem using diverse theoretical lenses and research methods. Together these five papers (qualitative, computational, empirical, and theoretical) create an opportunity to discuss multiple ways for leveraging AI for augmenting individual cognition, interactive processes, and collective functioning. Our goal is to provoke discussion at the intersection of computational social science, complexity sciences, information science, and management science to stimulate progress toward the human-AI systems that provide the greatest hope of solving the major problems threatening humanity.

Humans Plus Machines: Diverging Discourse and Structuring of AI Technologies Among Senior Executives

Author: **Rebecca Hinds**, *Stanford U.*
Author: **Melissa Valentine**, *Stanford U.*

Designing Diversity for Collective Intelligence with Expert-Aware AI

Author: **James Evans**, *U. Of Chicago*
Author: **Jamshid Sourati**, *U. Of Chicago*

Online Diversity improves Geopolitical Forecasting Accuracy as a Function of Group size

Author: **Niccolo Pescetelli**, *Max Planck Institute for Human Development*
Author: **Alex Rutherford**, *Max Planck Institute for Human Development*
Author: **Iyad Rahwan**, *Max Planck Institute for Human Development*

Understanding how Machine Behavior Shapes Group Interaction and Effectiveness

Author: **Malte Friedrich Jung**, *Stanford U.*

A Functional Systems Theory of Collective Intelligence: Articulating a role for AI in CI

Author: **Pranav Gupta**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Anita Williams Woolley**, *Carnegie Mellon U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **960** | Submission: **13058** | Sponsor(s): **(ODC, MC, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 5:00PMET (UTC-4)**

Interacting Productively with Paradox Theory in Practice - Education, Interventions & Dissemination
Interacting Productively with Paradox Theory



Presenter: **Rikke Kristine Nielsen**, *Aalborg U.*
Presenter: **Jean M. Bartunek**, *Boston College*
Presenter: **Wendy K. Smith**, *U. of Delaware*
Presenter: **Josh Keller**, *U. of New South Wales*
Presenter: **Camille Pradies**, *EDHEC Business School*
Presenter: **Michael Pingel Hansen**, -
Presenter: **Danielle Bjerre Lyndgaard**, *Confederation of Danish Industry*
Presenter: **Angela Greco**, *U. of Groningen*
Presenter: **Nkechinyem Omeife**, *Technological U. Dublin*

Taking our point of departure in organizational paradox theory, this PDW explores pathways for productive interactions (Spaapen & Van Drooge, 2011) between complex theory and actionable practice. A group of experienced scholars, educators and practitioners discuss and share their experiences, tactics and tools for facilitating reflection and action through education, interventions and organizational development-initiatives informed by paradox theory. We pose the questions: How can we as scholars and practitioners realize the practical impact potential of paradox theory? And how can we as scholars and educators assist managers and other learners to pass the learning thresholds of paradox theory? This highly interactive session makes full use of the opportunities for participant involvement in a virtual conference format, including collaborative workspaces and small-group discussion. This workshop is particularly relevant for the paradox scholar community and well as other communities interested in accelerating the relevance and actionability of complex research. Knowledge-sharing and community building is central to the workshop design, and take-aways are distributed to participants after the workshop.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **961** | Submission: **14449** | Sponsor(s): **(OMT, RM, ODC, SAP, OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 4:30PMET (UTC-4)**

Behind the Scenes of Highly Cited Organizational Ethnographies

Organizational Ethnographies



Organizer: **Celeste Diaz Ferraro**, *Pennsylvania State U.*
Organizer: **Leanne Mara Hedberg**, *U. of Alberta School of Management*
Organizer: **Asma Zafar**, *Brock U.*
Presenter: **Tamar Gross**, *New York U.*
Presenter: **Michael Smets**, *U. of Oxford*
Presenter: **Mark de Rond**, *U. of Cambridge*
Presenter: **Pedro Monteiro**, *Copenhagen Business School*
Presenter: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Presenter: **Bryant A. Hudson**, *IÉSEG School of Management*

This PDW is the fourth iteration of a highly popular (pre-registration quickly filled with a long waiting list following shortly; standing room only; very positive reviews) 'Behind the Scenes' conducted over the last six years. This PDW brings together several of the top ethnographers in organizational studies with the aim of disseminating their ethnographic experiences across organizational ethnographers. Relevant to the scholars of organizations with interest in immersive research approaches, this workshop provides an interactive environment in which to address issues and challenges pertaining to ethnographic research in and around organizations. Building on previous gatherings, our panelists will reflect individually on exciting and impactful newer works, respond to audience questions in a panel discussion, and engage in candid conversation during thematic round-table discussions. Pre-registration is required; registrants will be asked to submit a question that they would like to have addressed during the panel discussion and to indicate their preference for round-tables. This year's PDW also brings an exciting opportunity to network with other registered participants; willing participants will also be asked to create a brief profile to introduce themselves to other participants (more details included in the google form at the link below). We require that interested participants indicate kindly fill out a google form at this link: <https://forms.gle/GL9JM07dXLjAP8CL7>

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **962** | Submission: **12722** | Sponsor(s): **(OMT, STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Bounded Bosses or Dysfunctional Directors? The Role of Managers in Less Hierarchical Organizations *Managers in Less Hierarchical Organizations*



Organizer: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*
Organizer: **Michael Yanche Lee**, *INSEAD*
Panelist: **Paul S. Adler**, *U. of Southern California*
Panelist: **Julie Battilana**, *Harvard U.*
Panelist: **Nicolai J. Foss**, *Copenhagen Business School*
Panelist: **Gianpiero Petriglieri**, *INSEAD*

This panel examines challenges and strategies for management in less hierarchical organizations. There is widespread and growing interest in organizations that distribute power more widely than conventional firms. However, in the absence of traditional managerial fiat, it is not clear how less hierarchical organizations efficiently coordinate and resolve conflict. This panel will bring together four leading scholars of less hierarchical organizations, contributing perspectives from different disciplinary backgrounds.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **963** | Submission: **16868** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Sustainability Issues in OSCM I

Digital Session Chair: **Md Shoaib Ahmed**, *U. of Essex*

OSCM: **Accounting for Normalizing Oppression in the Global Supply Chain of Fast Fashion**  

Author: **Md Shoaib Ahmed**, *U. of Essex*

Accounting and its relation to oppression, i.e., why and how a workforce in the global supply chain has been systematically, structurally and institutionally oppressed, is inadequately investigated in the accounting literature. This study enhances our understanding by delineating the association of accounting and management practices with normalizing oppression beyond the protected characteristics of a social group. It shows that oppression of workers begins with the exploitative subcontracting business model and the hegemony of Western retailers towards manufacturing countries because of widespread power differences. The multifaceted oppression such as abuse, punish, humiliation, sexual harassment, physical assault, and even killing of workers are normalized through accounting controls, social and cultural norms, state laws and regulations and state-led violence in manufacturing factories. It appears that oppression becomes normalized when accounting (and absence of accounting) practices rationalize, socialize, and institutionalize the oppressive business model of supply chain and hegemonic managerial styles of local factories to secure the benefits of big retailers, capitalists, manufacturers, politicians, and state legislators of an undemocratic/less-democratic country. Sustainable accounting practices, accountability, and good governance with vigilant laws thus are required to eradicate oppression from the global supply chain.

Paper is Available to Meeting Registrants Only.

OSCM: **Moving Beyond the Four Walls: The Impact of Supply Chain Sustainability on Firm Value**

Author: **Zachary S. Rogers**, -

Author: **Craig R. Carter**, *W. P. Carey School of Business, Arizona State U.*

Author: **Sina Golar**, *Massachusetts Institute of Technology*

Stakeholders are increasingly holding firms accountable for the sustainability performance of their supply chains, calling for increased levels of transparency and higher standards of social and environmental sustainability. Yet the empirical relationship between various aspects of supply chain sustainability – positive versus negative events, differences between environmental and social events, and events over time – and firm value has not been investigated comprehensively, in a single study. Similarly, the impact on firm value (measured as abnormal stock market returns) of supplier sustainability relative to that of its customer (the focal firm) has not been established. This research focuses on the relationship between supplier sustainability and focal firm value, and whether it differs from the relationship between focal firm sustainability and focal firm value. The authors use an event study methodology to investigate 3,986 positive and negative environmental and social sustainability event announcements from 1994-2013. The results suggest that supplier sustainability performance was not related to focal firm value at the beginning of this time period. However, after the turn of the millennium the authors find a significant relationship between supplier social sustainability – particularly safety – and focal firm value. Interestingly, focal firm value is not as heavily affected by supplier environmental performance. Our study provides empirical evidence that resources should be allocated to specific categories of supplier sustainability and not just towards the sustainability performance of the focal firm.

Paper is Available to Meeting Registrants Only.

OSCM: **From Supplier Diversity to Economic Inclusion: A Sustainable Model Driving Social and Business Value**   

Author: **Andrea Sordi**, *U. of Tennessee, Haslam College of Business*

Author: **Wendy Tate**, *U. of Tennessee*

Author: **Feigao Huang**, *U. of Tennessee, Knoxville*

Companies have been launching supplier diversity programs for decades. However, these programs are not a truly sustainable inclusion ecosystem fostering competitive advantage for buyers, suppliers and society. Companies are recognizing the potential of supplier diversity programs in business growth, such as response to the changing demographics and benefits including innovation and flexibility. Yet, challenges remain. Utilizing seven pillars of economic inclusion borrowed from the sports literature, this research aims to help companies develop sustainable diversity programs. This comes through development of an inclusive culture, procurement competencies, strategies, ecosystem, appropriate governance and structure, planning for and being able to measure inclusivity, and communication with stakeholders. Interviews with companies engaged in supplier diversity programs and also a number of supplier diversity councils were conducted. Secondary data were then collected to understand how companies are faring along the seven pillars of inclusivity. A maturity model is proposed to help companies build a sustainable supplier diversity and economic inclusion mindset to achieve social and business value.

Paper is NOT Available. Please contact the author(s).

OSCM: **The Influence of Supply Network Structure on Firm Sustainability Performance**

Author: **Jilin Qiu**, *Cranfield School of Management*

Author: **Leila Alinaghian**, *Cranfield School of Management*

This study investigates the structural properties of supply network and examines the relationship between a firm's degree centrality and local density and its sustainability performance. Furthermore, we examine the potential moderating effects of sustainability capability and a firm's closeness centrality on sustainability performance. The hypotheses were tested using a secondary supply network dataset consisting of 18943 companies and 103,632 contractual links between them from the automotive industry. We use social network analysis approach for calculating each structural property. Upon that, we also retrieved the sustainability performance data using Eikon database and 304 companies were returned for the further regression analysis. Our results unravel that local density of a firm's supply network has a significant relationship with its sustainability performance. The results also indicate that sustainability capability weakens the relationship between a firm's upstream supplier degree centrality on sustainability performance. Moreover, the association between a firm's local density and sustainability performance may be strengthened by the firm's closeness centrality. In this light, this study contributes to supply chain research and sustainability management by accounting for the embedded nature of visible and often-invisible connectivity patterns in supply networks and showing how these structural properties influence the embedded firms to achieve their sustainability performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **964** | Submission: **16637** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:00PMET (UTC-4)**

Strategizing Activities and Practices Social *SAP Social*

Chair: **Virpi Sorsa**, *Hanken School of Economics*
Organizer: **Katharina Dittrich**, *Warwick Business School*
Participant: **Rajiv Nag**, *Drexel U.*
Program Chair: **Leonhard Dobusch**, *U. of Innsbruck*
Professional Development Workshop Chair: **Eric Knight**, *Macquarie Business School, Macquarie U.*
Participant: **Tania Ulrike Weinfurter**, *U. of Zurich*
Participant: **Carola Wolf**, *U. of Liverpool*
Representative-at-Large: **Renate Kratochvil**, *BI Norwegian Business School*
Representative-at-Large: **Christina Angelika Wawarta**, *Warwick Business School*
Representative-at-Large: **Fleur Deken**, *Vrije U. Amsterdam*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networks, Groups, and Interfirm Collaboration

Digital Session Chair: **Hannah Fabry**, *RWTH Aachen U.*

STR: Keeping up with the reference group(s) The effects of geographic and economic reference groups

Author: **Hannah Fabry**, *RWTH Aachen U.*

Author: **Fabian Peter Louwen**, *RWTH Aachen U.*

The behavioral theory of the firm highlights the importance of social reference groups. Yet, the selection of social reference groups and their impact on organizational change has received little attention and theoretical development. In this paper, we distinguish two different reference groups. The geographical reference group entails geographically proximate organizations. The economic reference group consists of organizations that are comparable in terms of size and resources. Both reference groups provide valuable, yet different information and –in combination– provide a holistic picture of the organization's performance. However, geographic and economic reference groups have distinct characteristics, norms and values making them more or less susceptible to organizational change. Therefore, we posit that performance feedbacks coming from either of the two reference group differ in their effect on organizational change. We test our hypotheses in the German cooperative banking group from 2014 to 2017. We find that organizations' responses to geographic and economic performance feedback differ significantly. The results show that the distinct characteristics of the social reference group plays a crucial role in organizations' response to performance below or above aspirations.

Paper is Available to Meeting Registrants Only.

STR: Channel Redundancy and the Limits of the Performance Effects of Interfirm Ties

Author: **Pavel Ivanov Zhelyazkov**, *Hong Kong U. of Science and Technology*

Author: **Umit Ozmel**, *Purdue U., West Lafayette*

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

Organizational actors often access private information through social connections in the service of making sound investment decisions. These connections are generally assumed to improve the quality of selected offerings, enabling organizations to identify high-return opportunities, while avoiding low-return ones. However, an important gap in the literature on interorganizational relationships concerns the boundary conditions on the value of social connections for selecting high-return opportunities. This study investigates these boundary conditions by examining how the informational value of social ties varies with alternative pathways for accessing information, including through: i) an actor's accumulated knowledge and investment experience, ii) an actor's network centrality, and iii) an actor's geographic distance to prospective opportunities. We find support for our predictions in a longitudinal study of institutional investors (limited partners) investing in private equity funds to which they have social connections via other limited partners or private equity firms. Our findings show vital substitution effects between the benefits of different information pathways for the realized returns from private equity fund investments, and the role of actors' absorptive capacity in the informational value of social connections.

Paper is Available to Meeting Registrants Only.

STR: How Will Competition Network and Cooperation Network Influence A Company's CVC Investment Intensity?

Author: **Chenlu YIN**, *Tilburg U.*

This conceptual work reveals how information propagates across competitive connections by proposing a theory of network-level competitive dynamics. Specifically, the work reveals that centrality and cohesion of competition network influence a company's CVC investment intensity in a systematic way by integrating the "awareness-motivation-capability" framework with the network architecture perspective.

Paper is Available to Meeting Registrants Only.

STR: News Co-Coverage-Based Strategic Groups

Author: **Tian Han**, *Henley Business School, U. of Reading*

Author: **Abby Ghobadian**, *Henley Business School, U. of Reading*

Author: **Andrew Yim**, *Cass Business School, City U. London*

Author: **Ran Tao**, *Henley Business School, U. of Reading*

Strategic groups are often delineated by attribute similarities or cognitive maps. The former is criticised for producing methodological artefacts, while the latter has cognitive limitations. To address the deficiencies of existing approaches, we propose a news-co-coverage-based approach, which yields two advantages. First, the groups are identified by interorganisational relationships; hence they are not statistical artefacts. Second, the news is a third-party assessment; as such we minimise cognitive limitations. The proposed methodology is applied to a sample collected from the US high-tech sector between 2001 and 2017. Testing the robustness of the group solutions, in several key strategic dimensions, we document strong intra-group similarities and inter-group differences. We also find that firms in the same groups are more likely to be cited as competitors in news articles, suggesting the proposed approach is effective in capturing rivals.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovating by Experimenting

Digital Session Chair: **Lakshmi Goyal**, *Indian Institute of Management, Indore*

STR: Innovative search post performance shortfall: the effects of institutional imprinting

Author: **Lakshmi Goyal**, *Indian Institute of Management, Indore*
Author: **Manish Popli**, *Indian Institute of Management, Indore*

Integrating insights from the organizational imprinting theory with the problemistic search literature, we inquire how historical environments of firms affect the adaptive process of innovative search by firms from emerging economies during periods of performance shortfall. Utilizing the context of institutional transitions in the emerging economy of India, we surmise that imprints inscribed by the inhibitory and protectionist policy environment in the pre-liberalization period deter firms from focusing on innovation and precludes the development of innovation routines, which impedes innovative search by firms facing performance shortfall in the post-liberalization era. Additionally, we postulate that firms' strategic choices and exogenous conditions of active and passive technological exposure, respectively, attenuate the effects of imprints stamped by the pre-liberalization institutional epoch on the relationship between performance shortfall and innovative search. We test and find considerable support for our predictions on a large dataset of 9088 firm-year observations belonging to the Indian manufacturing industry during 1995 – 2010. Our findings unravel the salience of historical institutional environments in explaining the innovative search behavior of emerging market firms facing performance shortfall.

Paper is Available to Meeting Registrants Only.

STR: "Chief Innovation Officers": An empirical study of behavioral and institutional antecedents

Author: **Aras Can Aktan**, *Department of Management and Technology, Bocconi U.*
Author: **Fabrizio Castellucci**, *Bocconi U.*
Author: **Markus Menz**, *U. of Geneva*

In order to better manage the opportunities and threats around innovation, many firms created a Chief Innovation Officer (CINO) position in their top management teams (TMTs). Using insights from behavioral theory of the firm and institutional theory, we investigate how performance feedback and legitimacy considerations are important drivers of CINO presence in TMTs. We analyze the data of 280 science-oriented firms from the Standard & Poor's Index between 2008 and 2017 to assess how those factors influence CINO presence in TMTs and find convincing results. When a firm's innovation performance falls below its "social" aspirations, that firm becomes more likely to have a CINO in its TMTs. Similarly, when a firm underperforms with regard to its "historical" market aspirations, the probability of a CINO presence in its TMT increases. Also, CINO prevalence in a firm's industry significantly affects that firm's decision to have a CINO in its TMT. The findings of this study present important contributions into upper echelons, behavioral theory of the firm and innovation governance literatures.

Paper is Available to Meeting Registrants Only.

STR: Think Before You Act: The Unintended Consequences of Inexpensive Business Experimentation

Author: **Sourobh Ghosh**, *Harvard Business School*

William H. Newman Award Nominee

Scholars and practitioners recommend the use of inexpensive business experiments to evaluate new and uncertain strategic alternatives. While current thinking recommends that strategic alternatives be tested as a series of independent changes across many experiments, this contradicts scholarly understanding of strategy as the formulation of interdependent activities that when combined together drive superior performance. To evaluate the tension between testing interdependent and independent changes in experimentation, I first conduct an exploratory analysis of 31,716 business experiments run on using the web experimentation platform, Optimizely. Contrary to popular wisdom, not only does testing a larger set of interdependent changes in an experiment associate with breakthrough performance, it also associates with reduced performance failure. Despite these benefits, I find that a plurality of experiments feature little to no interdependent change. To explain why firms vary in whether they test interdependent changes, I develop and test theory for how access to testing resources influences the design of interdependent changes in experimentation. I find that greater access to testing leads firms to test experiments with fewer interdependent changes. In contrast, when access to testing is limited, I find that firms increase interdependent changes per experiment. This suggests a potential solution to alleviate an organization's cognitive limits when experimenting: by restricting access to testing resources, firms can focus on testing interdependent activities that have the potential to deliver outstanding performance. Overall, my findings demonstrate the underappreciated value of interdependent changes and its performance benefits for business experimentation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Pressures: Conflicts of Interest, Social Comparisons, and Gender

Digital Session Chair: **Sara Elizabeth Parker Lue**, *Rutgers Business School*

STR: Influences of Social Comparisons and Multiple Goal Interdependency on R&D Responses to Performance  

Author: **Elizabeth Lim**, *Georgia State U.*

By connecting performance feedback theory to the social comparison literature, we investigated how diversified firms adapted research and development (R&D) spending in response to downward, lateral, and upward social comparisons during corporate performance shortfalls. We argued corporate offices that used similar and advantaged peers as peer groups responded to performance shortfalls by increasing R&D spending whereas those that benchmarked against disadvantaged peers decreased R&D. We further analyzed the impact of multiple goal interdependency across corporate and business unit levels on R&D decisions. We argued responses to feedback on higher-level corporate goal vary with feedback on lower-level goal amongst low- versus high-performing units. Empirical testing of 306 diversified firms in the information and communications technology sector from 1998 through 2006 showed our hypotheses were largely supported.

Paper is NOT Available. Please contact the author(s).

STR: Peer Effects in the Efficacy of Disclosure of Conflicts of Interest

Author: **Sara Elizabeth Parker Lue**, *Rutgers Business School*

The judgment of employees is a critical component of human capital for all firms, but particularly in markets for expertise such as health care. Thus the potential for conflicts of interest to cloud workers' judgment is of significant concern, and has led to increasing popularity of disclosure policies. The Physician Payment Sunshine Act of 2010 mandated that pharmaceutical manufacturers disclose the payments and gifts given to physicians with the intention of containing rising drug prices. The belief that undergirded this legislation, as with disclosure policies generally, is that physicians would be shamed by disclosure into cost consciousness (namely, prescribing generic rather than branded drugs). Research since then has shown that disclosure has not had the desired effect of reducing the use of branded drugs. I use data on all hospital admissions in New Jersey from 2008 to 2010 to examine how "monitoring" by peers can offset this. I find that physicians disclosed for receiving payments from pharmaceutical manufacturers have a significantly lower likelihood of prescribing branded drugs when working on cases with another physician, relative to their own behavior on cases where they are working alone; the effect varies with the relative status of the other physician (e.g., surgeon vs. resident). Thus while disclosure of these payments was meant to modify behavior by revealing information to the general public, these results suggest that this is not the relevant audience. I discuss the implications of this for the health care industry specifically, as well as implications in the market for expertise more generally.

Paper is Available to Meeting Registrants Only.

STR: Female Representation in TMTs and the Use of Innovation-oriented Intangible Assets    

Author: **Jooyoung Kim**, *Michigan State U.*

Do firms possessing a high volume of innovation-oriented intangible assets—such as highly advanced technological knowledge, strong innovative culture, and diverse workforce—perform better? We suggest that the relationship between innovation-oriented intangible assets and firm performance may be more complex than what has been assumed. Drawing on insights from the resource-based view and from the upper echelons literature, we suggest that the use of innovation-oriented intangible assets entail various challenges, and that top managers' capability to deal with these challenges determines the extent to which economic value is generated from these assets. Specifically, we theorize that top management teams (TMTs) with female representation can have such capability. The theory is tested by using panel data of 201 Korean firms spanning a 10-year period (2008–2017) and field survey data from 102 middle managers in the United Kingdom. Collectively, the results reveal that female representation in TMTs, by contributing to information elaboration and internal integration capabilities, can help drive higher firm profitability in utilizing innovation-oriented intangible assets.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adaptation to Turbulence and Crises

Digital Session Chair: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*

STR: Striking a Balance During Economic Crisis: An Empirical Application of Strategic Balance Theory

Author: **Yijung Hong**, *Yonsei*
Author: **Kyung Min Park**, *Yonsei U.*

This paper examines the generalizability of the strategic balance theory in the context of economic crisis by empirically investigating the relationship between strategic similarity and firm performance during economic recessions. Analyzing the WRDS Compustat data for the U.S. manufacturing firms from 1984 to 2019 by using a firm-specified fixed effect panel data model, we show that the strategic balance mechanism is strengthened in the context of economic crisis. We also find that the strategic balance mechanism is weakened for technological leaders. This study contributes to the current literature by investigating the boundary conditions of the strategic balance theory and revealing how the strategic balance mechanism changes in different contexts.

Paper is Available to Meeting Registrants Only.

STR: A Strategic Choice Model of Dynamic Capabilities Development

Author: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*

The positive link between dynamic capabilities and firm performance is well understood. Given this link, recent research has highlighted the practical and theoretical importance of understanding how dynamic capabilities are developed. However, the evolutionary learning assumptions that underlie much dynamic capabilities research leave little room to explore the antecedents of dynamic capabilities development in terms of the reasoned and intentional actions of managers, i.e., their strategic choices. Consequently, it is unclear how a strategic choice view should approach the development of routines that constitute dynamic capabilities given a prior focus on selection pressure over behavioral variation. To address these concerns, I propose a strategic choice model to explain how managers can contribute to the development of dynamic capabilities. By drawing on the resource-based view, the knowledge-based view, and institutional theory, I surface the creation of “learning spaces” as a key moderator that explains how managers may take steps to develop dynamic capabilities for a firm facing conditions of increasing environmental dynamism. This article contributes to the dynamic capabilities literature by answering recent calls to explain how dynamic capabilities are developed, to further elaborate assumptions about managerial agency, and to integrate new and relevant insights from institutional theory.

Paper is Available to Meeting Registrants Only.

STR: Dynamic capabilities and drivers of innovation: a meta-analytical review

Author: **Xiaoshi Xu**, *Aalto U. School of Business*
Author: **Valentina Arrieta**, *Aalto U. School of Business*
Author: **Carl Fey**, *Aalto U. School of Business*

Innovation is a complex non-linear process that requires not only investment, but also effective management of firm resources. Leveraging the dynamic capability perspective, we identify and meta-analyze a wide range of dynamic capabilities represented by managerial levers that allow firms to be more innovative. Based on 324,118 companies, our study makes several key contributions. First, our study explores the relative effects of a broad set of managerial levers and identifies which are most important for driving innovation. We also provide stronger theoretical explanations leveraging the dynamic capability perspective. Second, our study contributes to resolving past inconsistent results by defining dynamic capabilities driving innovation as specific routines and practices and testing the moderating role of organizational, industrial, and institutional contingencies in the dynamic capabilities-innovation link. Third, our findings contribute to the international business literature by confirming the moderating effect of regulative and normative institutions on the dynamic capabilities-innovation relationship.

Paper is Available to Meeting Registrants Only.

STR: Adaptation or Exaptation? Search and Resource Redeployment as a Response to Environmental Shocks

Author: **Juha Uotila**, *U. of Warwick*
Author: **Xena Welch Guerra**, *Erasmus U. Rotterdam*

Environmental shocks can significantly alter the organization’s opportunity landscape and trigger the search for new solutions. However, adaptive search is frequently insufficient to recover from a major disruptive shock. We analyze an alternative search method, exaptive search – applying existing solutions to new problems – as a potentially useful response to such shocks, using an NK model of exaptive and adaptive search. We find that the optimal search response to disruptive shocks is that of an initial phase of exaptive search, wherein organizations repurpose their existing resource bundles to address the suddenly changed needs of the business environment, followed by adaptive search to adjust these resource bundles to their new uses. We further find that exaptive search is particularly fruitful in relatedly diversified organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **969** | Submission: **16611** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

TIM Plenary - Reinventing Innovation: Managing Disruptive Technologies, Hybrid Organizations and Public-Private Partnerships *Reinventing Innovation*

Participant: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Speaker: **Thomas M. Klueter**, *IESE Business School*

Speaker: **Joseph DeSimone**, *Stanford*

Speaker: **Sheron Shamuilia**, *European Commission*

Speaker: **Tara Schwetz**, *White House*

Speaker: **Peter Hughes**, *NASA*

Speaker: **Elisa Operti**, *ESSEC Business School*

New models of innovation reflect the combined forces of a global pandemic, and enhanced reliance of digital platforms, new partnerships that reflect the changing locus of creative activity, and the demand for new solutions. This panel will consider a range of emerging technologies and different settings to explore how technological innovation can help solve important societal challenges. In particular, we discuss the changing locus of innovation and new forms of organizing for innovation to give food for thought for future research opportunities. Speakers from the White House, the Competence Center on Technology Transfer of the European Commission, the National Aeronautics and Space Agency (NASA), and a prolific academic entrepreneur will share their perspectives.

Big thanks to our generous Sponsor ESSEC Business School for their support of the plenary.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

COVID Effects on the Global Workforce

Digital Session Chair: **Rebecca MacGowan**, *U. of Arizona*

HR: How COVID-Induced Job Search Anxiety Affects New Labor Market Entrants' Job Search and Well-Being.

Author: **Rebecca MacGowan**, *U. of Arizona*
Author: **Mahira Ganster**, *U. of Arizona*
Author: **Jerel Slaughter**, *U. of Arizona*

New labor market entrants (i.e., first-time job seekers) face significant hurdles when searching for a job for the first time, with these stressors likely amplified during the COVID-19 pandemic. In the current investigation, we consider the maladaptive and adaptive consequences of COVID-induced job search anxiety, defined as feeling anxious and tense in one's job search due to issues imposed by the pandemic. We theorize that this state of anxiety can prompt job seekers to engage in affect-focused rumination (maladaptive) and problem-solving pondering (adaptive) week-to-week. We further argue that COVID-induced job search anxiety will affect job seekers' subsequent striving for their dream job and insomnia (i.e., both performance and well-being implications). Finally, we consider how stable beliefs relevant to life in the COVID-19 pandemic (i.e., beliefs in conspiracy theories; beliefs in COVID-19 being a public health crisis) have the potential to affect the aforementioned within-person relationships. Using a sample of 162 new labor market entrants who provided 816 weekly data points, results indicated that COVID-induced job search anxiety positively related to affect-focused rumination and problem-solving pondering; affect-focused rumination hindered striving for one's dream job and promoted insomnia the next week, whereas problem-solving pondering helped encourage striving for one's dream job. Further, the detrimental effects of COVID-induced job search anxiety via affect-focused rumination were amplified for those who held higher levels of conspiracy theory beliefs.

Paper is Available to Meeting Registrants Only.

HR: Does Financial Strain Reduce Subjective-well-being of Unemployed Individuals During Covid-19?

Author: **Zahid Hameed**, *Prince Mohammad Bin Fahd U.*
Author: **Thomas Garavan**, *School of Business, National College of Ireland, Dublin, Republic of Ireland*
Author: **Rana Muhammad Naeem**, *U. of Science and Technology of China*
Author: **Muhammad Burhan**, *Coventry Business School, Coventry U.*
Author: **Ghulam Ali Arain**,

The sudden outbreak of COVID-19 has engendered unprecedented challenges and disruptions in nearly every field across the globe. The destabilized economic conditions have resulted in large-scale downsizing and layoffs, particularly in the hospitality and tourism sector which is the focus of the study. This scenario has prompted financial strain and reduced subjective well-being among those individuals who were laid off. Using the conservation of resources (COR) theory, we investigated the impact of financial strain on the subjective well-being of the laid off employees (N=284) in the hospitality and tourism sector through the mediating mechanism of negative affectivity. We also investigated the extent to which this mediated relationship is moderated by the individuals' core-self evaluations. The results provided support for the hypothesized relationships in the study. We discuss the theoretical and practical implications of our research.

Paper is Available to Meeting Registrants Only.

HR: Pandemonium: How Crisis-Induced Role Novelty Affects Global Employees' Resource Accumulation 🌐 ✈️ 🗨️ 🖥️

Author: **Sina Alessa Kraus**, *ESCP Business School*
Author: **Benjamin D. Blake**, *U. of Oklahoma*
Author: **Marion Festing**, *ESCP Business School*
Author: **Margaret A. Shaffer**, *U. of Oklahoma*

The ongoing COVID-19 pandemic and associated workplace restrictions have severe consequences for the world's workforce. Under such difficult circumstances, global employees' capacity to leverage personal resources for goal attainment is critical. Applying the resource investment principle of conservation of resources theory, we propose a moderated-mediation model whereby crisis-induced role novelty hinders resource accumulation and subsequent goal attainment. Using three waves of panel data from 311 global employees collected in 2020, prior to and following the initial pandemic lockdown, we found support for our hypotheses that crisis-induced role novelty weakened the relationship between positive psychological capital (PsyCap) and both job engagement and job security. As expected, it also served as a boundary condition for the indirect relationship between PsyCap and burnout, via job security; we did not find support for the hypothesized relationship with job satisfaction, via job engagement. Moreover, when PsyCap was low, crisis-induced role novelty seemed to compensate for the deficient resource of PsyCap in fostering job engagement, which contradicts our view on crisis-induced role novelty as an unambiguous hindrance to global employees' goal attainment. We discuss the implications of our findings as well as our contributions to international human resource management scholarship and practice.

Paper is NOT Available. Please contact the author(s).

HR: A push from host and a pull from home, is that all? Revisiting the push-pull theory amid COVID-19 🌐 ✈️ 🗨️ 🖥️

Author: **Mudit Shukla**, *Indian Institute of Management, Indore*
Author: **Divya Tyagi**, *Indian Institute of Management, Indore*

The COVID-19 pandemic has brought with it a wave of deliberation, introspection, and re-evaluation, especially for the individuals residing far away from their home countries. So, our study aims to explore the effects of the COVID-19 pandemic on how the expatriates appraise their life in a host country and their desire to return to their home country. Our findings elucidate that factors, such as expatriates' perceptions regarding the riskiness arising due to the immanent attributes, expeditiousness in the response of the administration, state of the healthcare system, obligations towards family, fairness in how people have been treated, and considerations regarding lifestyle and career, pertaining to their home and host countries helped the expatriates in choosing between their home and host countries. Interestingly, these factors took the shape of push and pull forces from the home country and the host country. Based on our findings, we revisit the two widely held assumptions. One that there are only two factors that drive individuals' across national borders. Two that a single factor can only act either as a push force or a pull force.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ecosystems 2

Digital Session Chair: **Sara Alshareef**, *Department of Business Administration, King Abdulaziz U. Jeddah, KSA*

ENT: Is home where the heart is? Investigating the relationship between 'home' and entrepreneurship

Author: **George Redhead**, *U. of East Anglia (UEA)*
Author: **Zografia Bika**, *U. of East Anglia (UEA)*

The little attention 'home' has received in the entrepreneurial sphere has focused on location choices and their effects on performance rather than what 'home' may mean contextually and experientially for entrepreneurs and place itself. Research has shown that entrepreneurial activities are strongly influenced by the context in which they occur. It is therefore important to understand the differentiated ways in which entrepreneurs may engage with a 'home' place to better understand the nature of 'home' and how it can impact upon the entrepreneurship process for both locals and non-locals. This paper attempts to broaden the understanding of 'home' engaging in context-sensitive theorising from the findings of a qualitative case study in Norwich, a city within East Anglia, in England. Through introducing the mechanisms of 'degrees of localness' and 'the boomerang effect' we delve deeper into what 'home' means to varying entrepreneurs, how this impacts upon their micro-level entrepreneurial efforts, and how it reflects a much more complex and nuanced understanding of 'home' beyond mere location used instrumentally to advance the entrepreneurship process.

Paper is Available to Meeting Registrants Only.

ENT: Dependent, Autonomous or Adaptive? Unpacking Spatial Embeddedness and Women Entrepreneurial Behavior

Author: **Sara Alshareef**, *Department of Business Administration, King Abdulaziz U. Jeddah, KSA*

The purpose of this paper is to extend understandings of the influences of the spatial context within which women entrepreneurs are embedded. The exploration of the spatial context was informed by gender and geography studies, and undertaken through interviews with 27 Saudi women entrepreneurs. This study found that the spatial context of women entrepreneurs influenced the embedded nature of gender societal norms. Therefore, this study makes a theoretical contribution by promoting the spatial context as a key concept in theorising women's entrepreneurial behaviour, through the exploration of the influences and impacts of location on individual women entrepreneurs. This study found that locational stability and spatial mobility contributed to the spatial context, from which a novel typology of women entrepreneurs was developed. This typology captured previously unexplored heterogeneity associated with women Domestic Entrepreneurs (DEs), Transnational Entrepreneurs (TEs), and Returnee Entrepreneurs (REs). The spatial context was found to be of considerable significance to understanding different degrees of embeddedness, and thus to understandings of place-specific entrepreneurial behaviours that supported/ constrained the agency of the women entrepreneur participants.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial support seeking and affordances in online communities during the COVID-19 pandemic

Author: **Marie Madeleine Meurer**, *EBS U. of Business and Law*
Author: **Matthias Waldkirch**, *EBS Business School*
Author: **Peter Kalum Schou**, *NHH Norwegian School of Economics*
Author: **Eliane Bucher**, *BI Norwegian Business School*
Author: **Katrin Burmeister-Lamp**, *EBS U. of Business and Law*

The COVID-19 crisis has caused significant and unforeseen problems for entrepreneurs. Normally, entrepreneurs would seek social support in their networks to help deal with these issues. However, due to social distancing, physical networking is more difficult, and instead, entrepreneurs have to turn to alternative support sources, such as online communities. We, therefore, investigate support-seeking in online communities during the COVID-19 pandemic, and thereby uncover action possibilities that online communities offer to entrepreneurs. We analyze conversation data from an online community of entrepreneurs on Reddit (*r/startups*) between January 1st and July 7th, 2020, totaling 64,718 community posts. Through a qualitative analysis, we outline what types of support entrepreneurs seek, how support-seeking unfolds, and discover four action possibilities that online communities offer: Online communities help entrepreneurs to resolve problems, reframe their problems, reflect on their situation and refocus thinking and efforts. Our paper contributes to (1) the debate around entrepreneurs' support during the COVID-19 pandemic; (2) the knowledge about digital entrepreneurial support-seeking and (3) the growing interest in the digital affordances that entrepreneurs can access, such as online communities.

Paper is Available to Meeting Registrants Only.

ENT: Networked Micro-Clusters for Firm Evolution

Author: **Gregory Theyel**, *California State U., East Bay*

This paper addresses firm movement within an industry cluster and how this movement is related to firm evolution. This research assembles a picture of the San Francisco Bay Area biomedical industry cluster using biomedical firm populations for 2015 and 2020 and location quotients for 45 cities that make up the cluster, and qualitative data includes interviews with biomedical executives and other cluster stakeholders. While the San Francisco Bay Area has the largest biomedical cluster in the world, the industry is not spread evenly, nor are the resources the same across the region. Instead, there are distinct micro-clusters that play different roles in firm innovation and entrepreneurship, and the relationships between the different parts of the industry cluster offer firms resources as they evolve.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Coping, (Lack of) Recovery, and Performance

Digital Session Chair: **Elio Shijaku**, *U. of Barcelona*

OB: Don't sleep on it: new perspectives and insights on organizational sleep

Author: **Elio Shijaku**, *U. of Barcelona*
Author: **Ryan Armstrong**, -

Despite significant research on sleep and sleep-related phenomena in organizations, management scholars have remained entrenched along disciplinary lines in their approach, neglecting points of connection which increasingly drive conflict and challenge at work. In this paper, we use a multilevel perspective to integrate what we know about sleep and organization. We argue that an extended understanding of the concept of sleep can have important implications for management that will take on a new importance in an increasingly digital, interconnected context. In so doing, we complement the existing theory of sleep management in three ways. First, we use a depth ontology to extend the concept of sleep to the meso and macro levels, presenting a hierarchical perspective from which the notion of organizational sleep emerges. Second, we consider how sleep actors possess spatial-temporal properties which are constantly moving in and out of states of dysregulation. While these patterns are natural and even beneficial, if mismanaged, organizational actors can enter various states of critical dysregulation which can threaten organizational well-being. We offer several propositions to guide research and practice using this integrated perspective.

Paper is Available to Meeting Registrants Only.

OB: Investment in Emotional Labor: Daily Resource Spirals and Recovery

Author: **Gordon Matthew Sayre**, *EMLYON Business School*
Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Author: **Alicia A. Grandey**, *Pennsylvania State U.*

Service workers perform emotional labor with customers by surface acting (modifying expressions) or deep acting (modifying mood). Surface acting clearly has more costs and fewer gains than deep acting, but it is less clear how those daily costs and gains contribute to the performance of emotional labor over time. Based on emotional labor theorizing and conservation of resources (COR) theory, daily investment of resources (i.e., emotional and cognitive) are needed for surface and deep acting, which result in that day's net resource loss or gain, respectively. We argue that over time, this creates accumulating resource losses or gain (i.e., spirals) that predict future strategy use, unless one recovers those resources after work. We conduct a novel and rigorous test of this idea, using two experience sampling methodology (ESM) studies of service workers, and applying latent difference score models to capture resource accumulation over time. Across both studies, results supported resource gain and loss spirals: Deep acting required an investment of emotional resources that created increasingly greater resource gains, while surface acting had accumulating losses to emotional resources each day, making it harder and harder to invest in deep acting in future days. Importantly, recovery after work, specifically low-effort activities, mitigated resource loss spirals from surface acting and enhanced resource gain spirals via deep acting. Results offer new evidence for untested theoretical assumptions about emotional labor and COR, while providing recommendations for how to replenish and protect service workers' emotional resources over time.

Paper is Available to Meeting Registrants Only.

OB: Interpersonal peer justice and sleep problems: the role of negative affect and optimism

Author: **Mark Ohana**, *Kedge Business School, France*

Although research has shown the link between unfair treatment and sleep disorders (e.g., Kim et al., 2011), several questions remain about this relationship. First, while most studies consider sleep as mediator between organizational justice and health outcomes, little is known about the underlying mechanisms linking justice and sleep. In our study, we explore whether emotions can explain why people who are treated unfairly sleep poorly. Additionally, we investigate whether optimists suffer less negative emotions when treated unfairly. The results from a 10-day diary study involving 220 employees and a vignette study involving 837 participants confirm our hypotheses on the effects of negative affectivity and trait optimism.

Paper is Available to Meeting Registrants Only.

OB: Firefighters' Emotional Demands and Off-Duty Unhealthy Behaviors: Social Resources as Moderators

Author: **Lucille Headrick**, *U. of Illinois at Urbana-Champaign*

Unhealthy eating and alcohol use have been linked to numerous adverse health and well-being outcomes. However, work-related predictors of these behaviors have been largely ignored. One possible explanation why individuals may eat unhealthy foods and use alcohol is to cope with emotional job demands and their associated negative affect at the end of their shift. This may be especially relevant for firefighters as this occupation has been associated with high levels of stress, alcoholism, and obesity. In response, we conducted a between-person structured diary study on 228 firefighters to test the effects of emotional demands during the shift on unhealthy eating and alcohol use during off-duty time via negative affect at the end of the shift. The social influences of those at work (i.e., organizational healthy eating and alcohol use climates) and those at home (i.e., partner support for healthy eating and alcohol use) are tested as moderators that could serve as protective or risk factors. Path analysis results show that emotional demands during the shift are positively related to negative affect at the end of the shift which, in turn, relates to increases in unhealthy eating and alcohol use during their off-duty time. Also, partner support for healthy eating (reported by the target firefighter's significant other) moderates the relationship between negative affect and unhealthy eating, thereby weakening the indirect effect of emotional demands on unhealthy eating. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **973** | Submission: **11328** | Sponsor(s): **(OMT, ONE, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:30PM - 4:00PMET (UTC-4)**

Managing for the Distant Future: A Research Agenda for the Fight Against Climate Change *Distant Future Research Agenda*

Organizer: **Majken Schultz**, *Copenhagen Business School*
Panelist: **Tor Hernes**, *Copenhagen Business School*
Panelist: **Daniel Nyberg**, *U. of Newcastle*
Panelist: **Juliane Reinecke**, *King's College London*
Panelist: **Klaus Weber**, *Northwestern U.*
Discussant: **Pratima Bansal**, *Ivey Business School*

As it is becoming clear that companies must be much more consequential in the fight against climate change, we need to know more about how organizational actors navigate in this fight. Although international institutions and climate agencies have warned about the implications of climate change for decades, it is only recently that companies are making more specific commitments that reach into the distant futures, such as to become carbon neutral by 2030 (e.g. Apple, Google, Microsoft, P&G), 2040 (e.g. Amazon), or 2050 (e.g. BP, Dow). For most companies this implies that they have to overcome pressure from short-term performance and go well beyond their habitual strategic time horizons into unknown territories. This symposium brings together experienced scholars discussing how we may study and conceptualize the challenges that confront managers, as they begin to integrate concerns for distant future climate change into their ongoing solutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **974** | Submission: **13330** | Sponsor(s): **(RM, TIM, OCIS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:30PM - 4:00PMET (UTC-4)**

**Curating Collective Wisdom: Exploring New Infrastructures
for Knowledge Synthesis**
Collective Wisdom and Knowledge Synthesis



Panelist: **Stuart Bunderson**, *Wash U.*
Panelist: **Carrie R. Leana**, *U. of Pittsburgh*
Panelist: **Elizabeth L. Rose**, *U. of Leeds*
Panelist: **Benjamin Martell Galvin**, *Brigham Young U.*
Panelist: **Alain C. Verbeke**, *U. of Calgary*
Panelist: **Frederick Morgeson**, *Michigan State U.*
Panelist: **Christopher C. Rosen**, *U. of Arkansas*
Participant: **Dermot Breslin**, *Rennes School of Business*
Chair: **Victor Zitian Chen**, *U. of North Carolina, Charlotte*
Chair: **Michael A. Hitt**, *Texas A&M U.*

This symposium explores a new blueprint of knowledge synthesis in business and management. The cumulation of scientific knowledge is difficult to implement in the absence of a convergent and integrated knowledge system. The current technologies, outlets, and incentives of business and management scholarship emphasize discipline-based, reductionist research, and are relatively incapable of solving complex social problems concerning management. As an unintended consequence, the universe of data, knowledge, and communities is becoming exceedingly fragmented. This symposium gathers editors of elite review journals and elite journals with review issues, whose missions emphasize knowledge synthesis, to explore what new technologies and infrastructures are needed to accumulate fragmented knowledge scholarship into timely, widely accessible, and actionable collective wisdom.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Perspectives on Firm Boundaries and Transaction Costs

Digital Session Chair: **Ashley Palmarozzo**, *Harvard Business School*

STR: Auditor Independence and Outsourcing: Aligning Incentives to Mitigate Shilling and Shirking  

Author: **Ashley Palmarozzo**, *Harvard Business School*
Author: **Jodi Short**, *UC Hastings School of Law*
Author: **Michael Toffel**, *Harvard Business School*

Multinational corporations (MNCs) hire auditors to assess their business partners' compliance with quality, working conditions, and environmental standards. Independent third-party auditors are widely assumed to outperform second-party auditors employed and thus controlled by MNCs. Synthesizing literatures on auditor independence and outsourcing decisions, we compare how independence and control can affect auditor performance. Using proprietary data from a global apparel brand, we find that second-party auditors outperform independent third-party auditors, and that third-party auditors' performance improves when MNCs concurrent source audits, using both second- and third-party auditors. However, both second- and third-party auditors perform better with more independence from the entities they audit—specifically, when auditing factories most recently audited by a different firm. These findings yield important insights for more effective monitoring of business partners.

Paper is Available to Meeting Registrants Only.

STR: Differential Incentives for Portfolio Expansion: Internal versus External Complementary Assets   

Author: **Siddharth Natarajan**, *Chinese U. of Hong Kong*
Author: **Ishtiaq Pasha Mahmood**, -
Author: **William G. Mitchell**, *U. of Toronto*

Prior research highlights that complementary assets provide incentives for portfolio expansion, but has not compared internal complementary assets, which are owned by focal firms, with external complementary assets, which are owned by external entities. We argue that internal complementary assets provide stronger incentives for introducing new features in existing products, compared to external complementary assets. However, for new products, external complementary assets provide stronger incentives, with the difference in incentives conditioned by the scope of complementary assets. Finally, we argue that external complementary assets can endogenously provide incentives for expanding internal complementary assets. Empirical analysis of portfolio expansions by Android smartphone vendors from 2010 to 2018 supports our predictions. Overall, the paper shows how internal and external complementary assets have differential consequences for portfolio expansions.

Paper is Available to Meeting Registrants Only.

STR: What do you know and how much does it matter? A QCA/NCA study of knowledge and supplier performance  

Author: **Glenn Hoetker**, *Melbourne Business School, U. of Melbourne*
Author: **Sarah Maria Bruhs**, *Aarhus U., Department of Management*
Author: **Thomas Mellewigt**, *Freie U. Berlin*

While interorganizational research has emphasized the role of governance mechanisms in managing the performance of suppliers that provide critical input components, scholarship consistently assumes that these governance mechanisms work independent of how much the supplier knows or how much the buyer knows. Contributing to this body of work, we explore two important boundary conditions to the association between governance mechanisms and supplier performance: the buyer's knowledge of the outsourced component and the supplier's technical expertise. In doing so, our theory integrates recent insights from the literature on concurrent sourcing, which acknowledges that firms often make and buy the same input. Methodologically, we draw on configurational methods of fuzzy set Qualitative Comparative Analysis (fsQCA) and Necessary Conditional Analysis (NCA), given that conventional regression techniques fall short in analyzing the complex interrelationships predicted by our theory. Our analysis provides interesting and novel insights. Broadly, we find that deploying concurrent sourcing in conjunction with formal and relational governance mechanisms leads to high supplier performance, even when the supplier himself is less technical capable. However, concurrent sourcing is no guarantee for high performance, as a concurrent sourcing firm who deals with a non-expert supplier is doomed to low performance when relational governance mechanisms are absent. Overall, our analysis of firm and supplier knowledge in orchestration with established governance mechanisms underscores the value of configurational approaches to management research.

Paper is NOT Available. Please contact the author(s).

STR: Effects of Uncertainty, Munificence, and Interorganizational network on Firm's Vertical Integration 

Author: **Maia Barnabishvili**, *U. of Miami*
Author: **John Mezas**, *U. of Miami*

This paper treats dramatic changes in the US healthcare regulatory framework as a natural experiment to investigate how the interplay between contextual factors from both environmental and inter-organizational dimensions affects firms' degree of vertical integration. Using a cross-industry sample of US healthcare sector firms, findings support hypotheses that greater levels of sector-level environmental uncertainty foster exploitation of vertically integrated structures as an efficient adaptation mechanism. This effect is contingent on levels of local environmental munificence and firms' embeddedness in interorganizational networks. Further, managerial network composition along dimensions of partner type, country, and industry of operation are shown to be significant boundary conditions for how social networks affect vertical integration decisions in uncertain setting. Findings also demonstrate that a joint focus on environmental attributes and interorganizational networks can significantly advance our understanding of processes driving vertical integration decisions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **976** | Submission: **16672** | Sponsor(s): (AFAM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:00PM - 5:00PMET (UTC-4)**

Africa Academy of Management Social
AFAM Social



Organizer: **Sherwat Elwan Ibrahim**, *American U. in Cairo*
Organizer: **Moses Acquah**, *U. of North Carolina, Greensboro*

AFAM invites academy members to our annual celebratory event - a chance to network, learn about our activities, and find new collaborators.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Caucus**
Program Session: **977** | Submission: **15379** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:00PM - 4:30PMET (UTC-4)**

Converting Experiential Classroom Exercises to an Online Format

Converting Experiential Exercises to Online

Organizer: **Markus Vodosek**, *Indiana U. - Kelley School of Business*
Organizer: **Iris Berdrow**, *Bentley U.*

We are inviting scholars who converted exercises originally designed for face-to-face interaction to an online format during the Covid-19 pandemic. Participants will share their experience with the conversion process and together we will explore best practices in light of the shortcomings and benefits of the online format.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Pathways in Workplace Religiosity and Spirituality

Digital Session Chair: **Denver Bingski Dumanil Daradar**, *De La Salle U., Manila, Philippines*

MSR: **Exploring the Understanding of Followership in Christian Faith-Based Organisations**

Author: **Krystin Zigan**, *U. of Kent*
Author: **YingFei Héliot**, *U. of Surrey*
Author: **Alan Le Gry**, *U. of Kent*

Emerging research on followership has overwhelmingly been focused on for-profit organisations. This research investigates the meaning of volunteer followership in a faith-based context by exploring four Christian denominational congregations and how they socially construct their role of being a follower. Using implicit followership theory, we explore their perceptions on ideal followership and how these shape the relationship to leaders. By conducting 25 semi-structured interviews we found that volunteer followers across the different denominations developed different understanding of followership and particularly valued relational attributes. We further found a dialectic relationship between individual personality, institutional norms and the social system which shape the way followership is constructed. Thus, we advance current understandings of the role of volunteer followers in faith-based organisations.

Paper is Available to Meeting Registrants Only.

MSR: **Religiosity & Work-Family Conflict in Japan: Role of self-construal, work & spouse demands**

Author: **T. T. Rajan Selvarajan**, *California State U., East Bay*
Author: **Barjinder Singh**, *Elon U.*
Author: **Donna Y. Stringer**, *U. of Houston, Clear Lake*

Based on the job demands and resources model, we propose that work and spouse demands are positively related to work-family conflict and that religiosity, which acts as a personal resource, mediates the relationship between both forms of demands and work-family conflict. Further, we also propose that interdependent self-construal is positively related to the conflict in the work-family interface and religiosity mediates this relationship. We test these hypotheses using a large midlife development sample of individuals in Japan (N=1027). Results provide support for the main effects for job and spouse demands on work-family conflict, as well as mediating effects of religiosity. In addition, we also found support for hypotheses pertaining to main and indirect effects of interdependent self-construal. Our results reveal that within the family domain, religiosity is viewed as a demand. We discuss the implications of this research for the theory and practice of religiosity and work-family conflict in organizations.

Paper is Available to Meeting Registrants Only.

MSR: **Workplace Spirituality: Literature Review and Opportunities for Future Scholarship**

Author: **Elaine Clare Long**, *The Chicago School of Professional Psychology*
Author: **George W. Hay**, *Chicago School of Professional Psychology*
Author: **Debra J. Dean**, *Management, Spirituality, and Religion*

The purpose of this paper is to briefly review the evolutions and embedded perspectives in the workplace spirituality literature and identify key gaps in the research agenda to locate possible scholarship and research opportunities. These opportunities may strengthen the inclusion of spirituality and faith at work for non-instrumental purposes as well as support management diversity and inclusion practices and contribute to encouraging management for the common good.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **979** | Submission: **13893** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:00PM - 4:30PMET (UTC-4)**

**Research in the Wild: Best Practices and Recommendations for
Conducting High-Quality Field Research**
Best Practices for Conducting Field Research



Organizer: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Organizer: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Organizer: **M. Travis Maynard**, *Colorado State U.*
Organizer: **Samantha A. Conroy**, *Colorado State U.*
Panelist: **William J. Becker**, *Virginia Tech*
Panelist: **John E. Delery**, *U. of Arkansas*
Panelist: **Lillian Eby**, *U. of Georgia*
Panelist: **Aparna Joshi**, *Penn State Smeal College of Business*
Panelist: **Russell A. Matthews**, *U. of Alabama*
Panelist: **Patrick F. McKay**, *Fox School of Business, Temple U.*
Panelist: **Olivia Amanda O'Neill**, *George Mason U.*
Panelist: **Shannon Rawski**, *Ivey Business School*
Panelist: **Bess Rouse**, *Boston College*
Panelist: **Greg L. Stewart**, *U. of Iowa*

While there is no shortage of calls for academic research to study management concepts within actual organizations, there is far too little guidance on how to exactly accomplish this feat. This issue of conducting research in the field is especially important –yet, more challenging to navigate—in today’s ever uncertain and unprecedented environment. While researchers are consistently called on to go there and embrace the complexity that exists within today’s organizations, there is little discussion on best practices for doing so. With this Professional Development Workshop (PDW), we intend to have a discussion with scholars that are very effective at gaining access to organizations and conducting high-quality, field-based research in order to provide guidance and offer insights to junior scholars and seasoned researchers who aim to improve upon their current research practices. To accomplish this, the proposed PDW includes: 1) opening commentary presenting an overview of field research methods and recommendations, 2) a set of scholarly panels with scholars that have been successful conducting field research, and 3) breakout groups with top scholars and attendees discussing more specific questions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Organizational Issue in Contemporary Work Settings

Digital Session Chair: **Robert Fuller**, *U. of Tennessee, Knoxville*

OCIS: Virtual Team Decision Making: The Value of Team Intuition and its Enabling Media Capabilities

Author: **Robert Fuller**, *U. of Tennessee, Knoxville*
Author: **Dusya Vera**, *U. of Houston-Main Campus*
Author: **Codou Samba**, *U. of Tennessee*
Author: **David W. Williams**, *U. of Tennessee*

We challenge the body of knowledge on virtual team decision making, which has largely portrayed comprehensive and stepwise approaches to decision making in virtual teams. In contrast, we propose that virtual teams can develop team intuition and can benefit from it, in terms of decision quality and decision speed, particularly when virtual teams are facing the decision-making challenges of cognitive diversity, information inadequacy compounded with information and communication technology inadequacy, and time pressure. We describe four forms of virtual team intuition and leverage Media Synchronicity Theory to propose the communication task elements, media capabilities, and synchronicity levels needed to enable each form of virtual team intuition.

Paper is Available to Meeting Registrants Only.

OCIS: Involving or informing? Negotiating employee participation in organizational change

Author: **Pekka Pälli**, *Aalto U. School of Business*
Author: **Ari Kuusimäki**, *Aalto U., School of Business*

Language and communication are fundamental for management attempts to engage employees in decision-making on organizational change. However, we still know little about how the meaning of employee participation is negotiated between different organizational groups, and how this effects joint decision-making. Adopting an organizational discourse perspective, our ethnographic study of a relocation of a Nordic University shows how management and employees battle for the control of discourse about employee participation by employing and renegotiating the contextual meanings of communicational practices that foster employee involvement in decision-making. As a contribution, we demonstrate the discursively constructed character of employee participation and illustrate how it can act as a source of both consensus and dissensus in decision-making on organizational change issues.

Paper is Available to Meeting Registrants Only.

OCIS: Role of Power and LMX on the use of Upward Impression Management Tactics

Author: **Priyanka Jaiswal**, *Indian Institute of Foreign Trade, New Delhi*

The human being is full of emotions and expressions. An individual expresses his/her emotion through certain behavior and expect that others would be able to understand his/her emotion. People generally able to capture the exact emotion of the person based on expressed behavior. Impression management is also a behavior that reflects or articulates the image of an individual. In present scenario, individuals are more inclined towards building their image at the workplace. Therefore, they use various impression management for projecting different image. However, there are several factors, which affect the selection of a particulate impression tactic. This research paper is based on an experimental study, which is designed to assess the impact of the leader's perceived power and leader member-exchange (LMX) on the selection of impression management tactics by subordinates for getting positive performance rating from their leaders. To the best of our knowledge, the impact of the perceived power of the leader and LMX on IM tactics is being assessed for the first time. Leader's power and LMX, are manipulated through video clips. This experimental study was conducted on graduate and postgraduate students. Results show that the use of IM by subordinates significantly depends on the relationship between leader and subordinate as well as the perceived leaders' power by the subordinates. As results state that subordinates use positive impression management tactics (ingratiation and self-promotion) more for the leaders with high LMX & high perceived power. Subordinates may also use negative impression management tactics (supplication and intimidation) for the leaders with low LMX & low perceived power for receiving positive performance rating. Keywords: Perceived leader's power; leader member exchange; impression management tactics

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Management Issues in Law Enforcement

Digital Session Chair: **Ben Rissing**, *Cornell U.*

 **PNP: Premium Processing or Processing Premiums? The Role of Selective Persistence in Regulatory Outcomes**   

Author: **Ben Rissing**, *Cornell U.*
Author: **Laura Carver**, *Cornell U.*

Organizations often employ indirect and circuitous strategies to shape regulatory outcomes in their favor. This said, key regulatory programs increasingly allow regulated organizations to directly shape their own case prioritization and evaluation deadlines, generally for a fee. Such expedited regulatory evaluations often have superior outcomes, but less understood is why. We address this gap by examining U.S. Citizenship and Immigration Services (CIS) agents' assessments of immigrant H-1B visa applications, which can be expedited for \$1,000. Through analysis of Freedom of Information Act records for all 5.2 million H-1B visa evaluations from 2001 to 2016, we find that expedited applications are more often approved than standard cases. To explain this gap, we test multiple theoretical accounts and find that organizations, not regulators, are the key actors shaping approval rate differences. We contend that organizations disproportionately use expedited processing for strategically valuable activities, and thus withdraw or abandon these applications less frequently relative to standard cases. This primarily explains the relative success of expedited applications over their standard counterparts. These findings emphasize organizational agency as an underappreciated factor shaping regulatory outcomes in fee-dependent regimes.

Paper is Available to Meeting Registrants Only.

PNP: Examining the Impact of Community and Organizational Relationships on Police Work Perspectives

Author: **Alexander Henderson**, *Marist College*
Author: **James Melitski**, *Marist College*

In many front-line professions, especially those in public safety, the people-centered nature of the job and work relationships are essential considerations. Law enforcement is one such intrinsically relational public service, characterized by significant interpersonal interactions both inside police departments and with the public. The relationships among citizens, constituents, or other service recipients and the state are particularly critical to shaping the outcomes of important public policies. The purpose of this paper is to explore the relational nature of work in policing, foregrounding community relationships, leadership, coworker relationships, and role-based considerations and the impact of these on job-related attitudes of satisfaction and organizational commitment, both of which are related to individual performance, motivation, and other key individual and organizational outcomes. We use a web-based survey to collect data from sworn law enforcement officials across the United States on perspectives of roles and of work. Findings here indicate that community relationships, transformational leadership, coworker trust, and public service motivation are positively related to both job satisfaction and organizational commitment. Implications for theory, practice, and future research are discussed, followed by concluding comments on the future of policing.

Paper is Available to Meeting Registrants Only.

 **PNP: Role-Redefining Reforms**

Author: **Renee M. Rinehart**, *George Mason U.*

Scholars across a range of disciplines have examined why successful reform remains so elusive in the public sector, yet these views often overlook or underestimate the inherently social and emotional nature of public sector work, particularly among front-line workers. Drawing on theories from organizational behavior and institutional theory, this paper examines how a subset of correctional officers in a new restorative justice unit were able to take on fundamentally new roles that conflicted with core elements of the traditional correctional officer identity. Data came from 25 interviews with correctional officers, operational managers, and senior leaders, as well as 56 hours of observation of routine work activities, staff meetings, and training sessions, totaling nearly 100 hours in the field. Findings indicated that this role-redefining reform succeeded when front-line workers were already engaging in a form of emotional labor similar to what was required in their new roles, when they had strong social support from colleagues, supervisors, and subordinates, and when the leader of the reform embodied the ideal, "fantasmic" images of both the old and new role identities. Together, these findings offer contributions to our understanding of how deeper social and emotional factors shape responses to reform in ways that are both conscious and nonconscious, as well as new theoretical approaches for uncovering the impact of these factors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **982** | Submission: **16732** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:00PM - 5:00PMET (UTC-4)**

**AMP Showcase Symposium: Resurgent Oligopolies and Monopolies:
Implications for theorizing on the firm and policy options.**
AMP Showcase Symposium

Organizer: **Gideon D. Markman**, *Colorado State U.*
Organizer: **Geoffrey T. Wood**, *U. of Western Ontario*
Participant: **Stephen Brammer**, *U. of Bath*
Participant: **G. T. Lumpkin**, *U. of Oklahoma*
Participant: **Jacqueline A-M. Coyle-Shapiro**, *London School of Economics*
Participant: **David J. Teece**, *U. of California, Berkeley*
Participant: **Shaker A. Zahra**, *U. of Minnesota*

Global ecosystemic change, big tech, multisided platforms, media oligarchs, outsourced public services, AI and machine learning, and the blurring boundaries between commerce, science, and politics are just some of the forces that afford oligopolies and monopolies a growing influence. This reality raises many questions. For example, how should institutions operate and address economic and societal dilemmas when their authority or scope is challenged (e.g. via cultural wars) or simply because they seem to work less well than hitherto? And how might political and societal shifts impact on organizations that have honed their capabilities to operate on principles of free market economy, especially in responding to competitors deploying non market strategies? A panel of scholars will debate these and other questions and identify new priorities for research and policy, exploring tensions, contradictions and opportunities in present and emerging theorizing on the firm and society.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **983** | Submission: **16694** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:15PM - 5:15PMET (UTC-4)**

Health Care Management Division Reception *HCM Division Reception*

Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Server Error in '/Program2021' Application.

Conversion from type 'DBNull' to type 'String' is not valid.

Description: An unhandled exception occurred during the execution of the current web request. Please review the stack trace for more information about the error and where it originated in the code.

Exception Details: System.InvalidCastException: Conversion from type 'DBNull' to type 'String' is not valid.

Source Error:

```
Line 105:
<tr>
Line 106:
<td align="center" valign="top">
Line 107:
<asp:Label ID="lblAwardList"
runat="server"
Text='<%=replace(eval("awardsList")
, "|", "<br />") %>'
Line 108:
Height="20" Font-Bold="true"
BackColor="AliceBlue"
Visible="false" />
Line 109:
</td>
```

Source File: C:\inetpub\wwwroot\AOMASPPProgram2021\controls\SessionDetailsUC.ascx **Line:** 107

Stack Trace:

[InvalidCastException: Conversion from type 'DBNull' to type 'String' is not valid.]

Microsoft.VisualBasic.CompilerServices.Conversions.ToString(Object Value) +1033

ASP.SessionDetails.__DataBinding__control24(Object sender, EventArgs e) in
C:\inetpub\wwwroot\AOMASP\Program2021\controls\SessionDetailsUC.ascx:107

System.Web.UI.Control.OnDataBinding(EventArgs e) +98

System.Web.UI.Control.DataBind(Boolean raiseOnDataBinding) +174

System.Web.UI.Control.DataBindChildren() +246

System.Web.UI.Control.DataBind(Boolean raiseOnDataBinding) +191

System.Web.UI.WebControls.DataList.CreateItem(Int32 itemIndex, ListItemType itemType, Boolean dataBind, Object dataItem) +173

System.Web.UI.WebControls.DataList.CreateControlHierarchy(Boolean useDataSource) +858

System.Web.UI.WebControls.BaseDataList.OnDataBinding(EventArgs e) +88

System.Web.UI.WebControls.BaseDataList.EnsureDataBound() +86

System.Web.UI.Control.EnsureChildControls() +106

System.Web.UI.Control.PreRenderRecursiveInternal() +66

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Page.ProcessRequestMain(Boolean includeStagesBeforeAsyncPoint, Boolean includeStagesAfterAsyncPoint) +6875

Session Type: **Symposium**
Program Session: **985** | Submission: **14464** | Sponsor(s): **(MOC, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Team Cognition at a Crossroad: Forging the Way Forward *Team Cognition at a Crossroad*

Chair: **Susan Mohammed**, *Pennsylvania State U.*
Chair: **Ramon Rico**, *U. Carlos III de Madrid*
Panelist: **Linda Argote**, *Carnegie Mellon U.*
Panelist: **Kathleen Carley**, *Carnegie Mellon U.*
Panelist: **Matthew A. Cronin**, *George Mason U.*
Panelist: **James Andrew Grand**, *U. of Maryland*
Panelist: **Kyle Lewis**, *U. of California, Santa Barbara*

Team cognition enables members' diverse expertise and knowledge to be recognized, shared, and harnessed in teams. Over the past 30 years, the team cognition field has been regarded as an interdisciplinary success story. The empirically established team cognition – team performance link has also been noted as one of the most exciting developments in team research. Although there is much to celebrate, a careful evaluation of this literature reveals a surprising lack of shared cognition about team cognition, including little cross-integration across the multiple forms of team cognition (e.g., team mental models, transactive memory systems, team learning, cross-understanding, representational gaps). Moreover, team cognition measurement continues to be a significant challenge. How do we make intersections across previously siloed literatures normative rather than rare? How do we move from an emphasis on team aggregated measurement to more advanced techniques to permit answers to more expansive and nuanced research questions? Responding to these key issues, the panel will discuss the state-of-the-art in team cognition research and help craft a theoretical, methodological, and empirical agenda for future studies with audience participation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **986** | Submission: **13780** | Sponsor(s): **(MOC, OB, OMI)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Good Times, Bad Times: Temporal Perspectives on Creative Work

Temporal Perspectives on Creative Work



Organizer: **Greg Fetzer**, *Boston College*
Discussant: **Lucy L. Gilson**, *U. of Connecticut*
Presenter: **Kebyn Yong**, *Singapore Institute of Management*
Presenter: **Pier Vittorio Mannucci**, *London Business School*
Presenter: **Ozumcan Demir Caliskan**, *U. College London*
Presenter: **Colin Muneo Fisher**, *UCL School of Management*
Presenter: **Wenxin Xie**, *U. College London*
Presenter: **Sarah Harvey**, *UCL School of Management*
Presenter: **Greg Fetzer**, *Boston College*

The most influential theories of creativity, from Wallas (1926) to Amabile (1983) and beyond, have emphasized the processes of creativity, often through a stage model of creativity over time. Central (though often implicit) in these conceptualizations is the role of time, yet temporal perspectives remain relatively unexplored in research on creativity. Despite the recent recognition of time's importance within the creativity literature, many important questions still remain. Time is especially critical for organizational scholars of creativity; organizations generally create temporal structures, such as schedules, timelines, routines, and deadlines, that shape how individuals work. Our symposium will present some emerging work taking a temporal perspective on creativity—from facilitators of creativity at different stages of the idea journey to how creative workers handle extreme time pressure—and help advance the scholarly conversation around creative processes in organizations.

Spirited Away: Toward a Dynamic Theory of Cross-Disciplinary Innovation

Author: **Kebyn Yong**, *Singapore Institute of Management*
Author: **Pier Vittorio Mannucci**, *London Business School*

A Qualitative Study of How Coworking Can Spark Learning and Creativity Over Time in Makerspaces

Author: **Ozumcan Demir Caliskan**, *U. College London*
Author: **Colin Muneo Fisher**, *UCL School of Management*

Task vs. Project Persistence in Long-Duration Creative Projects

Author: **Greg Fetzer**, *Boston College*

Thriving under Pressure: Creative Practices under Extreme Time Pressure

Author: **Wenxin Xie**, *U. College London*
Author: **Sarah Harvey**, *UCL School of Management*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

OCB, CWB, and Ostracism

Digital Session Chair: **Yahua Cai**, *Shanghai U. of Finance and Economics*

OB: The interactive effect of abusive supervision and leaders' prototypicality on coworkers' ostracism

Author: **Yahua Cai**, *Shanghai U. of Finance and Economics*
Author: **Fufu Sun**, *Shanghai U. of Finance and Economics*
Author: **Jin Song Li**, *Shanghai U. of Finance and Economics*

Despite several studies on coworkers' reactions to abusive supervision of a coworker, little is known about whether and how leaders' characteristics may influence these effects. Building on social information processing theory and the social identity model of organizational leadership, we purported that coworkers would ostracize abused employees, but this effect would critically depend on leaders' in-group prototypicality. We further expected that abusive supervision and coworkers' ostracism would result in lower creativity of the target employee. Results from a multi-wave survey involving three data sources support the proposed model. Specifically, abusive supervision was positively related to coworkers' ostracism and to lower employee creativity. However, these effects only emerged for leaders who were high in in-group prototypicality. By contrast, leaders' abusive supervision was unrelated to ostracism and lowered creativity for leaders with low in-group prototypicality. Theoretical and managerial implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Risk propensity as a common antecedent for OCBs and CWBs

Author: **Don Zhang**, *Louisiana State U.*
Author: **Clare Barratt**, -
Author: **Rachel Williamson Smith**, *Georgia Southern U.*

Although organizational citizenship behaviors (OCBs) and counterproductive work behaviors (CWBs) are traditionally conceptualized as opposite ends of the contextual performance spectrum, emergent research suggests that they may derive from similar psychological processes. In this paper, we conceptualize OCBs and CWBs as manifestations of risk taking at work and argue that individual differences in risk propensity may serve as a common antecedent to both outcomes. In a three-wave panel survey study of working adults ($n = 244$), we found that risk propensity positively predicted both OCBs and CWBs targeted at organizations, but not individuals. Using an item-level approach, we also found that the predictive validity of risk propensity was stronger for behaviors that external raters judged as more (vs. less) risky. Finally, we found the association between risk propensity and CWBs was moderated by individual differences in self-monitoring, where the positive association was weakened for people high on self-monitoring. Taken together, our findings suggest that risk-seeking employees may simultaneously be an asset and a liability, but risk-seekers who are also high on self-monitoring are less likely to engage in counterproductive behaviors.

Paper is Available to Meeting Registrants Only.

OB: Psychological Ownership and Ambivalent Employee Behaviors: A Moderated Mediation Model

Author: **Ah Jung Kim**, *Ewha Womans U.*
Author: **Myung-Ho Chung**, *Ewha Womans U.*

This study explored two faces of psychological ownership. Specifically, we focused on the psychological process wherein two different routes via disparate mediators led to two seemingly contradictory outcomes: organizational citizenship behavior (OCB) and workplace aggressive behavior (WAB). In addition, we also examined the moderating role of a structural factor (i.e., network position) in the mediation process. Drawing on social exchange theory and social network theory, we proposed that psychological ownership would produce both OCB and WAB through organization-based self-esteem and psychological entitlement respectively, and an individual's network position would moderate the effects of this process. Data from 189 nurses from a general hospital in Korea revealed that psychological ownership was positively related to two ambivalent outcomes, OCB and WAB. Further, a central position in a friendship network among nurses strengthened the positive relationship between psychological ownership and OCB. Overall, this study showed that psychological ownership was like a double-edged sword. We discussed the theoretical and practical implications of this finding.

Paper is Available to Meeting Registrants Only.

OB: A Meta-Analytic Integration of Mechanisms Linking Workplace Ostracism and OCB

Author: **Denise Law**, *U. of Waterloo*
Author: **Rukhsana (Roxy) Merkan**, *U. of Waterloo*
Author: **Winnie Shen**, *Schulich School of Business, York U.*
Author: **Douglas J. Brown**, *U. of Waterloo*

Evidence indicates that victims of workplace ostracism typically engage in fewer organizational citizenship behaviors (OCB). Not surprisingly, researchers have sought to understand why workplace ostracism is negatively related to OCB. Three perspectives have been offered in the literature, but are typically tested in isolation. Consequently, the relative merit of each perspective is largely unknown. To address these issues, we highlight how all three mechanisms can be subsumed within a need-threat/need-fortification framework of workplace ostracism and conduct meta-analytic structural equation modelling to test the three mechanisms simultaneously with enhanced statistical power. Consistent with theoretical and empirical work indicating that workplace ostracism is a painful experience, we found that workplace ostracism harms employees' belongingness, self-perceptions, and well-being, which each uniquely in turn, leads to less OCB. Further, well-being was the mechanism with the strongest explanatory power that underlies the negative relationship between workplace ostracism and OCB. Implications and future research directions will be discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **988** | Submission: **17297** | Sponsor(s): (OMT)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Valuing and Compensating CEO Performance *CEO Performance*



Digital Session Chair: **Chengwei Liu, ESMT Berlin**

OMT: **The Variance of Variance**

Author: **Chengwei Liu, ESMT Berlin**

Author: **Chia-Jung Tsay, U. College London**

Finalist for the OMT Division Best Paper Award

Chance models—mechanisms that explain empirical regularities through unsystematic variance—have a long tradition in the sciences but have been historically marginalized in management scholarship. An exception is the work of James G. March and his coauthors, who proposed a variety of chance models that explain important management phenomena, including the careers of top executives, managerial risk taking, and organizational anarchy, learning, and adaptation. This paper serves as a tribute to the beauty of these “little ideas” and demonstrates how they can be recombined to generate novel implications. In particular, we focus on the example of an inverted V-shaped performance association among the executives featured in one of the most prominent lists of executives, Barron’s annual list of Top 30 chief executive officers. A reanalysis of March and Shapira’s 1992 model provides a novel explanation for why many of the executives’ exceptional performances did not persist. In contrast to the usual explanations of complacency, hubris, and statistical regression, the results show that declines may result from these executives’ slow adaptation, incompetence, and self-reinforced risk taking. We conclude by elaborating on the normative implications of Jim’s chance models, which address many modern management and societal challenges. We further encourage the continued development of chance models to help explain performance differences, shifting from accounts that favor heroic stories of corporate leaders toward accounts that favor those leaders’ changing fortunes.

Paper is Available to Meeting Registrants Only.

OMT: **Would “No More Counting Dollars Be Counting Stars”? : CEO Compensation and Spatial-Temporal Cognition**

Author: **Ali Radfard, Aston Business School**

Prior research on corporate governance has paid little attention to the cognitive consequences of compensation for CEOs. This paper studies how compensation affects the most basic aspect of cognition, i.e., spatial-temporal cognition of CEOs. Drawing from prior theory and research, it is argued that money reduces the relevance of spatial-temporal constraints on CEOs’ cognition of reality by increasing the sense of control over space-time. Further, this main effect reduces as CEO compensation becomes more contingent upon firm performance. Using a content-intensive sample of 713 CEO-year observations of public corporations, and through content-analysis and simultaneous equation modeling, the hypotheses are tested. The results provide support for the theory put forward in the present paper. The moderating effect somewhat but partially alter the main effect. Most interestingly, these findings point to a potential paradox in that compensation that is long believed to be essential for aligning the interests of CEOs with the owners’ interests, acts against such alignment by biasing CEOs’ cognitive representation of reality. The implications of the paper’s findings are discussed for the research on CEO compensation, CEO cognition, incentive alignment and diversification/merger/acquisition.

Paper is Available to Meeting Registrants Only.

OMT: **The Renegotiations on Organizational Goals**

Author: **Murad A. Mithani, Rutgers U., Camden**

Organizational goals represent negotiated agreements between divergent interests. But how are those agreements maintained when an organization fails to meet goal aspiration? In this study, I argue that the CEO and executives closely aligned with the CEO prefer renegotiations on privileges rather than on aspiration. They do so through the use of substantive and symbolic side payments. Using a sample of 1,546 executives across 160 manufacturing firms, I show that as the difference between performance and aspiration increased, side payments to unaligned executives increased either to pay for current favors or to fulfill past promises. This effect was strengthened in the presence of slack, which increased the capacity for immediate payments in the face of performance shortfalls. The findings show that it is executives unaligned with the CEO rather than those closer to the CEO who benefit most from a difference between performance and aspiration, and slack. The study explains how side payments stabilize goals by identifying the conditions, beneficiaries, temporality, and the form in which they are traded between executives.

Paper is Available to Meeting Registrants Only.

OMT: **Value Creation Across Disciplines**

Author: **Sheldon Dunn, SHIDLER COLLEGE OF BUSINESS**

Without value creation, firms cannot exist. However, the concept value creation and value often receive different philosophical treatment within different literature streams. This paper uses qualitative analyses to determine the predominant uses of the concepts of value and value creation within economics, finance, accounting, strategy, management, human resource management, marketing, and international business. The philosophical approaches to value are deconstructed into two dimensions based on the answer to two questions: 1) what is value (intrinsic vs. socially constructed)? Who benefits from value creation (firm-facing vs market-facing)? An intermediate category is also identified in each dimension, i.e., value can be relative, and the value creation event can benefit both the market and the firm at the point of exchange (co-creation).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **989** | Submission: **16874** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Inter-organizational Relationships

Digital Session Chair: **Renate Taubeneder**, *U. of Bath*

OSCM: **Interpartner Legitimacy Building for a Multiparty Alliance**

Author: **Renate Taubeneder**, *U. of Bath*
Author: **Jens Roehrich**, *U. of Bath*
Author: **Brian Squire**, *U. of Bath*

Drawing on supply chain collaboration, institutional theory and alliance literatures, we explore how a large buyer builds interpartner legitimacy to gain supplier commitment to a multiparty alliance (MPA). Prior literature offers very little insights into how a buyer builds moral and pragmatic interpartner legitimacy to motivate supplier participation during the formation of a MPA, and the dynamics of the interpartner legitimacy building process during this stage. Interpartner legitimacy is important to consider in this context, as suppliers may not have worked together before or are competitors. We build on rich data sets comprising meeting observations, interviews and archival data. Our study contributes to extant research by deriving a number of buyer actions to build moral and pragmatic interpartner legitimacy. We also shed light on two underexplored areas within the OSCM literature namely the formation stage of supply chain collaboration and collaboration involving multiple suppliers.

Paper is Available to Meeting Registrants Only.

OSCM: **Managing Inter-organizational Relations on Complex Projects: Project Owner Commercial Strategy**

Author: **Graham M. Winch**, *Alliance Manchester Business School*
Author: **Natalya Sergeeva**, *The Bartlett School of Construction & Project Management (UCL)*
Author: **David Lowe**, *Alliance Manchester Business School*

Our paper uses an intervention-based research method to develop a conceptual framework for explaining the development of commercial strategy by the owners of complex projects. It thereby makes a contribution to theory for analysing vertical inter-organizational relationships. Traditionally, research in the area draws heavily on transaction cost economics with a focus on the nature of the transaction between owner and supplier. Issues such as the structure of the supply market, the point in the economic cycle, and the institutional context are largely ignored. This paper thereby moves on from TCE.

Paper is Available to Meeting Registrants Only.

OSCM: **Procurement's Professional Identity and its Impact on Decisions**

Author: **Beverly Osborn**, *The Ohio State U. Fisher College of Business*
Author: **James Hill**, *The Ohio State U. Fisher College of Business*

We apply a social identity lens to the professional identity of procurement. We conduct semi-structured interviews with procurement professionals to gather information on how they define their professional identities, how they perceive others to understand their professional identities, their level of identification with the procurement profession, and their group's status within the organization. We conduct an experiment to observe how group identification, group status and group image affect decision-making in a realistic cross-functional scenario. We find evidence that strong identification with the procurement function can cause an increased emphasis on costs and offer managerial recommendations to mitigate this effect. We find evidence that the public perception of procurement's identity can also affect decision-making. We observe that many procurement professionals perceive their profession to be negatively stereotyped as cost-focused and transactional, and we promote the alternative group images used by our interview participants.

Paper is Available to Meeting Registrants Only.

OSCM: **Operational Control and Trust Dynamics**

Author: **Chris Long**, *St. John's U., New York*

This paper demonstrates that the ways managers combine particular applications operational controls and trust-building activities directly influence their subordinates' trust and control perceptions. When managers either apply outcome controls and demonstrate credibility or apply clan controls and demonstrate consideration, they increase levels of subordinate trust and decrease subordinate perceptions that they are being controlled by their managers. However, when managers apply behavior controls and demonstrate their capability, managers decrease levels of subordinate trust and increase subordinate perceptions that they are being controlled by their managers. We argue that a key element determining these relationships is the level of behavioral autonomy that managers provide to their subordinates. The paper concludes with a discussion of how this perspective advances research on organizational control, organizational trust, and control-trust dynamics.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Financing, Governance, and Capital Markets

Digital Session Chair: **David M. Gomulya**, *Singapore Management U.*

STR: Post-IPO Scaling Challenge and Delisting    

Author: **David M. Gomulya**, *Singapore Management U.*
Author: **Eucman Lee**, *Nanyang Business School*

Scaling up is important for many reasons. Yet, growth may bring not only the benefits of scaling but also its potential complications. This study examines the relationship between firm growth rate and survival especially focusing on how it could be influenced by business model complexity. Examining this question in internet firms circa 2000s, this study offers new insights on the effect of fast growth rate of post-IPO ventures. We found that in general a faster growth rate can improve survival but that relationship beyond a certain point, will reverse. Having a business model that operates in a multi-sided market, having a high level of complexity, also increases failure risk and shifts the optimal growth rate to be lower compared to operating in a single-sided market.

Paper is Available to Meeting Registrants Only.

STR: Ordinary capabilities and firm performance: The role of capital market development   

Author: **Nycil George**, *Indian Institute of Management, Kozhikode*

Ordinary capabilities support the primary activities of a firm and are key to attaining competitive advantages. Past research indicates that there are limits to the contributions of ordinary capabilities to firm performance but has largely explored it via contingent effects of the industry context. We argue that these limits are also a function of the development of market-supporting institutions. Adopting an unbundling approach, we specifically investigate the role of developing capital markets. We argue that evolutionary pressures brought about by pro-market reforms in capital markets have a negative effect on a firm's use of its ordinary capabilities. We trace the heterogeneity of this effect for two key firm resource attributes, investments in R&D and financial slack. We test our three-way interaction model using a sample of Indian firms over a twenty-year period of institutional reforms. Our findings contribute to integrating the organizational capability and institutional theory literature and advancing research on the sustainability of firm profits in emerging economies.

Paper is Available to Meeting Registrants Only.

STR: Free-Float Liquidity and Trading Constraints: Enhancing Family Firms' Financing Decisions 

Author: **Daniel Dupuis**, *American U. of Sharjah*
Author: **Virginia Bodolica**, *American U. of Sharjah*
Author: **Martin Spraggon**, *Mohammed Bin Rashid School of Government*

Volume-based liquidity ratios suffer from potential measurement bias due to share restriction and may misrepresent actual liquidity. To address this issue, we develop a modified metric, the free-float liquidity ratio. We argue that this measure is well suited to estimate liquidity in the presence of trading constraints as can be found in closely-held/state-owned entities, IPOs/SEOs with lockup restrictions, dual-class share structures, and family-owned businesses. Traditional measures understate illiquidity (overstate liquidity) as the fraction of free trading shares is limited by design or circumstances. Our empirical testing indicates that the free-float liquidity ratio compares favorably with other volume-based methods. Furthermore, we use family firms as a restricted-share setting to demonstrate the validity of the free-float liquidity ratio. The proposed metric offers informational gains for family leaders to aid in their financing decisions and for non-family outsiders to guide their investment choice. As a constrained free float inhibits price discovery processes, we also discuss how restricted stock issuers may alleviate the attendant negative effects on governance and information opacity.

Paper is Available to Meeting Registrants Only.

STR: Why Do IPO Firms Choose Dual-Class Structures? 

Author: **Nitin Kumar Singh**, *Missouri Western State U.*
Author: **Susanna Khavul**, *SJSU/LSE*

Dual-class structure (DCS) can endow control of the firm to the minority shareholders by allocation of voting rights in proportions greater than the number of equity shares owned by them. The use of DCS can lead to failure of market for corporate control and may increase the principal-principal agency cost. Based on a hand-collected sample of IPO firms, we find that firms that pursue high-risk growth strategies with long-term horizons, such as internationalization, acquisition, and innovation, are more likely to adopt DCS. We propose that DCS is largely adopted to protect firms from the short termism of public markets and to avoid control contests in the market for corporate control.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Competitive Interactions

Digital Session Chair: **Xia Han**, *Dongwu Business School, Soochow U. China*

STR: Dynamic Competition Strategies: The Impacts of Ex ante and Ex post Heterogeneities 

Author: **Xia Han**, *Dongwu Business School, Soochow U. China*
Author: **Gaoyang Cai**, *Northwestern Kellogg School of Management*

The paper studies dynamic strategies of heterogeneous firms cooperating with competitors. We consider firms' ex ante heterogeneity and ex post heterogeneity in a two-period, two-player game theoretical model. Firstly, we focus on ex ante heterogeneity, i.e., asymmetric initial characteristics of firms, which results in unequal distribution of the synergistic value created through cooperation. And we take ex post heterogeneity, especially referred to learning effects, and the incentives of firms into account. Both ex ante and ex post heterogeneities help us figure out optimal competition strategies of firms, via investigating their competition game. Secondly, we introduce external value creation promoted by competition, and external value capture derived from cooperation into our model to study their single and interactive effects on competition incentives of each firm. The analyses enrich the dichotomy imposed in literature between "cooperation - value creation" and "competition - value capture" by providing a unified interaction perspective between cooperation, competition, value creation as well as value capture. Our model attempts to explain why and how would different types of firms cooperate with their competitors in a dynamic context.

Paper is Available to Meeting Registrants Only.

STR: The Power of Words: Word Responses in Multimarket Competition

Author: **He Gao**, *Michigan State U.*
Author: **Tieying Yu**, *Boston College*
Author: **Hyun-Soo Woo**, *U. of Mississippi*
Author: **Albert Cannella**, *Texas A&M U., College Station*

In the multimarket competition literature, the maintenance of mutual forbearance depends on how firms respond when the mutual forbearance is disturbed. While previous research highlights the importance of using action responses to force offenders to back down from aggression, we argue that such retaliation may risk escalating the rivalry into a multimarket war, thus creating incentives for the use of an alternative form of response that has been largely overlooked—word responses. Drawing from expectancy theory, we theorize that high multimarket contact (MMC) with an attacker increases a focal firm's likelihood of using a word response when mutual forbearance between the two firms is upset. However, such a relationship will be moderated by the focal firm's perceptions regarding the intent of the attacker. The clearer the attacker's intent to disrupt the mutual forbearance, as evidenced by the importance of the market being attacked to the focal firm and the scope of the attack, the weaker the effect of MMC on the likelihood of word responses. Evidence from our sample of 20 global consumer electronics (CE) manufacturers between 2007 to 2014 supports our predictions.

Paper is NOT Available. Please contact the author(s).

STR: Hybrid games in strategy analysis: Bargaining in the shadow of competition

Author: **Joachim Henkel**, *Technical U. of Munich*

In the analysis of value capture, it is central to understand what value each group of players can capture when leaving the negotiation table. Frequently, this will entail engaging in competition, i.e., non-negotiated, strategic interactions with the other players. For instance, if merger talks fail, parties may instead compete on the market. I propose to analyze such situations using a combination of cooperative and noncooperative games, which I refer to as hybrid games. Applications demonstrate how the nature and intensity of the non-negotiated interactions determine value capture, and that a correct delineation of negotiation groups is essential for a realistic analysis. I also show that bifirm hybrid games feature a type of value-based business strategy in which the stage-one actions literally change the game.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Investor Reaction to Leadership Changes

Digital Session Chair: **Jason Cavich**, *Nova Southeastern U.*

STR: The Heterogeneity Of Institutional Investor Activists And Their Tactical Interactions

Author: **Jason Cavich**, *Nova Southeastern U.*

Research Question: Institutional investor activism is a powerful, yet not fully understood phenomenon that has had equivocal findings in prior research. This study introduces a novel theoretical framework that examines the heterogeneity of institutional investor activists and their tactics to elicit positive firm responses from their portfolio firms. Research Findings: I undertake an empirical test of a novel framework looking at the effects of institutional investor heterogeneity on portfolio firm responses using ordinal logistic regression. The author found predicted support for hedge funds and public pension funds to receive favorable firm responses. In addition, private multiemployer funds found support for the counter-intuitively predicted negative favorable responses, and proxy-based tactics negatively impacted the influence of public pension funds. The latter two items are counter to most research. Theoretical Implications: Following the traditions of stakeholder salience theory, the author contends that some institutional investor activists and tactics have more power, legitimacy, and urgency than others. Counter-intuitively, their interaction terms can result in negative, not additive effects as the author incorporates refinements of stakeholder salience theory. Practical Implications: Institutional investors activists may be better served to focus on non-proxy-based activism as proxy-based activism may have inconsequential or negative effects in their attempts to influence portfolio firms.

Paper is Available to Meeting Registrants Only.

STR: Crash and Burn: Investor Perceptions of CEO/CFO Dismissal Following a Stock Price Crash

Author: **Matthew Mount**, *Deakin U.*

Author: **Ferdinand Gul**, *Deakin U.*

Author: **Karen Lai**, *Deakin U.*

Prior studies on the consequences of executive dismissal following a performance failure on investor reactions are contradictory. However, the literature has been silent on whether and how the actual responsibilities of the dismissed executives studied could influence investor reactions. Drawing on signaling theory and role theory, we examine how CEO dismissal and CFO dismissal following a stock price crash might be differentially perceived by investors as distinct executive roles. We propose that the fit between a dismissed executive's role (CEO versus CFO) as a signal of blame, and the specific circumstances surrounding a stock price crash failure, will be fundamental in shaping investor reactions. We find support for our theorizing across two studies. Study 1 is an archival study of U.S. firms spanning the period 1992–2014 that comprised 29,242 firm-year observations. Study 2 is an experiment that conceptually replicates our first study to address causality concerns using two samples: 820 participants with investment experience and 297 professional investors. Our findings indicate that executive role, and the fit between role and circumstances of failure, are important considerations when using executive dismissal to restore investor confidence.

Paper is Available to Meeting Registrants Only.

STR: Investor Reactions to Minority CEO Appointments: The Intersection of Race-Ethnicity and Gender

Author: **Seung-Hwan Jeong**, *U. of Georgia*

Author: **Ann Mooney Murphy**, *Stevens Institute of Technology*

Author: **Yangyang Zhang**, *Stevens Institute of Technology*

Despite growing attention to the disadvantages experienced by racial-ethnic minorities in society, there is limited understanding of how race-ethnicity affects strategic leaders. We develop theory about how investors react to the appointment of racial-ethnic minority CEOs, and consider the intersection of race/ethnicity and gender (i.e., female racial-ethnic minority CEOs) as well as CEO turnover contexts which would mitigate investors' potential implicit biases against racial-ethnic minority CEOs. We test our hypotheses using an event study involving reactions to the appointments of 3,119 CEOs and 242 racial-ethnic minority CEOs over a 24 year period. Consistent with theories of intersectionality, we find that investor reactions toward racial-ethnic minority CEOs (compared to White CEOs) are more negative when the CEO is also female, and even more so for Black female CEOs. We also find that weaker prior firm performance and outside status of the incoming CEO mitigates the negative view and amplifies the positive view of racial-ethnic minority CEOs in the eyes of investors.

Paper is NOT Available. Please contact the author(s).

STR: Director Motivational Orientations: How New Director Regulatory Focus Shapes Market Reactions

Author: **Hadi Faqih**, *Michigan State U.*

Author: **Daniel Gamache**, *U. of Georgia*

Author: **Gerry M. McNamara**, *Michigan State U.*

Author: **Jennifer J. Lee**, *Michigan State U.*

We draw on regulatory focus theory and the governance literature to examine how and when shareholders react to the motivational orientations of newly appointed directors. We theorize that because directors high in promotion focus are likely to orient to the firm toward growth and maximize shareholder value, their appointments will generate positive market reactions. We also theorize that because the vigilance of directors high in prevention is likely to increase managerial risk-aversion and lead the firm to miss out on growth opportunities, the market will react negatively to their appointments. Further, we examine the moderating role of financial slack and industry munificence. Using a sample of 374 new director appointments by S&P 500 firms between 2004 and 2013, we find that shareholders favor directors high in promotion focus, and their reactions are amplified when financial slack is high. We also find that market reactions to directors high in prevention focus are contingent on whether the firm operates in industries high or low in munificence.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Perspective of Corporate Governance

Digital Session Chair: **Punit Arora**, *City U. of New York*

STR: Ownership and Environmental Irresponsibility: A Contingency Model of Corporate Governance   

Author: **Punit Arora**, *City U. of New York*

Ownership concentration as a mechanism for mitigating agency problem is one of the core tenets of corporate governance. In this study, we examine the contextual nature of its effect on corporate environmental irresponsibility (CEI). We argue that the effect of ownership concentration on CEI is contingent on other internal and external governance mechanisms in place. Using a sample of 16,286 observations for 3,275 firms across 43 countries during 2008 to 2017 with dynamic panel regressions, we find robust evidence to support our predictions. We find that the effect of ownership concentration varies by the quality of regulatory institutions. We also find evidence to support the complementarity between external and internal governance mechanisms and the configurational approach by examining how the simultaneous presence of external and internal corporate governance mechanisms can alter the relationship between ownership concentration and CEI. Our study has important managerial and public policy implications for policymakers looking to use governance as a mechanism to promote sustainability.

Paper is NOT Available. Please contact the author(s).

STR: Analyst Forecast Optimism and Corporate Innovation: An Institution-based View   

Author: **Lerong He**, *State U. of New York, College at Brockport*

Author: **Jing Chen**, *Fudan U., School of Management*

This paper investigates the influence of analyst forecasts on firm innovation from behavioral and institutional perspectives. We argue that optimistic analyst revenue forecasts raise firm expectation on feasibility and effectiveness of implementing an innovation strategy, thus prompt firms to invest more in innovation. We also posit that subnational differences in institutional environment in terms of factor market development, intellectual property rights protections, and government corruption all affect firm perception on return on innovation, and consequently moderate firm decision to invest in innovation. These hypotheses are tested using a longitudinal sample of Chinese listed firms between 2003 and 2017. We document that optimistic analyst revenue forecasts increase firm R&D investment intensity. This relationship is stronger when forecast dispersion is small, when firms are in regions with more advanced factor markets, stronger intellectual property protection, and less corrupted government.

Paper is Available to Meeting Registrants Only.

STR: Game on: CEO Political Ideology and the Numbers Game

Author: **Marc Kowalick**, *U. of Mannheim*

Author: **Michael Woywode**, *U. of Mannheim*

It is commonly known that CEOs manage corporate earnings and thus expose their firm, its shareholders, and stakeholders to potential harm for their personal benefit. To better understand the drivers of such unethical behavior, we take an upper echelons perspective and consider CEOs' political ideology, i.e., their stance on the liberal-conservative continuum, as a fundamental determinant of personal preference that becomes reflected in firms' earnings management. Analyzing a panel dataset of 872 S&P 1500 CEOs, we find considerable support for our arguments that more liberal CEOs prefer to improve (and more conservative CEOs to diminish) reported earnings and show how this inclination varies along a set of contextual characteristics demarcating the diverse preferences as CEOs' dedication to the firm and its performance endures, increases, and escalates.

Paper is NOT Available. Please contact the author(s).

STR: Executive and Organizational Determinants of CEO Sociopolitical Activism

Author: **Keshab Acharya**, *Central Connecticut State U.*

Author: **Michael A. Abebe**, *U. of Texas Rio Grande Valley*

The recent rise of CEO sociopolitical activism—CEOs' public expression of opinion on controversial sociopolitical issues of the day—is attracting scholarly attention as researchers seek to understand the phenomenon and its implications for strategic choices and firm performance. CEO sociopolitical activism can be a 'double-edged sword'; while it may garner the praises of increasingly vocal stakeholders (e.g., employees, customers, investors), it could potentially backfire by alienating others, especially if the CEO's position on these issues is inconsistent with these stakeholders. Despite the inherent risk, CEO sociopolitical activism is on the rise. This begs the question: why do some CEOs become sociopolitical activists while others remain on the 'sidelines'? This study seeks to address this question by exploring the executive and organizational determinants of CEO sociopolitical activism. Drawing from the status and reputation literatures, we explore the effect of CEO power, CEO celebrity status, firm reputation, and firm political activity as predictors of CEO sociopolitical activism. In doing so, we focus on the "bully pulpit" explanation by arguing that high status CEOs are more likely to use their professional position and visibility to advocate for or against controversial sociopolitical issues. Our analysis of data from 178 matched pair S&P 500 firms from 2008-2017 provides support for our predictions. Implications for research and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Strategic Cognition and Communication

Digital Session Chair: **Sheen S. Levine**, *U. of Texas at Dallas*

STR: The Development of Strategic Cognition: Performance & Inequality      

Author: **Sheen S. Levine**, *U. of Texas at Dallas*
Author: **Felix Mauersberger**, *U. of Bonn*

Strategy scholars have long supposed that individual cognition can boost competitive advantage, but causal evidence is scarce. Here we empirically explore the competitive role of strategic cognition as expressed in two competencies: strategic intelligence and analytic skill. We begin by documenting their heterogeneous distribution, even among those trained in management. Then, we introduce highly competitive markets, in which participants vie for cash. We find that performance is well predicted by the skills. Next, we ask whether some form of strategic cognition can be developed to affect performance. We introduce a simple treatment, anchored in strategy theory. Treated participants perform much better than the control group. What is more: Markets with treated participants manifest lower inequality in individual outcomes. If cognitive skills can be developed, it can herald a prescriptive approach to the development of better strategists — and better markets.

Paper is Available to Meeting Registrants Only.

STR: The Manager in Communication: The Effect of CEOs on Conference Calls   

Author: **Shyam Kumar**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Sen Li**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Xinying Qu**, *Lally School of Management, Rensselaer Polytechnic Institute*

To what extent do CEOs influence communication with external stakeholders, and how large is their influence relative to firm level determinants of communication? We address these questions by conducting a variance partitioning analysis of four communication measures extracted from earnings conference calls: the tone of communication, the degree of forward-looking information, concreteness, and the external focus of communication. Our results suggest the CEO effect accounts for 18.9 percent to 30.6 percent of the variance in these measures in conference calls, while the firm effect accounts for 10.7 percent to 20.8 percent. These findings reaffirm that CEOs have a large and independent role to play in influencing communication, while suggesting that their cognitive capabilities are critical in shaping external perceptions related to the firm.

Paper is NOT Available. Please contact the author(s).

STR: Performance Heterogeneity in Competitive Markets and the Cognitive Theory of Commitment

Author: **Rogério Santos Victor**, *U. of Connecticut*

The objective of this paper is to contribute to the explanation of performance heterogeneity in competitive markets. The aim is to predict configurations of firm performance that challenge established economic notions of competitive dynamics. The study emphasizes the relevance of adopting cognitive assumptions in developing a theory of commitment in the strategic management discipline. Further, we identify intellectual skills applied to investment projects as the most relevant resource underlying recurrent performance differentials. We highlight ways in which the adaptive regulation of strategy affects the expected outcomes of competition through the ability of firms to influence the convergence mechanism of markets and adjust the speed with which the competitive process operates. Firms with average rates of return above the market are able to keep rates of persistence high (i.e., capable of slowing the convergence process), while firms with average rates of return below the market are able to keep rates of persistence low (i.e., capable of speeding the convergence process). The result is the identification of an asymmetric structural pattern in the rate of persistence of abnormal profits that has relevant implications for both theory and practice. Empirical tests rely on autoregressive models developed by the persistence-of-profit research program applied to a large panel data composed of more than 3,000 firms from 11 home countries and 5 macro-industrial sectors covering a period of more than a decade.

Paper is Available to Meeting Registrants Only.

STR: The Interaction of Top Management's Strategic Planning and Management Control Fosters Innovation

Author: **Jan-Thomas Bachmann**, *Hochschule Trier*

A survey of 289 top managers in nine countries identifies outcome, bureaucratic, and clan controls to be important boundary conditions for the relationship between top management's strategic planning and innovation output. Outcome controls and bureaucratic controls are shown to enhance the effects of top management's strategic planning and clan controls are shown to reduce them. We also show that the relationship between innovation output and firm performance strengthens under conditions of strong clan control. Thus, top managers learn how to combine the tools of strategic planning and management control to enhance innovation output, and which control mechanism to employ to transform innovation output into firm performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **995** | Submission: **13824** | Sponsor(s): **(STR, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Why We All Should Be Bayesians: An Introduction to Bayesian Analysis

Why We All Should Be Bayesians



Organizer: **David Krackhardt**, *Carnegie Mellon U.*
Organizer: **Andreas Schwab**, *Iowa State U.*
Organizer: **William H. Starbuck**, *U. of Oregon*

The purpose of this symposium is to introduce management researchers to the opportunities of Bayesian statistics for empirical research in the management sciences. We will outline the fundamental features of the Bayesian method without delving into the mathematical details. Instead, we will outline the conceptual differences and potential advantages of a Bayesian approach compared to traditional statistical analyses involving null-hypothesis statistical significance tests. We will then introduce an illustrative example from empirical management research that illustrates opportunities for the useful application of Bayesian data analysis and introduces participants on how to interpret the outcomes of Bayesian analyses for causal inference. Finally, we will discuss why in spite of strong arguments supporting the use of Bayesian statistics, the field of management research has been very reluctant considering Bayesian analysis as an alternative and how management scholars can support related methodological change efforts. The purpose of this symposium is to convince participants of the potential opportunities Bayesian methods can provide and to motivate organizational researchers to consider Bayesian statistics as an alternative in future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **996** | Submission: **13290** | Sponsor(s): **(TIM, MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

A Conversation on Business Models and Cognition
Business Models and Cognition



Organizer: **Kristian Johan Sund**, *Roskilde U.*
Panelist: **Marcel Bogers**, *Eindhoven U. of Technology*
Panelist: **Yuliya Snihur**, *Toulouse Business School*
Panelist: **Lien Denoo**, *Tilburg U.*
Panelist: **Ted Ladd**, *Hult International Business School*
Panelist: **Sea Matilda Bez**, *UC Berkeley*

In this fourth annual panel symposium exploring new horizons in managerial and organizational cognition research, we propose a conversation at the cross-roads of business model and cognition research streams. Numerous studies of business models and business model innovation have accentuated the cognitive underpinnings of the construct or pointed to the role of cognitions in shaping business models and business model change. For example business models can be studied as a form of cognitive structure, mental map, or schema, of how the firm creates value. The question we ask is: In the emerging cognitive perspective of business models and business model innovation, what are the interesting conversations and findings? Join us as we explore.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Mobility and Career Consequences

Digital Session Chair: **Jennifer Hui-Han Gao**, *U. of Melbourne*

CAR: **Enhancing employment and work-life satisfaction through acculturation for international workers** 

Author: **Jennifer Hui-Han Gao**, *U. of Melbourne*
Author: **Shuwei Hsu**, *National Taiwan Normal U.*

Driven by globalisation trends, self-organised international work is becoming increasingly prevalent around the world. We apply the acculturation theory in exploring employment experiences among previous working holidaymakers, who self-initiated their temporary international work and relocation from Taiwan to Australia. Through in-depth, narrative interviews, we identify four dimensions of work-related outcomes enhanced by acculturation including geographical mobility, increased employment opportunities, enhanced employment conditions and increased work-life satisfaction. Drawing on the model of acculturation strategies, we find that while the separation strategy only contributes towards geographical mobility and increased employment opportunities, the integration strategy can contribute across all four dimensions of enhanced employment and outcomes, particularly work-life satisfaction, which results from emancipating people from their previously socialised cultural values. Moreover, international workers may perceive job quality as a relative concept through comparing work practices experienced in their home and host environments. Our study contributes to the international careers literature by demonstrating how international workers' experiences of enhanced employment quality may be perceived as a process of accumulating and leveraging sociocultural resources within the host culture.

Paper is NOT Available. Please contact the author(s).

CAR: **Using Big Data to test labor market stability vs dynamism: What career path leads to better outcomes**  

Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Author: **David S. A. Guttormsen**, *USN School of Business, U. of South-Eastern Norway*
Author: **Stanley Gyoshev**, *U. of Exeter Business School*
Author: **Trifon Pavkov**, *U. of Exeter Business School*
Author: **Miana Plesca**, *U. of Guelph*

In recent decades, longstanding questions that have been broadly debated in the career management literature, remain unresolved: are careers becoming dynamic or stable, which leads to how to optimize career progress—via dynamic moves or stable employment. We address conflicting findings and aim to advance career theory in three ways. Theoretically, we offer empirical support for both boundaryless career and career ecosystem theories and expand the career ecosystem theory and provide new evidence to key scholarly debates regarding new careers. We offer practical advice to individuals regarding their career strategy. Utilizing an extensive database of 3,000,000 individuals, comprising one country's entire working population, and their 300,000 employers, we find support for a dynamic labor market characterized by three different career boundary crossings: job, employer, and sector change across eleven years. We identify distinctive clusters of career transitions that we associate with career outcomes. We find a moderating effect of birth cohort, the share of stayers, leavers, managerial and professional employees, firm size, and gender, and differences between the impact of boundary-crossing and both wage level and wage growth, with contrasting patterns for each. We demonstrate that in most cases, opting for frequent career moves would offer better outcomes compared to stable employment. The theoretical contribution and their implications for our understanding of career motives and career dynamism are discussed.

Paper is Available to Meeting Registrants Only.

CAR: **Executives' Career Mobility within an Organizational Field and the Relationship with Career Success**  

Author: **Andreas Dominic Koch**, *U. of Mannheim*
Author: **Katja Dlouhy**, *U. of Mannheim*
Author: **Ricardo Rodrigues**, *King's College London*

In this paper, we examine the careers of top executives in the organizational field of professional services. Our aim is to determine whether inter-organizational career mobility brings greater career rewards than career stability. Building on institutional theory and boundary theory, we moreover examine how crossing boundaries within and outside the organizational field affects executives' objective career success. Furthermore, we examine patterns of career moves across boundaries of organizations within and outside the organizational field. Our results show that individuals who have higher inter-organizational mobility need less time to reach an executive position. We further find that inter-organizational mobility within the organizational field reduces the time to reach an executive position more than inter-organizational mobility outside the organizational field. Moreover, we identify different mobility patterns to the top of central and peripheral organizations in an organizational field.

Paper is Available to Meeting Registrants Only.

CAR: **When Experience Mitigates Gender in Punishment for Misconduct on Wall Street**    

Author: **Pooria Assadi**, *California State U. Sacramento*

I examine how different types of misconduct affect the careers of professionals in the U.S. securities industry and investigate the disparities in labor market reactions to violations of professional norms. I specifically examine the career consequences of customer-facing misconduct (i.e., misconduct that primarily harms the customers) and regulator-facing misconduct (i.e., misconduct that primarily harms the regulators), and investigate whether these career consequences depend on the experience and gender of those who got caught for misconduct. Analyzing data from a large random sample of U.S. stockbrokers, I find that customer-facing misconduct is punished, but regulator-facing misconduct is rewarded by the labor market. I also show that greater tenure weakens the punishment after customer-facing misconduct and that it weakens the reward after regulator-facing misconduct. Furthermore, I find evidence that male brokers later in their careers are punished more for customer-facing misconduct and punished less for regulator-facing misconduct than female brokers later in their careers. Together, these findings advance our understanding of what tenure means for women versus men pertaining to punishment for misconduct, and what punishment regime might be more effective in inhibiting misconduct.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networking, Mentoring and Social Capital

Digital Session Chair: **Lara Bertola**, *ESCP Business School*

CAR: Is perceiving the same as believing? The minds of women and men on networking behavior 

Author: **Lara Bertola**, *ESCP Business School*

Networking is an essential professional strategy which is critical for professional success. Individuals build their networks based on others' perceptions, and individuals differ in how accurately they perceive their social environment. The literature provides contrasting predictions about whether certain individuals perceive networks accurately than do others. This paper examines these differences through a gender lens. Professionals develop various perceptions, expectations, and ways of building networks which tend to evolve with their career progression. This empirical paper examines the professional networking strategies of a few individuals operating within firms. The quantitative findings rule out the possibility that underlying differences in brokerage positions may explain the observed gender-based differences in how women and men interpret brokerage networks psychologically. In the case of women but not men, perceived control mediates the relationship between brokerage and self-esteem. We investigate networking behavior employing a grounded theory building approach and a set of core categories.

Paper is Available to Meeting Registrants Only.

CAR: The Ready-made Network: Networking and Exchange Activity of Independent Workers in Coworking Spaces

Author: **Clarissa E. Weber**, *U. of Goettingen*

Author: **Jennifer Klutt**, *U. of Goettingen*

Coworking spaces are often said to be breeding grounds for networking and exchange activity by providing their users with direct access to a large and diverse network. Building on prior research on independent workers' networking and the upcoming literature on coworking spaces as organizational phenomena, we conduct an exploratory study on networking and exchange activity of independent workers working in coworking spaces. Based on qualitative data consisting of 104 interviews and 44 informal talks with coworkers, observations and archival data, we introduce and develop the idea of coworking spaces as ready-made networks. We map the structural network and the different kinds of collaborative activity that take place in coworking spaces and explore how coworking spaces create the conditions for such activity. Our findings depict how 1) spatial proximity and infrastructural means provide the physical opportunity, 2) a collaborative organizational ethos provides the cognitive basis, and 3) default trust among coworkers provides the relational basis for networking and exchange activity in coworking spaces.

Paper is NOT Available. Please contact the author(s).

CAR: Mentor Departure and Work Engagement: The Roles of Trait Positive Affect and Focus on Opportunities

Author: **Mengyi Li**, *Renmin U. of China*

Author: **Wenxia Zhou**, *Renmin U. of China*

Author: **Xixi Chu**, *Renmin U. of China*

Author: **Lu Xin**, *Beijing U. of Chemical Technology*

The turnover literature focuses mainly on the reasons and consequences of turnover, as well as the strategies for reducing employee turnover, paying limited attention to the effect of employee turnover on stayers. In using the social cognitive framework and a time-lagged research design, this study put forward a moderated mediation model and found that: 1) mentor departure was positively associated with focus on opportunities (i.e., the positive aspect of occupational future time perspective); 2) focus on opportunities was positively associated with work engagement; 3) focus on opportunities mediated the relationship between mentor departure and work engagement; 4) trait positive affect enhanced the association of mentor departure with focus on opportunities as well as the whole indirect relationship. This study highlighted the positive effect of mentor departure as well as the effect of personality traits (i.e., trait positive affect) on one's career development. Theoretical and practical implications were discussed.

Paper is NOT Available. Please contact the author(s).

 **CAR: Gender Differences in the Use of Social Contacts in the Job Search Process**

Author: **Kira Choi**, *London Business School*

William H. Newman Award Nominee

Who is more likely to use social contacts to search for jobs, and why is this the case? Despite substantial evidence that social contacts improve individuals' success in the process of job-seeking in various ways, previous studies point out that individuals with more social capital are not more likely to use social contacts to search for jobs than those with less social capital. By using records of job search activities on an online hiring platform, this paper seeks to explore variations in job seekers' decisions to use recommendation letters in their job search process as well as their implications. Specifically, I propose that female applicants who may face bias, and hence, feel disadvantaged in the labor market utilize recommendation letters more than male applicants. I also posit that when recommendation letters are used, their effect is more substantial for female applicants than for male applicants in positively affecting their job search outcomes. The results suggest that female applicants use recommendation letters as a mitigation strategy for their labor market disadvantage while also providing additional information; thus, signaling the applicants' qualities in the job search process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **999** | Submission: **16697** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00PM - 5:30PMET (UTC-4)**

CMS Plenary Special Edition: CMS in Critical Times *CMS in Critical Times*

Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*
Organizer: **Patrizia Zaroni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Ajнеш Prasad**, *CMS*
Organizer: **Stephen Cummings**, *Victoria U. of Wellington*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Marie Hasbi**, *Vrije U. Amsterdam*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Participant: **Arturo E. Osorio**, *Rutgers U.*

While academic conferences have been places to share research and exchange ideas, collaborate, and meet colleagues, they offer opportunities to reflect on and respond to the ongoing tensions, challenges, and issues as academic communities. As academics we face considerable challenges, yet these challenges differ greatly globally and exacerbated by raced, gendered, and class-based inequalities across countries and communities. In universities conservative managerial pressure over the purpose of universities because of neoliberalism and marketization in many parts of the world is resulting in mass precarity and attacks against critical scholarship. Against this backdrop this session at the virtual conference is organized with the CMS executive team. The purpose of this session is not only to address the impact of the pandemic at a societal and organizational level but also to facilitate a discussion by the community for the community. Based on the three related themes, exec team members will share a brief talk and invite the community for reflection, discussion and (potential) action. Given the complexity of the issues, it is impossible to come up with specific solutions. Yet, we value the opportunity of coming together for solidarity, naming the problems we face and seeking ways of interventions collectively as the CMS community. We invite all the CMS community to take part in this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ageism and Age Discrimination

Digital Session Chair: **Serge P. Da Motta Veiga**, *EDHEC Business School*

GDO: **Changes in Perceived Age Discrimination Over Time: Patterns, Covariates, and Consequences**

Author: **Ariane Froidevaux**, *U. of Texas At Arlington*
Author: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Author: **Ieva Urbanaviciute**, *U. of Lausanne*
Author: **Franciska Krings**, *U. of Lausanne*
Author: **Jérôme Rossier**, *U. of Lausanne*

Age discrimination is one of the most prevalent types of discrimination in the workplace and as such represents a major challenge for many workers. Although prior work suggests that perceived age discrimination is a dynamic process leading to detrimental effects on job- and health-related outcomes, little is known about how it changes over time. Drawing on classical psychological stressor-strain theory, the current study examines different patterns of changes in perceived age discrimination, their relationships with age, gender, and organizational justice, and effect on job satisfaction, work strain, and perceived employability. Using longitudinal data from 1,100 workers aged 27-57 in a prospective design over six years, we find three patterns characterized by low stable, increasing, and decreasing levels of perceived age discrimination change at work over time. We further observe that older employees and women (but not older women), as well as employees reporting lower levels of organizational justice, are more likely to belong to the increasing age discrimination change pattern. Finally, we demonstrate that workers belonging to the low stable age discrimination pattern are more likely to benefit from higher job satisfaction, perceived employability, and lower work strain. The theoretical and practical implications of these findings are discussed.

Paper is NOT Available. Please contact the author(s).

GDO: **Attitudes on hiring Middle-Aged Employees: The Impact of Social Climate and Rater's Employability**

Author: **Yael Brender-Ilan**, *Ariel U. Department of Economics and Business Administration, Israel*
Author: **Galy Binyamin**, *Ariel U. Department of Economics and Business Administration, Israel*

As global workforce ages, organizations face unprecedented challenges, especially managing effective communication between generations. The phenomenon of middle ageism (i.e., discriminating against middle aged employees based on their age) has become more prevalent. We examined how contextual settings and communication affect attitudes toward middle-aged employees and hiring intentions. Results showed that attitudes toward middle-aged employees mediated the relationship between social climate (of shared codes and language) and hiring intentions. However, social climate was related positively to attitudes toward their adaptability, but negatively to attitudes toward their ability. Also, decision-makers' own perceived employability moderated the relationship between attitudes toward employees' adaptability and hiring intentions, and the indirect relationship between social climate and hiring intentions. In an era where diversity and inclusion dominate human resource management decision making, this study contributes to the literature on the underexplored domain of age diversity.

Paper is Available to Meeting Registrants Only.

GDO: **Younger Adults as Leaders and Followers: Age Stereotypes and Leader/Follower Role (In)Congruity**

Author: **Christoph Daldrop**, *Christian-Albrechts-U. of Kiel*
Author: **Astrid Carlotta Homan**, *U. of Amsterdam*
Author: **Claudia Buengeler**, *Kiel U.*

Younger adults face challenges in their perception as (effective) leaders, as evident in an underrepresentation in leadership positions and less favorable leader evaluations. However, little is known about the origin of a leadership age bias towards younger adults. We argue for a perceived incongruity of younger adults with leader roles as a potential antecedent. This incongruity originates from stereotypes of lower competence for younger adults (compared to middle-aged and older adults), in particular when observers are older themselves. Further, we predict that the leader role incongruity is increased given congruity with the follower role for younger adults. Data from two experimental studies (N = 197 and 648) together provide overall support for our predictions. Our research has important implications as it reveals a potential antecedent of a negative leadership age bias for younger adults, in particular when observers are relatively older themselves.

Paper is NOT Available. Please contact the author(s).

GDO: **Am I Too Old for This? Age-based Stereotypes & Older Job-Seekers**

Author: **Benjamin Thomas**, *Radford U.*
Author: **Benjamin Biermeier-Hanson**, *Radford U.*

Older people will continue to comprise a substantial, growing portion of the professional workforce. Organizations' capacity to attract and acquire the best talent will drive the success of companies in their strategic staffing practices. Evidence indicates age-based stereotypes, the stereotypes about older workers, factor into organizational decision-makers' evaluations of candidates, often to the detriment of older employees. But recruitment and selection are each two-party processes, involving the company and the applicant. The current research approaches recruitment and selection from older workers' perspectives and it uses two studies to explore how age-based stereotypes may pose boundaries to older workers' chances at successfully acquiring the jobs for which they are qualified. In the first study, we demonstrate the extent to which actual recruitment messages contain age-based stereotypic content, especially related to the worker traits and job tasks involving technology and virtual work characteristics. Study 2 provides support that age-based stereotype threat can affect older job applicants encountering hiring tests. Together, our results pose implications for staffing practices in light of the future of work—where (a) older workers will comprise a larger portion of the talent pools organizations rely upon and (b) work demands and requirements increasingly involve technology and virtual factors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **501** | Submission: **14871** | Sponsor(s): **(MC, OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 11:00AMET (UTC-4)**

Bringing Digital Transformation back in Management *Bringing Digital Transformation back in Management*



Organizer: **Mary Beth Watson-Mannheim**, *U. of Illinois at Chicago*
Organizer: **Emmanuel Monod**, *Shanghai SUIBE U.*
Chair: **Uzonna Olumba**, *U. of Michigan*
Chair: **Wai Fong Boh**, *Nanyang Technological U.*
Chair: **Carol Hsu**, -
Distinguished Speaker: **Andrew Burton-Jones**, *U. of Queensland*
Distinguished Speaker: **Brian S. Butler**, *U. of Maryland*
Distinguished Speaker: **Jui Ramaprasad**, *U. of Maryland*
Distinguished Speaker: **Michel Avital**, *Copenhagen Business School*
Distinguished Speaker: **Niki Panteli**, *Royal Holloway Uni of London & NTNU, Norway*
Discussant: **Jeffrey Parsons**, *U. of Newfoundland*
Discussant: **Hope Koch**, *Baylor U.*
Discussant: **Elisabeth Joyce**, *Edinboro U.*
Discussant: **Laura Schulze**, *U. of Goettingen*

This AAT PDW proposal is a response to the AOM 2021 CFP (theme: "Bringing the Manager back in Management"): "What makes for an effective manager in virtual/ hybrid workforces? How can organizations and managers deal simultaneously with increased global connectivity through social media? ... Will we need managers in the future or what views can help us redefine "management?" (Hillman 2020, p. 1). Whereas Artificial Intelligence (AI) has been identified as a way to create "an impact on a broader set of stakeholders than the research community" (Aguinis et al., 2019, p. 25), AMP is one of the only journals published by AOM where the "digital transformation" appear in an article title within the past three years. By contrast, most of the top ranked journals in the field of Information Systems (IS) issued calls-for-papers for special issues about AI, including MISQ, EJIS, ISR, and JAIS. MISQ executives just announced a special issue on digital transformation. Such concerns about this lack of research within management journals were echoed in an editorial in AMJ where the authors argued for the need for more research on the digital workforce and the workplace of the future and for greater understanding of societal grand challenges through management research. Digital transformation is now a practical problem, related both to job destruction and creation. During the COVID-19 crisis, digital transformation played a pivotal role in helping organizations to cope with the crisis and digital capabilities are becoming even more important to increase organizational resilience during the crisis. Therefore, this PDW aims to develop a greater understanding of digital transformation management value. In many divisions at AOM annual meetings, theories have been suggested for the evaluation of digital transformation management value such as the hidden work (Watson-Mannheim and Klein 2018) at OCIS division or the hidden cost (Savall Zardet Bonnet 2008) at MC division. This workshop will address these concerns with a further goal of promoting publishable research on them. Therefore, AI in management may be a way to respond to the all-academy theme question: "Bringing back the managers in management". The response to this question might be a "convergence across different domains to tackle common theoretical and practical problem" such as digital transformation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

A Focus on CEOs - How CEO Attributes Influence Firms

Digital Session Chair: **Elizabeth Lim**, *Georgia State U.*

MOC: Roles of CEO Pay Deviation and Firm Performance on the Expansion and Contraction of Firm Boundaries

Author: **Elizabeth Lim**, *Georgia State U.*

Building on theories of equity and social comparisons, we examine how CEOs paid below the going labor market rate influences new business entry and divestiture. Unlike prior studies which focused on boundary expansion strategies, we argue that underpaid CEOs seek to address pay equity concerns by engaging in both expansion and contraction of firm boundaries to increase shareholder value as a means to improve CEO total pay. Moreover, unlike prior research which focused on CEO relative total pay, we provide more nuances to our theoretical analysis by analyzing types of long-term incentive pay and short-term cash pay. We also predict firm performance negatively moderates the main relationships because stronger performance gives underpaid CEOs more legitimacy to influence the pay-setting process. Our hypotheses are largely supported.

Paper is NOT Available. Please contact the author(s).

MOC: CEO Self-Monitoring: An Old Construct in New Shoes

Author: **Cristina Oana Vlas**, *U. of Massachusetts, Amherst*

Author: **Mengjie Xu**, *U. of Massachusetts, Amherst*

Author: **Youstina Masoud**, *UMass Amherst*

Author: **Urmi Chaudhuri**, *U. of Massachusetts, Amherst*

This study proposes an unobtrusive measure of the self-monitoring of chief executive officers (CEOs). Using CEOs' appearance in the news, popularity, and compensation transparency, we examine the effect of CEO self-monitoring on firms' innovation strategy and innovation performance. A dataset of 105 CEOs in U.S.-based firms operating in an array of innovation-intensive industries between 1998 and 2018 inclusive show that self-monitoring in CEOs is positively related to innovation fluctuation as well as innovation mildness, and it stimulates efficacy and efficiency of innovation performance. The results suggest that high self-monitoring CEOs favor innovation decisions that drive social acceptance, resulting in high fluctuations in innovation strategies over time, but that overall tend to stay in line with other firms' innovation strategies. In these industries, their firms' innovation performance is generally better than that of firms with low self-monitoring CEOs.

Paper is Available to Meeting Registrants Only.

MOC: Differential Effects of CEO Hubris and Overconfidence on Firm Performance: A Meta-Analysis

Author: **Temitope Oladimeji**, *U. of Texas at Austin*

Author: **David A. Harrison**, *U. of Texas at Austin*

We conduct a quantitative summary of empirical research on the performance consequences of CEO hubris and overconfidence, which we collectively refer to as self-exaggeration. To resolve outstanding theoretical, empirical, and substantive debates, we test predictions using meta-analytic techniques on a sample of 112 primary studies and 267 effect sizes, conducted in 25 different countries. We find that these two forms of self-exaggeration have opposing relationships with firm performance, fitting a differential referents paradigm regarding these executive attributes. CEO hubris has detrimental outcomes for accounting and capital market dimensions of firm performance. CEO overconfidence has beneficial outcomes for those same performance dimensions. We also find that CEO hubris is sensitive to national contextual factors that expand or constrict top managers' discretion, but CEO overconfidence is not. We discuss several insights and implications for these cumulative results and offer suggestions for new theoretical and empirical directions.

Paper is NOT Available. Please contact the author(s).

MOC: A Glimpse into the Boardroom Black Box: Attentional Bias, Power Dynamics and CEO Interconnectedness

Author: **Juan Romero-McCarthy**, *IPADE Business School*

Author: **German Cespedes**, *IPADE Business School*

Environmental scanning is a complex human process, and CEOs are limited in their attentional capabilities, making it necessary for them to selectively interpret objects and events. Boards contribute to filtering and processing vast amounts of data from both inside and outside the firm, but this filtering is affected by their attentional limitations and the social and cognitive relationships they establish with their CEOs. Using content analysis, we measure the impact of the board's imported attention on the CEO's attentional focus resulting from the directors' roles and experiences as board members at other tied-to firms. We theorize and find that the CEO's attention emphasis is affected by the board's imported attention emphasis and that the power dynamics inside the boardroom moderates this process.

Paper is Available to Meeting Registrants Only.

MOC: The Role of CEOs' Cognitive Complexity and Cognitive Flexibility in Strategic Change

Author: **Philipp Benedikt Becker**, *WU Vienna U. of Economics and Business*

Author: **Patricia Klärner**, *WU Vienna U. of Economics and Business*

In this study, we examine the influence of two CEO cognitive map properties - CEO cognitive complexity and cognitive flexibility - on strategic change. Combining a topic model algorithm, trained on over 2 Million words, with network analysis, we measure the complexity of individual cognitive maps as well as their degree of adaption over time. Our panel data analysis of 156 firms in the S&P 500 between 2002-2019 shows that CEO cognitive complexity is negatively related to strategic change, while CEO cognitive flexibility is positively related to strategic change. However, the effect of cognitive complexity on strategic change is mediated through cognitive flexibility. Our study's findings contribute novel insights into the cognitive microfoundations of strategic change. We also provide empirical evidence of the detrimental effects of CEO cognitive complexity by revealing the mediating role of cognitive flexibility. Finally, we develop a new text-based approach to measure CEO cognitive map properties over time.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Modern Applications of Social Network Research

Digital Session Chair: **Karoline Strauss**, *ESSEC Business School*

MOC: Synergy and Conflict in Visions of the Future: A Network-Based Approach to Future Work Selves

Author: **Karoline Strauss**, *ESSEC Business School*
Author: **Julija Mell**, *Erasmus U. Rotterdam*
Author: **Frederik Anseel**, *UNSW Sydney Business School, Australia*
Author: **Annemijn Loermans**, *ESSEC Business School*

When thinking about their future career, not all individuals have a coherent vision of the desired future. Instead, some may imagine incompatible attributes for their future self and feel torn between them. We introduce the interconnectedness between future-oriented self-attributes as a previously overlooked quality of the way individuals think about their future by proposing a network-based approach to future work selves. We distinguish between future work self networks' positive density, the proportion of mutually facilitative ties between the attributes they contain, and their negative density, the proportion of ties that indicate conflict between attributes. We developed a methodology to capture future work self networks and across a series of studies showed that positive and negative density of future work self networks are distinct from related concepts such as career aspirations and vocational identity, as well as from the elaboration of future work self narratives. Positive density of future work self networks was related to career adaptability in a sample of 120 MBA students, and predicted career adaptability and proactive career behavior in a lagged study of 141 online panel respondents. In a lagged study of 517 employees from 11 companies, vitality mediated the relationship between positive density and proactive career behavior, suggesting that a more efficient use of resources may be one of the benefits of dense networks. An internal meta-analysis provided support for the positive relationship of positive density with career adaptability and proactive career behavior, and the negative relationship of negative density with proactive career behavior.

Paper is Available to Meeting Registrants Only.

MOC: Embedding Roles & Social Identities during Socialization: An Intrapersonal Network Perspective

Author: **Peter Anzollitto**, *U. of North Texas*
Author: **Virginie Lopez Kidwell**, *U. of North Texas*

We propose theory to explain how newcomers' new organizational roles and social identities become embedded. Identity embeddedness is indicated by: degree centrality in the intrapersonal identity harmony network, perceived harmony with the network itself, and the perceived cost of lacking harmony with a focal identity. Newcomers are likely to be more satisfied and engaged with identities with greater embeddedness as well as find such identities to be more salient. The process of embedding identities is influenced by how an individual's preexisting identities interact with new organizational identities during socialization. To explain these interactions, we clarify the construct of identity harmony from a network perspective. Organizations can work to embed their employees' new identities through initiating identity work directed towards increasing harmony perceptions among the newcomers' new organizational identities and preexisting identities. Through helping individuals create harmony relationships among identities, organizations can improve socialization outcomes while actively participating in newcomers' self-narratives.

Paper is Available to Meeting Registrants Only.

MOC: With Age Comes Better Networks: How Age Shapes Networks That Foster Performance

Author: **Jigyasu Shukla**, *U. of Central Florida*
Author: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*
Author: **Katie Badura**, *Georgia Institute of Technology*
Author: **Wonho Jeung**, *Korea National Defense U.*
Author: **Manish Singhal**, *XLRI-Xavier School of Management*
Author: **Peter Harms**, *U. of Alabama*
Author: **Sujitha Karnad**, *Xavier Labour Relations Institute*

Age has been linked to performance in multiple meta-analytical reviews. However, there is a lack of consensus in the extant literature about the exact nature of this relationship. Moreover, existing literature has not looked upon the above relationship through the process mechanism of workplace instrumental ties. We utilize social network analysis to investigate the instrumental network as a mechanism linking age and task performance plus age and interpersonal citizenship behaviors. More importantly, we study cognitive accuracy in social structure as the boundary condition influencing age-instrumental ties- performance relationships. In a rigorous methodology to investigate the above relationship, we collected multi-wave data from two organizational studies. In Study 1, we collected data from 179 employees at an Indian information technology services organization, and in Study 2, we collected data from 829 recruits in a South Korean army boot camp. Our moderated mediation model was supported by combining the two studies. Findings showed that instrumental network size mediated the relationship between age and job performance as well as between age and interpersonal citizenship behaviors. Cognitive accuracy of the social networks moderated the above relationships. Our research contributes to socioemotional selectivity theory and has important managerial implications.

Paper is NOT Available. Please contact the author(s).

MOC: Occupying Brokerage Position that Endangers Performance? The Perspective of Interpretive Agency

Author: **Qi Zhang**, *Erasmus U. Rotterdam*
Author: **Stefano Tasselli**, *Erasmus U. Rotterdam*

Organizational social network research in the past two decades is marked by an effort in integrating the psychological and network perspective. However, this trend over-relies on a rational model of agency that sees people as purposive agents who actively seek for network-related advantage, restraining the conceptualization of "individuals" in network research. We theorize "interpretive agency" as the neglected side of agency and explore whether it addresses some long-standing puzzle in network literature: how people form brokerage that harms. Stressing that subjective experience and interpretation shape social action, interpretive agency can be captured in two information processing orientations that create stable and systematic variations in immediate intrapsychic experience and habitual interpretation of social relations: sensory processing sensitivity and relational schema. In two empirical studies, we first show that the supposedly advantageous brokerage can be experienced as detrimental to performance for highly sensitive individuals. Moreover, we demonstrate that the interpretation tuned by sensitivity and relational schema explains the formation of brokerage - regardless of the actual impact of brokerage. Not merely a means to structural advantage, brokerage can indeed be experienced and interpreted as an end that eventually generates undesirable or unintended outcome.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

New Perspectives on Workplace Identity

Digital Session Chair: **Karolina Wenefrieda Nieberle**, *Durham U. Business School*

MOC: Modeling Identities in Context: A Dynamical Systems Approach to Leader-Follower Identities 

Author: **Karolina Wenefrieda Nieberle**, *Durham U. Business School*
Author: **Bryan Acton**, *Durham U. Business School*
Author: **Susanne Helena Braun**, *Durham U.*
Author: **Robert G. Lord**, *Durham U.*

Although leadership and followership processes are flexible and fluid, our theoretical and empirical knowledge of the short-term dynamics in individuals' leadership and followership identities are limited. Building on a Dynamical Systems Perspective we argue that leadership and followership identities are complex systems, that are composed of multiple interacting elements that exhibit emergent and nonlinear intra-personal identity dynamics. With the goal to explore these patterns of leader-follower identity variability across different contexts we address two questions: (1) How are individuals' leadership and followership identity dynamics characterized in different contexts associated with uncertainty? (2) How are these leadership and followership identity dynamics interrelated within different contexts? We collected daily data from a total of 69 Undergraduate students (1,159 data points) in the United Kingdom across seven-day periods in three different contexts during the academic year. Findings from dynamical systems modeling reveal the entangled nature of leadership and followership identities, different attractor states as well as consequences of COVID-19 on leadership and followership identity dynamics.

Paper is NOT Available. Please contact the author(s).

MOC: "We are going digital": Leveraging organizational identity pluralism for proactive adaptation

Author: **Mohammad Taghi Ramezan Zadeh**, *Amsterdam Business School, U. of Amsterdam*
Author: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*

We investigate how incumbents adapt to a major technological change through an inductive study of three large and established firms. Our core contribution is a framework of how proactive incumbents turn their established identities into means of adapting to the technological change, here the digital revolution, through reflecting on and flexing, pluralizing, leveraging, and adapting organizational identity. We conceptualize meta-identity and sub-identity bricolage to explain organizational identity work while coping with the digital revolution proactively. We also distinguish between additive and transformative meta-identities, based on their effect on how adaptation projects are structured. Moreover, we find that managers across hierarchical levels complement each other's adaptation efforts; top managers promote meta-identity, and intrapreneurs construct sub-identity bricolage. Such identity works help managers avoid potential tensions between identity and innovation. We develop a multilevel identity-informed theoretical model of the firm's adaptation to major technological change. We discuss our findings and identify avenues for future research.

Paper is Available to Meeting Registrants Only.

MOC: Working for the Same Purpose and Yet Against Each Other: The Process of Identity Network Enactment 

Author: **Virgil Fenters**, *UNLV*

Scholars have suggested that intrapersonal identity networks – the combination of identities and the relationships between them – influence enactment. However, very little is known about the process by which components of one's identity network interact to result in a single stream of enactment. Taking a grounded theory approach, I examined a cancer care surgical system and developed a process model of intrapersonal identity network enactment. My findings challenge the extant literature by suggesting that a common, highly central identity is not enough to align behavior in organizations. Individuals may enact a common "higher-order" identity in combination with the rest of their identity network in ways that actually work against each other, even as they genuinely work toward the same purpose. I also show how one's intrapersonal identity network influences how one interprets the enacted behavior of others. In doing so, I extend the identity literature by explaining how the same event can be experienced as an identity threat by some individuals and an identity opportunity by others, even when they share a common higher-order identity.

Paper is NOT Available. Please contact the author(s).

MOC: Members or mavericks? Organizational Identification Dynamics during Secret Innovation Projects  

Author: **Anika Stephan**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*
Author: **Philipp Bubenzer**, *HES-SO / ETH Zurich*

Prior management research has provided extensive evidence that organizational members who identify with their organization tend to support its norms and objectives by displaying behaviors that are in-line with or beyond organizational expectations. We question whether this account of observable in-role or extra-role behaviors is complete and study organizational identification dynamics in a series of secret, unauthorized innovation projects (so-called "bootlegging" projects) within a technology-driven multinational firm. In contrast to prior research, our findings suggest that organizational identification may sometimes lead members to deliberately violate organizational norms in a struggle to support their organization. More specifically, we find that organizational identification turns out to simultaneously motivate both overt in-role and secret counter-role behaviors which, at first sight, appear to be conflicting as they both draw on the member's scarce resources. However, our results reveal that both behaviors really complement each other and thus create an interesting, hitherto unexplored organizational paradox. We then move on to also study how a member's organizational identification may change when performing the secret innovation project and uncover the critical role of managerial responses for successfully sustaining and strengthening organizational identification of members who are both, loyal members and loose mavericks at the same time.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **505** | Submission: **11901** | Sponsor(s): **(MOC, OB, OMT, PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 10:30AMET (UTC-4)**

Calling, Passion, Idealism: Exploring Differences and Charting New Directions

Calling, Passion, Idealism



Organizer: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Organizer: **Winnie Jiang**, *INSEAD*
Organizer: **Audrey Holm**, *Boston U.*
Panelist: **Jon Michael Jachimowicz**, *Harvard Business School*
Panelist: **Sally Maitlis**, *U. of Oxford*
Panelist: **Shoshana Dobrow**, *London School of Economics*
Panelist: **Jeff Thompson**, *Brigham Young U.*
Panelist: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*
Panelist: **Amy Wrzesniewski**, *Yale U.*

Scholars of work have discovered that individuals can derive a strong sense of meaning from work. Existing research has examined individuals' sense of meaning from different perspectives. Research has investigated how individuals experience their work as a calling, what it means when people feel intense passion for their work, or what happens when employees hold idealized views about what their work should be. Studies focusing on callings, passion, and idealism, however, have largely been evolving separately, making it hard to systematically discern their similarities and differences. Further, as scholarly and practical interests in meaningful work continue to grow, it is time to take stock and consider new questions regarding implications of callings, passion, or idealism. Especially in light of the various changes occurring in the new world of work, we need to move beyond implications of callings, passion and idealism for individual behaviors and towards understanding implications for individuals' relationships with others, as well as for organizational and professional outcomes. In this PDW, we bring together leading experts on callings, passion, idealism, and meaningful work in general. They will offer their unique perspectives to help interested researchers reflect on the similarities and distinctions between these constructs and envision new directions to deepen our understanding of individuals' experience of meaningful work beyond the individual level.

Thank you for your interest in our PDW! All are welcome to attend the main panel session without pre-registration within maximum capacity. Should you wish to participate in the PDW breakout rooms with our speakers, please fill out the following survey by June 20th, 2021: https://docs.google.com/forms/d/e/1FAIpQLSf1KeySFYruTXMfTylpS-J5L4E36E3MiLo1MixtH8HX65Z2Rw/viewform?usp=sf_link We will attribute breakout rooms on a first-come, first-served basis. Please contact Siyin Chen at siyin.chen@rotman.utoronto.ca for any additional questions. We look forward to seeing you at AOM.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **506** | Submission: **16552** | Sponsor(s): **(MSR, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 11:00AMET (UTC-4)**

Applications of Mindfulness in Post-pandemic Era

Mindfulness in the Post-pandemic Era

Presenter: **Frederick Chavalit Tsao**, *Chairman IMC Pan Asia Alliance*
Chair: **Tojo Thatchenkery**, *George Mason U.*
Presenter: **Jessica Srikantia**, *George Mason U.*
Chair: **Param Srikantia**, *Baldwin Wallace U.*
Facilitator: **Ajay Narayanan**, -
Presenter: **Ellen Keithline Byrne**, *Her New Standard: The Playbook for Women Leaders*
Presenter: **Ratanjit Sondhe**, *Discover Oneness Foundation*
Presenter: **Param Srikantia**, *Baldwin Wallace U.*
Presenter: **Tojo Thatchenkery**, *George Mason U.*

The PDW will explore creative applications of mindfulness practices in a variety of contexts in the amelioration of human alienation from the pandemic, in re-imagining management education post-COVID, in fostering creativity in a corporate context and as a tool of effective leadership in a global transnational organization. After discussing the application of mindfulness, the workshop will provide an experiential activity consisting of a series of ultra-brief interventions (UBIs) to experience simple techniques of mindfulness that can be easily applied in a variety of settings.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

LMX Perspectives on Leadership

Digital Session Chair: **Fan Yang**, *Guanghua School of Management, Peking U.*

OB: Standing out or Singing alone: Examining Outcomes of “Solo Perfectionist” in a team, the Role of LMX 

Author: **Fan Yang**, *Guanghua School of Management, Peking U.*
Author: **Hui Wang**, *Peking U.*

Solo perfectionist refers to employees with the remarkably highest level in perfectionism comparing to other team members—the more “solo” they are, the larger the difference between their perfectionism and others’ (Li & Liao, 2014; Seo, Nahrgang, Carter, & Hom, 2018). Therefore, a high level of perfectionism “solo-ness” could be associated with both prominence and isolation. Drawing upon expectation status theory (EST) and leader-member exchange (LMX) theory, the current research examines the effects of perfectionism “solo-ness” on their status attainment, loneliness and distal workplace outcomes under different LMX quality. Results from a pilot study using scenario experiment show that the third party would attribute highest status, leader emergence and promotability to the highest perfectionist when both their “solo-ness” and LMX are high. Furthermore, results from main study using a time-lagged multi-source field survey show that when LMX is high, perfectionism “solo-ness” is positively related to status and further results in leader emergence and promotability. When LMX is low, such effects become weaker. In contrast, when LMX is low versus high, perfectionism “solo-ness” is positively related to loneliness and further results in burnout. Implications and future directions are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Evolution of LMX Relationships and the Effect of Asymmetric Exchange: A 7-wave Study

Author: **Roeliene Van Es**, *Ghent U.*
Author: **Katia Levecque**, *Ghent U.*
Author: **Frederik Anseel**, *UNSW Sydney Business School, Australia*

This study provides new insights into the long-term dynamics of LMX relationships. In line with the core tenets of LMX theory, we posit that the evolution of LMX relationships follows a pattern characterized by an increase from its start and a decrease towards its end. However, we suggest that at any time this pattern may be disrupted and changed by asymmetric exchange, e.g. a one-sided investment in the relationship that is abruptly higher or lower than usual, and thus diverges from the previous exchange pattern. On the basis of a longitudinal sample of 789 members, covering seven datapoints over one year, and using discontinuous growth curve modeling, we found that LMX evolution during development was bell-shaped and decreased towards dissolution. Positive asymmetric exchange led to an instant rise of LMX quality and was followed by gradual improvement of LMX quality. Negative exchange had a detrimental effect on the relationship, without subsequent restoration to previous quality levels. Our findings stress the need for further longitudinal research on LMX and how and why it may change.

Paper is Available to Meeting Registrants Only.

OB: LMX, RLMX and Job Involvement: Effects of Leader’s Power Distance Orientation and Promotion Criteria

Author: **Xiaoqing Pan**, *School of Management, Huazhong U. of Science and Technology*

A multi-level model based on social information processing theory is used to explain how and when the leader-employee social exchange relationship relates to employee’s job involvement simultaneously at the vertical dyad level (leader-member exchange; LMX) and through the horizontal group context (relative leader-member exchange; RLMX). Based on the data collected from 113 team leaders and their 452 corresponding employees, the results showed that both the LMX and RLMX positively related to employees’ job involvement via their perceived informal status. Moreover, moderated path analysis revealed the indirect relationship between LMX and job involvement was stronger when the leader had lower power distance orientation and absolute promotion criteria were used in the team. The indirect relationship between RLMX and job involvement was stronger when the leader had higher power distance orientation and adopted absolute promotion criteria.

Paper is NOT Available. Please contact the author(s).

OB: Replacing Leadership by Vision with the Leadership of Vision: the As-Yet-Impossible Prototype

Author: **Kris Mikel Hong**, *School of Economics and Management Tsinghua U.*

While much of the leadership literature describes how leaders use vision as a tool to influence people, what if it is actually the leaders who should be used to facilitate the leadership of vision? Paralleling the distinction between “rule by law” and “the rule of law,” I develop a theory of identity-based leadership that emphasizes how visions are superordinate to leaders and organizations. This paper discusses these processes by examining self-categorization theory in the context of the distant future. By being grounded in the distant future, a vision provides a discontinuity and contrast with current realities. This redefinition of vision allows for conceptual consistency of the envisioned group’s as-yet-impossible prototype despite changes in contexts, leaders and collectives. As members identify with the envisioned group, their actions reconfigure current reality to enable the vision’s alternative reality. This paper discusses how the reframing of vision addresses organizational phenomena at multiple levels of analysis and in contexts including vision communication, leader-follower relationships, leader succession, and organizational change. In concluding I also briefly explore how the leadership of vision highlights the imminent dangers of divisive yet inextinguishable visions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Predicting Employee Perceptions and Judgments

Digital Session Chair: **Bret Sanner**, *Iona College - LaPenta School of Business*

ODC: **Desperate Times Call for Desperate Measures: The Effect of the COVID-19 Pandemic on Evaluations**

Author: **Bret Sanner**, *Iona College - LaPenta School of Business*

Author: **Karoline Evans**, *U. of Massachusetts, Lowell*

Author: **Delia Fernandez**, *Iona College - LaPenta School of Business*

The COVID-19 pandemic upended how people interact and work in ways that increased social isolation and, in turn, possibly changed how team members evaluate each other's contributions. We investigate this possibility by extending the reflective-impulsive model. More specifically, the reflective-impulsive model suggests that, because team members' resources have been depleted by the COVID-19 pandemic, individuals will use their reflective process less thereby creating less accurate impressions of their teammates' task abilities and reducing the weight they put on their perceptions of task abilities in evaluations. The reflective-impulsive model further suggests that, because restrictions related to the COVID-19 pandemic have made it difficult for many people to meet their need for relatedness, members will use their impulsive process to positively evaluate those who are higher on relatedness. Data from virtual and in-person teams from before and during the pandemic support our model. Supplemental analysis also suggests that, during the COVID-19 pandemic, members can increase their relatedness thereby improving their evaluations by being influential. Our findings provide insights into how individuals make evaluations during a crisis and suggest practical implications for how members can be more positively evaluated and more accurately evaluate others during the remainder of the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

ODC: **How and When Leaders' Perception of Organizational Change Influence Followers' Perception and Coping**

Author: **Xueqing Fan**, *Rutgers U.*

Author: **Xueling Fan**, *School of Business, Nanjing U.*

Author: **Wen Wu**, *Beijing Jiaotong U.*

Author: **Xiaoyun (Aarn) Cao**, *Lake Forest College*

Leaders take dual roles as both recipients and implementors during organizational change. Extant research, however, has primarily focused on only one of these dual roles with the other role ignored. Building on conservation of resource theory and attribution theory, this study integrates leaders' recipient and implementor roles in one model by examining how and when leaders' threat perception links to employees' threat perception and maladaptive coping behaviors. With three-wave data from 59 leaders and 436 employees, we found that leaders' threat perception was indirectly associated with employees' threat perception and maladaptive coping via change-related information hiding, and leader-member exchange mean strengthened the indirect effect that leaders have on employees. The implications of our findings for theory, practices, and future research are discussed.

Paper is Available to Meeting Registrants Only.

ODC: **Past, Present and No Future: Survivors' Perceptions of Organizational Decline**

Author: **Carl Richard Hossiep**, *U. of Muenster*

Author: **Ulrike Holder**, *WWU Münster*

Author: **Thomas Ehrmann**, *U. of Muenster*

Author: **Gerhard Schewe**, *U. of Muenster*

This article investigates the work attitudes of survivors during the ongoing decline of a firm with no prospect of recovery due to external causes. Data from a German firm is used as a case study. In particular, we explore whether transparency is a tool for keeping and regaining trust while decreasing stress and, hence, leads to high and stable employee satisfaction even during adverse times. Analyzing data from both an employee attitude survey and an executive attitude survey with over 25,000 and 1,700 initial responses, we run multiple mediation models and find that transparency is a tool for keeping and regaining trust while decreasing stress and, hence, is associated with increasing satisfaction during a decline. Thus, for both employees and their executives, high levels of transparency and trust seem to be effective in mitigating the negative effects of downsizing. We discuss the results with regard to potential declines in several key industries.

Paper is Available to Meeting Registrants Only.

ODC: **Influence of Communication Satisfaction and CSR Association on Job Satisfaction & Work Alienation**

Author: **Shiva Kakkar**, *Indian Institute of Management Nagpur*

Author: **Samvet Kuril**, *Ahmedabad U.*

Author: **Swati Singh**, *PhD. Scholar, U. of Hyderabad*

Author: **Surajit Saha**, *ICFAI Business School, Hyderabad*

Author: **Anurag Dugar**, *Goa Institute of Management*

The Covid-19 pandemic has restricted mobility and made remote working a norm. Many scholars and practitioners have raised concerns that remote working can lead to feelings of isolation and alienation among employees. The study explores this issue by examining the influence of remote communication satisfaction and the organization's CSR association on employee alienation and job satisfaction. Sensemaking theory serves as the basis for hypotheses formulation in this study. Primary data has been collected from 418 employees working in various Indian organizations and analyzed through AMOS and Hayes' PROCESS macro for SPSS. Results indicate that remote communication satisfaction negatively influences work alienation, thereby improves employee satisfaction. Also, organizations that are perceived to have higher CSR association experience lesser work alienation than those who have a lower CSR association. This study extends the sensemaking theory by introducing new work-related (internal communication) and non-work-related (CSR associations) cues and explains how employees use them to 'make sense' of the organization's philosophy and continuity. Secondly, this study is a pioneer in exploring the relationship between communication satisfaction and work alienation. The results of this study translate into two significant recommendations for organizations. One, organizations should adopt a proactive communication strategy and provide work-related information to employees expeditiously. Two, since the organization's CSR involvement and its regular communication to employees bolsters their job satisfaction and reduces the development of negative attitudes (like alienation), organizations must enunciate their position on CSR issues on a regular basis.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **509** | Submission: **17014** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 10:30AMET (UTC-4)**

Temporality and Materiality in Change Processes

Digital Session Chair: **Kaat De Pourcq**, *Ghent U.*

ODC: **Organizational Entrainment of Project Launch: Empirical Evidence from Chinese Real Estate Industry**

Author: **Shengqiang Cheng**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Runtian Jing**, *Shanghai Jiao Tong U.*

Author: **Xuan Sun**, *Shanghai Jiao Tong U.*

As entrainment theory often indicates, launching new projects at appropriate timing is critical for organizations to succeed in market competition. Despite this widely recognized concept by case studies in the organizational context, there lacks empirical evidence to support how this entrainment process is formulated by internal or external organizational activities. In the present study, we reveal the entrainment process that how organizational attributes and environmental favorableness influence projects' launch pace or timing decisions. We empirically examine such propositions through survival analysis with 90,755 observations of residential development projects of 149 real estate firms in China. Specifically, we find that organization inertia and resource munificence will decelerate and accelerate the timing of project launch, while external environmental favorableness can both directly accelerate the timing of project launch and strengthen the main effects of organization inertia and resource munificence on the timing of project launch.

Paper is NOT Available. Please contact the author(s).

ODC: **The Role of Written Texts in Collaborative Boundary Work: A Dynamic Sociomaterial Perspective**

Author: **Kaat De Pourcq**, *Ghent U.*

Author: **Katrien Verleye**, *Ghent U.*

Author: **Ann Langley**, *HEC Montreal*

Author: **Joris Voets**, *Ghent U.*

Taking a sociomaterial perspective, this article considers the dynamic role of written texts as boundary objects in practices of collaborative boundary work, in which boundary spanners mobilize these objects to assist in the achievement of collective goals. Using an autoethnographic approach, we ask two questions (1) How can boundary spanners leverage written texts throughout the process of collaborative boundary work? and (2) How do these written texts affect the trajectory of the collaboration? Data were gathered during a governmental reform which affected two inter-organizational collaborations in the mental healthcare sector. Our findings show how different types of "textual work" practices – relationship-based, evidence-based, power-based and content-based practices – have different substantive and relational implications for the trajectory of collaboration over time. By unraveling how these textual work practices are enacted sequentially over time, and generate their substantive and relational effects in two cases of collaboration, our study contributes to a sociomaterial perspective on the dynamics of collaborative boundary work.

Paper is Available to Meeting Registrants Only.

ODC: **Continuous Cyclic Organizations – Coordination across Time Cycles**

Author: **Henrike Konzag**, *Aarhus U., Department of Management*

Author: **Borge Obel**, *Aarhus U., Department of Management*

Much of ordinary social life is organized in cycles: those of the day, the week, and the year. More and more organizations adapt to these cycles. As a result, an organization might frequently change its mode of operation resulting in time cycle for then coming back to where it started to begin a new time cycle. These organizations we call continuous cyclic organizations. Continuous cyclic organizations feature a temporal separation of tasks. While this temporal separation amplifies the challenges of coordination, we know little about the challenges organizations face in temporal coordinating continuous cyclic organizations. To investigate how task coordination unfolds in a continuous cyclic organization, we investigated day, evening, and night shifts in an emergency department in a regional hospital in Denmark. We collected data by interviewing and observing employees in their everyday work. Results show interesting differences in how coordination unfolds when an organization transitions from one stage to another in a cycle. We contribute with empirical insights into the concept of continuous cyclic organizations and extend the literature on coordination to understand the temporal dimension of coordination in continuous cyclic organizations.

Paper is NOT Available. Please contact the author(s).

ODC: **Considering the Corporeal to Facilitate Research to Practice Transitions**

Author: **Sonia M. Goltz**, *Michigan Technological U.*

Author: **Patty Sotirin**, *Michigan Technological U.*

The authors suggest that the research-to-practice gap, such as that found in evidence-based management, is due in part to a lack of attention to embodied knowledge. The recommendation is for change agents to bring attention to embodied knowing when implementing change based on research. Three approaches for introducing increased corporeal understanding are proposed. These include embracing the embodied body including attending to kinesthetic resistance, exploring what research means for intersectional bodies, and working with corporeal metaphors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **510** | Submission: **16630** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 10:30AMET (UTC-4)**

OMT Executive Meeting *OMT Executive Meeting*

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Participant: **Emilio J. Castilla**, *Massachusetts Institute of Technology*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *U. of Technology, Sydney*
Participant: **Srividya Jandhyala**, *ESSEC Business School*

This is an invitation-only meeting of the OMT Executive Committee.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **511** | Submission: **17220** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 10:30AMET (UTC-4)**

Strategic Uses of Temporality

Strategic Uses of Temporality

Digital Session Chair: **Blagoy Blagoev**, *Technische U. Dresden*

OMT: From Temporal Myopia to Foresight: Bridging the Near and The Distant Future Through Temporal Work

Author: **Blagoy Blagoev**, *Technische U. Dresden*
Author: **Lea Von Guttenberg**, *Leuphana U. Lüneburg*
Author: **Dennis Schoeneborn**, *Copenhagen Business School*

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

This paper examines how organizations can make long-term, distant future goals related to corporate sustainability actionable in the short-term, near future. Prior research suggests that this challenge is particularly pronounced in traditional organizations used to operate within a highly institutionalized temporal context dominated by economic short-termism. We add to this research by empirically investigating different forms of temporal work at a big German automotive firm that currently undergoes a major strategic reorientation toward sustainability. Drawing on interview, documentary, and press data, we discover and theorize the interplay of four intersecting forms of temporal work: explicit vs. implicit and aspirational vs. translational temporal work. Importantly, we find that explicit-translational temporal work—which focuses on breaking down sustainability goals into KPIs—in itself was not sufficient for deep-level strategic change. Only when it was coupled with more implicit and aspirational forms of temporal work, such change was made more likely. We deepen current research on organizational temporality by theorizing the interplay between the four modes of temporal work and their relation to changing highly institutionalized temporal structures. Our theorizing sheds new light on how actors and organizations can build new trajectories of change by engaging in temporal work and how such trajectories can support the transition toward sustainability.

Paper is Available to Meeting Registrants Only.

OMT: Transcending Time Horizons: How Actors Project Innovative Solutions Toward Distant Climate Goals

Author: **Miriam Feuls**, *Copenhagen Business School*
Author: **Tor Hernes**, *Copenhagen Business School*
Author: **Majken Schultz**, *Copenhagen Business School*

How actors address climate change through ongoing practices is not adequately addressed in organizational research. In this paper, we extend organizational research through a study of how actors simultaneously project near and distant future solutions through their ongoing practices to work toward distant climate goals. From real-time observations of discussions about sustainable packaging solutions in an international dairy corporation we inductively identified three interconnected practices that actors used to envisage future solutions: bracketing, calculating, and narrating. We develop a grounded model that shows how these three practices became differently interrelated as actors addressed increasingly more distant future solutions. Our paper adds to the literature by establishing a model whereby actors move beyond the near future toward the distant future. This enables explanations of how actors may bridge seemingly irresolvable intertemporal tensions between the short and long terms.

Paper is Available to Meeting Registrants Only.

OMT: Maintenance of the Vulnerable Hybrid Identity: When Traditions and Modernity Meet in the Wilderness

Author: **Soffiane Baba**, *U. of Sherbrooke*
Author: **Innan Sasaki**, *Warwick Business School*
Author: **Eero Vaara**, *U. of Oxford*

Finalist for the OMT Division Best International Paper Award

Our understanding of hybridity in organization theory stems mainly from observations of social enterprises. However, what is less studied is hybridity in community settings where it can be high-stake by putting community members' lives at stake, which is not necessarily the case in an organizational setting where the separation between professional and personal life is ordinary. Building on a rich qualitative study of a First Nation in Quebec, Canada, our analysis depicts the political dynamics of high-stake hybridity. We adopt an identity-as-narrative theoretical lens to explore how high-stake hybridity is dealt with through narratives at the community level, in a context where the weight of the controversial past is ubiquitous. In particular, our findings suggest that high-stake hybridity is strategically managed through three inter-related processes: historical isolation, historical combination, and enacting flexibility. Two main theoretical implications emerge from our study: not only is it essential to theorize hybridity as a political arena, but it is also more than ever relevant to bring history back in our understanding of identity-as-narrative.

Paper is Available to Meeting Registrants Only.

OMT: How Actors Effect Shifts in Strategic Trajectories: The Role of Temporal Nexus Events

Author: **Tor Hernes**, *Copenhagen Business School*
Author: **Kätlin Pulk**, *Estonian Business School*

Abstract. We apply a temporal view to an event at the intersection of two activity streams in a naval design and construction company. This view shows how, at this event, actors revived a solution that had been proposed several years before within one stream by using it to address an imminent problem in a second stream, which eventually produced a shift in the company's strategic trajectory. The temporal orientation of the event's activity contrasted with the temporal orientations of the two intersecting activity streams. The temporal orientations of the two intersecting streams proved nevertheless vital for the event's generation of the strategy shift. We suggest the label "temporal nexus events" for these intersectional events. We propose a process model for how actors reach back in time along activity streams while drawing upon those streams to implement novel solutions that harbor the potential for a strategic shift.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **512** | Submission: **10784** | Sponsor(s): **(OMT, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 12:00PMET (UTC-4)**

**Optimal Distinctiveness: A Critical Reflection on What We Have
Learned and Ways Forward**
Optimal Distinctiveness



Organizer: **Eric Y.-F. Zhao**, *Indiana U., Bloomington*
Organizer: **Joanna Mingxuan Li**, *Indiana U., Bloomington*
Panelist: **Matthew Barlow**, *U. of Nebraska, Lincoln*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **David Deephouse**, *U. of Alberta*
Panelist: **Rodolphe Durand**, *HEC Paris*
Panelist: **Peer Fiss**, *U. of Southern California*
Panelist: **Mary Ann Glynn**, *Independent Scholar / Researcher*
Panelist: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Panelist: **Jade Lo**, *Drexel U.*
Panelist: **Michael Lounsbury**, *U. of Alberta*
Panelist: **Majid Majzoubi**, *U. of Washington*
Panelist: **Nelson Phillips**, *UC Santa Barbara*
Panelist: **Eunice Yunjin Rhee**, *Seattle U.*
Panelist: **Cameron Verhaal**, *Tulane U.*
Panelist: **Shannon LT Younger**, *Texas Christian U.*

In the past few years, there has been a renewed and reenergized interest in studying optimal distinctiveness (OD) among various communities of scholars within the Academy of Management (e.g., strategy, organization theory, and entrepreneurship). Reflecting and bolstering this interest, three professional development workshops (PDWs) were organized at the AOM annual conferences between 2017 and 2019, each of which attracted a large number of participants. Distinguished panelists and participants joined the conversations, aiming to systematically flesh out the various theoretical perspectives on OD, unpack the underlying mechanisms driving OD, and evaluate each perspective's strengths, weaknesses and connections. These efforts helped build a growing community of scholars studying this topic, contributing to an increasing number of articles on OD published in leading management journals. In response to this recent research, time is ripe for another PDW where scholars gather to critically reflect on the progress we have collectively made in advancing our understanding of OD, delineate the boundaries of this theory, and point to directions for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **513** | Submission: **16727** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 10:00AMET (UTC-4)**

AMD Editorial Review Board and Awards *Editorial Review Board*

Organizer: **Kevin W. Rockmann**, *George Mason U.*

By Invitation Only: Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **514** | Submission: **10266** | Sponsor(s): **(RM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 9:00AM- 10:00AMET (UTC-4)**

Research Methods Division Business Meeting
RMD Business Meeting

Participant: **Zhen Zhang**, *Southern Methodist U.*
Participant: **Kris Byron**, *Georgia State U.*

Please join us to learn about recent and future business of the Research Methods Division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **515** | Submission: **13606** | Sponsor(s): **(TIM, STR, OMT, RM, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:00AM - 11:30AMET (UTC-4)**

Advances in Patent Research: New Data, Measures, and Methods
Advances in Patent Research



Chair: **Elie J. Sung**, *HEC Paris*
Chair: **Fabian Gaessler**, *Max Planck Institute for Innovation and Competition*
Presenter: **Dietmar Harhoff**, *Max Planck Institute for Innovation and Competition*
Presenter: **Bhaven Sampat**, -
Presenter: **Matt Marx**, *Cornell U.*
Presenter: **Sara Moreira**, *Northwestern Kellogg School of Management*
Discussant: **Annamaria Conti**, *U. of Lausanne*

This workshop focuses on the empirical analysis of patent data, emphasizing the use of patents both as a measure of knowledge and innovation, and as an institutional phenomenon worthy of research in its own right. The goals of the PDW are twofold. First, it will provide an introduction to patent data for management scholars new to the field, including a discussion of data sources, data limitations, and methods for effectively analyzing patent data. Second, it will provide examples of in-depth analyses using patent research. The panelists will engage in discussions with the audience to address the current state of patent research and future directions for research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **516** | Submission: **11255** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 9:15AM- 10:30AMET (UTC-4)**

STR 2021 Irwin Outstanding Educator Award in Honor of Ed Zajac
STR Irwin Outstanding Educator Award

Participant: **Heather Berry**, *George Washington U.*

Please join us in honoring Edward J. Zajac as the recipient of the 2021 STR Irwin Outstanding Educator Award. The 2021 award recognizes Ed for his outstanding commitment to Ph.D. and doctoral education, and ongoing development of junior colleagues. We will hear from some of Ed's former students as we celebrate Ed's dedication to PhD student development and his mentorship of junior colleagues.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Employee Voice and Change

Digital Session Chair: **ChungJen Chien**, *College of Management, Yuan Ze U.*

OB: Why ethical leadership generate moral voice: A dual-route model

Author: **ChungJen Chien**, *College of Management, Yuan Ze U.*
Author: **Liew Yueah-Cin**, *College of Management, Yuan Ze U.*
Author: **Yu-Chi Lin**, *College of Management, Yuan Ze U.*

Ethical leadership has been recognized as a critical factor influencing employees' ethical behaviors. However, only a few research has empirically examined the effect of ethical leadership, not to mention its psychological process. To address this research gap, we adapt the cool/hot framework to explain the relationship between ethical leadership and moral voice. A total of 217 leader-follower dyad data were obtained from companies in Taiwan. The result reconfirmed the cognitive process (moral efficacy) and proposed another new affective process (affective attachment). Besides, it was also found that the effect of these two routes depends on the followers' moral identity. The moral efficacy route works only when the follower has a higher moral identity; however, the affective attachment route is more substantial when the follower has a lower moral identity. In conclusion, this research confirmed the dual paths of ethical leadership and elucidated its critical boundary condition. Through this dual-route model, we can integrate social learning theory and social exchange theory to depict a complete picture of ethical leadership. It is hope that the findings can inspire further studies to investigate the mechanisms and consequences of ethical leadership.

Paper is NOT Available. Please contact the author(s).

OB: Perceived Organizational History and its Influence on Employees' Daily Change Behaviors 

Author: **Kai Christian Bormann**, *Bielefeld U.*
Author: **Fabian Bernhard**, *EDHEC Business School*

An increasing number of scholars have emphasized the implications of organizational history for understanding organizational behavior. Yet little is known how individuals' perceptions of the past can positively or negatively affect proactive change behaviors. In this study we first theoretically develop and empirically validate a measure for perceived organizational history. Three validation studies lend support for three distinctive constructs of perceived promotive, prohibitive and presence of history. We then use two diary studies to test the influence of perceived history on employees' daily change behaviors. Noting individuals' different time orientations, we also examine moderating effects of mindfulness and feelings of nostalgia. The findings add to current knowledge on how the appraisal of imprints of the past can make employees promote or decline change. Important implications for organizations are drawn.

Paper is Available to Meeting Registrants Only.

OB: Who steps up after a merger? The effects of boundary-spanning on post-merger taking charge behavior

Author: **Stefan Breet**, *Radboud U. Nijmegen*
Author: **Lotte Glaser**, *Erasmus U. Rotterdam*
Author: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*

Although prior research on mergers and acquisitions (M&As) has suggested that cross-legacy boundary-spanners serve as organizational change agents, an emerging line of research highlights the costs of developing and maintaining boundary-spanning ties. Building on the social networks and organizational identification literatures, we develop a social network model and explore the influence of boundary-spanning on post-merger taking charge behavior. More specifically, we argue that employees without boundary-spanning ties are more likely to engage in taking charge behavior when they are closely connected to the boundary-spanners of their legacy organizations. Our analysis of the social network of a post-merger organization shows that cross-legacy boundary-spanning has a negative effect on taking charge behavior, while proximity to boundary-spanners has a positive effect. Our study also reveals that the positive effect of proximity on taking charge behavior is strongest for employees who weakly identify with the new organization.

Paper is Available to Meeting Registrants Only.

OB: Why and How Manager Promotive and Preventive Psychological Ownership Influence Voice Endorsement

Author: **Jinyun Duan**, *East China Normal U.*
Author: **Wang Xiaotian**, *East China Normal U.*
Author: **Yue Xu**, *Xi'an Jiaotong-Liverpool U.*
Author: **Lixiaoyun Shi**, *East China Normal U.*

By considering the literature on psychological ownership and regulatory focus theory, this study explored why and how two distinct forms of managers' psychological ownership (i.e., promotive and preventive) influenced voice endorsement. Results from a time-lagged field study and an experimental scenario study revealed that managers' promotive psychological ownership was positively correlated, while preventive psychological ownership was negatively correlated with voice endorsement through openness to change. Moreover, the group promotive voice strengthened the positive indirect effect of managers' promotive psychological ownership on voice endorsement via openness to change, whereas its prohibitive voice strengthened the negative indirect effect of preventive psychological ownership on voice endorsement via openness to change. Finally, implications for manager-centered and team-level studies for voice endorsement, as well as practice, are discussed in the paper.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **518** | Submission: **15436** | Sponsor(s): **(OMT, SAP, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:30AM- 11:00AMET (UTC-4)**

**Responding to Competing Demands: Exploring Relations of Both/And
and Either/Or Responses to Paradox**
Responses to Competing Demands



Organizer: **Harald Tuckermann**, *U. of St. Gallen*
Organizer: **Marc Krautzberger**, *U. of St. Gallen*
Host: **Wendy K. Smith**, *U. of Delaware*
Panelist: **Ann Langley**, *HEC Montreal*
Panelist: **Medhanie Gaim**, *Umea U.*
Panelist: **Marya Besharov**, *Oxford U., Saïd Business School*

This panel symposium hosts leading and emerging scholars to elaborate on the relationship between either/or and both/and responses to competing demands. Our aim is to transcend a dichotomous understanding of both/and and either/or approaches and view their relation in terms of a duality. Such a view poses questions about how either/or responses can be part of a both/and response, and conversely how both/and responses may also involve either/or thinking. Elaborating on such questions promises to provide insights into the dynamic relationship between responses and paradox across different levels of analysis and between different paradoxes to inform the management of organizational tensions. For managerial practice, the aim is to broaden the scope of possible responses to competing demands that pervade organizations. This is timely in today's complex world with its challenges like climate change, the current COVID-19 pandemic, social inequality, or technological breakthroughs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **519** | Submission: **16872** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:30AM - 11:00AMET (UTC-4)**

Healthcare Management

Digital Session Chair: **Juri Matinheikki**, *Aalto U. School of Business*

OSCM: Value-based Procurement and Agency Problems in Triadic Healthcare Relationships

Author: **Juri Matinheikki**, *Aalto U. School of Business*
Author: **Katri Kauppi**, *Aalto U. School of Business*
Author: **Erik M. Van Raaij**, *Erasmus U. Rotterdam*
Author: **Alistair Brandon-Jones**, *School of Management, U. of Bath*

This paper adopts an agency theory perspective to analyze a medical devices procurement triad consisting of a centralized purchasing unit, a medical unit of a hospital and an external medical device supplier. Through an in-depth case study of this triad, we examine agency issues and how they hinder the governance of triad-level outcomes i.e., value-based procurement. Our findings contribute to agency theory by positing that each triad member may pursue individual goals creating goal incongruence not as a result of opportunism but rather caused by role-based norms and incentive structures. Furthermore, information asymmetry in triads should be approached as a multilateral phenomenon when all triad members are boundedly rational actors possessing limited information processing capacity and thus suffering from specialized information and hidden (bilateral) actions of the other triad members. Finally, we find social factors such as power asymmetry and institutionalized mindset of unit price myopia to moderate the effects of information asymmetry and goal incongruence on triad-level governance. These factors together appear to curtail moves towards more outcome-based contracts and hence value-based procurement.

Paper is Available to Meeting Registrants Only.

OSCM: The Impact of Place on Health: Built Environment and Healthcare Process Outcomes

Author: **Eric Li Xu**, *U. of Minnesota*
Author: **Kevin Linderman**, *U. of Minnesota*

In recent years, healthcare reform has emphasized conformance quality improvements, notably in programs such as the Hospital Readmissions Reduction Program; however, programs meant to emphasize these improvements in health outcomes often disadvantage hospitals serving lower income communities. Contextual factors such as the neighborhoods that patients are drawn from can positively or adversely impact the outcome of treatment. This study seeks to understand the contextual factors surrounding patients to understand how the built environment factors surrounding patients impacts outcomes. We use the setting of the Hospital Readmissions Reduction Program to understand how built environment impacts conformance quality for relevant treatments. The findings indicate that built environment factors may impact a patient's likelihood of being readmitted. This provides a possible context to explain the discrepancy between process improvement and current health outcomes.

Paper is Available to Meeting Registrants Only.

OSCM: Improving Hospital Efficiency While Angering Patients?

Author: **Subhajit Chakraborty**, *Coastal Carolina U.*
Author: **Earnie M. Church**, *Coastal Carolina U.*

Many U.S. hospitals are struggling to improve their margins and some are forced to merge with bigger hospitals. To thrive in such a volatile environment, hospital leaders need to identify what is going wrong with their patients' experiences during medical treatments so that the service can be improved and the hospital can offer patient-centric care. In this study, we use mixed-methods at the patient-level to empirically demonstrate the dual but opposing role of mergers on hospital efficiency and patient satisfaction. Based on our findings, we emphasize that by periodically analyzing the sentiments associated with patient social media comments, hospital quality leaders in healthcare teams can quickly identify the gaps and plug them thereby achieving twin objectives of: (1) offering patient-centric care; and (2) developing a thriving online community for the hospital. Both of these should ultimately give hospitals a competitive advantage as they crowdsource these online communities to obtain current patient care quality defects and suggestions for improvement in the future. Implications of the study are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **520** | Submission: **10250** | Sponsor(s): (STR, IM, ENT)

Virtual session type: **Synchronous Live Open**

Scheduled: **Sunday, Aug 1 2021 9:30AM - 11:00AMET (UTC-4)**

Immigration and Strategy

Immigration and Strategy



Participant: **Prithwiraj Choudhury**, *Harvard U.*

Participant: **Exequiel Hernandez**, *U. of Pennsylvania*

Participant: **Yujin Jeong**, *American U., Kogod School of Business*

Participant: **William R. Kerr**, *Harvard Business School*

Participant: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*

Participant: **Jordan Siegel**, *U. of Michigan, Ross School of Business*

One of the principal ways in which companies can seek competitive advantage is through their access to the global labor market. Rising nationalism over the past years together with the current global pandemic, however, has deterred foreign talent from crossing the national borders. As management scholars and practitioners, it is important to understand the impact of immigration, immigration policy, and immigration integration on firm-level strategy because they can directly and indirectly affect firm capabilities and performance, influence culture, and reshape the competitive landscape in the local and global markets. This panel symposium intends to contribute to enhancing our understanding of the impact of immigration on firm-level strategy by discussing how local and global mobility (or immobility) of foreign talent creates (or destroys) value for companies and thereby the economy, exploring theoretically new and empirically innovative ways to study immigration and strategy in the national and global contexts, and the managerial and policy implications of the findings from cutting-edge studies of immigration and strategy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **521** | Submission: **10019** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 9:45AM - 11:15AMET (UTC-4)**

**Building a Global Community of Management and Organization
Teaching Academics**
Building a Global Community of Teaching Academics



Organizer: **Janis Wardrop**, *UNSW Business School, Australia*
Organizer: **Leanne Piggott**, *UNSW Business School, Australia*

This caucus is a step in building a global Community of Practice (CoP) for management and organization teaching academics. This CoP will build a global network of teaching academics working towards legitimating the important contribution they make and identify opportunities to collaborate across institutions around the globe.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **522** | Submission: **16593** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 12:00PMET (UTC-4)**

CMS Business Meeting *CMS Business Meeting*

Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*
Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Ajнеш Prasad**, *CMS*
Organizer: **Stephen Cummings**, *Victoria U. of Wellington*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Marie Hasbi**, *Vrije U. Amsterdam*
Organizer: **Alexandra Bristow**, *The Open U. Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **523** | Submission: **16747** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:00AMET (UTC-4)**

IM Division Best Paper in OB / HRM / OT Award

Digital Session Chair: **Davina E. Vora**, *State U. of New York at New Paltz*

This session features the finalist papers for the IM Division Best Paper in OB / HR / OT Award, which is presented to the best scholarly paper of the IM Division focusing on Organizational Behavior / Human Resource Management / Organization Theory at the Academy of Management annual meeting. All papers with a research focus on Organizational Behavior / Human Resource Management / Organization Theory accepted by the IM Division for presentation at the Academy of Management annual meeting are eligible for the award.

IM: How Language Barriers Impede the Formation of Mental Models in Multinational Teams   

Author: **Helene Tenzer**, *U. of Tuebingen*

Author: **Markus Pudelko**, *U. of Tuebingen*

Author: **Mary E Zellmer-Bruhn**, *U. of Minnesota*

Based on semi-structured interviews in 15 multinational teams (MNTs) from the automotive industry, this exploratory study investigates the relationship between language barriers and mental model formation in MNTs. Our examination reveals that in MNTs language barriers impede personal more than task-related communication and emotional more than neutral communication. We further demonstrate how these impediments in MNT communication hamper the formation of task-focused and team cohesion-focused mental models in MNTs. By highlighting linguistic hurdles in previously neglected areas, we expand international business researchers' understanding of the communicative bases of MNT functioning. Additionally, by elucidating the complex ways language barriers influence mental model formation, we contribute to a better understanding of the micro-foundations of team mental models in multilingual settings. Our findings carry important managerial implications for MNT leaders as emotion managers and communication facilitators.

Paper is NOT Available. Please contact the author(s).

IM: How and when do preparation and reintegration facilitate repatriate knowledge transfer  

Author: **Vesa Peltokorpi**, *Hiroshima U.*

Author: **Fabian Jintae Froese**, *U. of Goettingen*

Author: **Sebastian Reiche**, *IIESE Business School*

Carolyn Dexter Award Nominee

This study uses social exchange theory to examine how and when reintegration in headquarters (HQ) enhances repatriate knowledge transfer. Specifically, we theorize how the preparatory stage for repatriation—when expatriates are still abroad—facilitates reintegration in HQ upon repatriation and, subsequently, repatriate knowledge transfer via both interpersonal and career-related pathways. For the former, we hypothesize that frequency of communication with HQ before re-entry facilitates repatriate knowledge transfer via reintegration. We also hypothesize that frequency of communication with HQ before re-entry improves trust in HQ colleagues, which in turn strengthens the positive effect of reintegration on repatriate knowledge transfer. For the second pathway, we hypothesize that career and repatriate support before re-entry increases repatriate knowledge transfer via reintegration. We also predict that career and repatriate support before re-entry improves career satisfaction upon return, which in turn strengthens the positive effect of reintegration on repatriate knowledge transfer. Time-lagged data from 129 assignees and their HQ supervisors support most of our hypotheses.

Paper is NOT Available. Please contact the author(s).

IM: Many Places to Call Home: Embedding Types and Relationships with Personal Initiative, Stay Intention 

Author: **Anh Ngoc Nguyen**, *U. of Bamberg*

Author: **Maike Andresen**, *U. of Bamberg*

Job embeddedness (JE) shows to significantly predict migrant employees' intent to stay. However, extant literature generally scrutinizes the role of JE level on migrants' intent to stay while overlooking the patterns of JE and the active role of migrant workers in constructing JE abroad. Based on a sample of 707 first-generation migrants, we employed Latent Class Analysis and a contextualized JE framework to reveal the 'hidden' JE patterns among the migrant worker population that form four embedding types: transnational embedders, going native by private life, going native by work life, and heart at home. The four embedding types were associated with employed migrants' intent to stay in the host country and host organization and varied in accordance with their personal initiative. We derive theoretical and practical implications and provide directions for future research. Keywords: Job embeddedness, intent to stay, personal initiative, latent class analysis

Paper is NOT Available. Please contact the author(s).

IM: General manager successors in local-market-seeking subsidiaries of MNEs: A multiple-case analysis   

Author: **Liang Li**, *Ivey Business School*

Author: **Paul Beamish**, *U. of Western Ontario*

Author: **Andreas P.J. Schotter**, *Ivey Business School*

How do decision makers of multinational enterprises (MNEs) appoint general manager (GM) successors in their local-market-seeking foreign subsidiaries? Extant literature suggests that to better address host country business practices and cultures that may contrast markedly with those of the home country, it is sensible to deploy a host-country national (HCN) subsidiary GM. Our field data, however, suggest that using HCN GM successors is not always the best strategy. For HCN GM successors promoted from within the subsidiary, expost opportunism is likely to arise, resulting in unsatisfactory subsidiary performance. Appointing HCN GMs from outside the subsidiary may limit expost opportunism, but it may entail divided engagement. Appointing parent-country national (PCN) subsidiary GMs, on the other hand, may beget over-reliance on existing practices. This qualitative inquiry corroborates the value of bounded reliability as a standard micro-foundation in international management research and reveals several managerial safeguards that can economize on bounded reliability.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **524** | Submission: **16828** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:00AMET (UTC-4)**

Cultural Issues in International Management

Digital Session Chair: **Chandrashekhar Lakshman**, *Florida Atlantic U.*

This session examines cultural issues in international management. It includes papers examining national culture and leisure across the workweek, national tribalism in the context of venture capital funding in China and whether such tribalism can be diminished through conciliatory collaborative first moves, perceptions of religious accommodation in offshore service centers, and linguistic structures and cultural values.

IM: National Culture and Leisure Across the Workweek: A Mean Level and Trajectory Approach

Author: **Siwei Liu**, *School of Business, Sun Yat-sen U.*
Author: **Haiyang Liu**, *London School of Economics and Political Science*
Author: **Yueting Ji**, *Central U. of Finance and Economics*
Author: **Qianyao Huang**, *Guanghua School of Management, Peking U.*
Author: **Shengming Liu**, *Fudan U.*

Based on a variety of literature from organizational studies, anthropology, and sociology, our research challenges the previous research assumption of entrainment trajectory as linear. The reason for such an assumption may be because previous research only conducted the convenient sampling method and collected data from one or several companies, which limits the power to detect real entrainment patterns. Utilizing Google Trends data on daily leisure engagement for twenty countries that cover over a half of world population, we unveil, at the population level, a nonlinear temporal trajectory of leisure over the workweek that first decreases from Monday to midweek, then stabilizes during the midweek, and later increases from midweek to Friday. Moreover, our findings also indicate that Hofstede's cultural work values exert significant influences on the entrainment trajectory of leisure across the workweek, such that population level of engagement in leisure across the workweek is lower for societies of higher power distance, higher individualism, higher masculinity, lower uncertainty avoidance, higher long-term orientation, or lower indulgence cultural work values. Finally, our findings also suggest that the societies that are culturally higher in power distance, higher in individualism, lower in masculinity, higher in uncertainty avoidance, higher in long-term orientation, or higher in indulgence follow a much more clear workweek rhythm of leisure and display a trajectory with sharper changes from Monday to Friday. Implications for entrainment research and cross-culture studies were further discussed.

Paper is Available to Meeting Registrants Only.

IM: Reducing National Tribalism Through Conciliatory Collaborative First Moves

Author: **Wei Xia**, *U. of Washington*
Author: **H Kevin Steensma**, *U. of Washington*
Author: **Xiaou Bai**, *U. of Texas at Dallas*

Despite opportunities to choose among prospective collaborators from across the globe, firms may remain partial to those who share their nationality. We explore the notion of national tribalism in the context of venture capital funding in China and whether such tribalism can be diminished through conciliatory collaborative first moves. Based on the composition of the investment syndicates that they assembled between 1998 and 2017, both Chinese and US venture capital firms favored partnering with fellow compatriot firms over comparable non-compatriots. We find, however, such tribalism to be particularly strong among Chinese firms. More critically, we find that, when a Chinese firm makes a conciliatory first move by initially including a US firm in an investment syndicate, not only is the focal US firm inclined to reciprocate the focal Chinese firm when it subsequently assembles investment syndicates, but also the US firm is no longer partial to partnering with comparably familiar US firms over the focal Chinese firm. In effect, conciliatory first moves made by Chinese firms reduced US tribalism. We fail to find, however, similar dynamics among Chinese venture capital firms. Chinese national tribalism was resilient to conciliatory collaborative first moves made by US firms.

Paper is Available to Meeting Registrants Only.

IM: Configuring the Third Space: Perceptions of Religious Accommodation in Offshore Service Centers

Author: **Sara Nyobe**, *La Rochelle Business School - Excelia Group*
Author: **Eliada Griffin-EI**, *Robert Morris U.*
Author: **John Lawson**, *Robert Morris U.*

Every religion requires its participants to engage in certain patterns of behavior, and managers have to deal with religious employees' demands to accommodate these behaviors. This study focuses on the sensitive nexus where religion and demands of the global market intersect—and potentially challenge cross-national business practices—by examining strategies for accommodating religious requests in four Tunisian call centers that provide services to European clients. Our data and analysis, based on semi-structured interviews and non-participatory observation, focus on employees' perceptions of management policies and practices related to religion, policies that are often designed to mask employees' actual identities as non-European Muslims. Our analysis draws on Identity Regulation Theory (IRT), inasmuch as our data reveal that religious expression is a key element of many employees' indigenous identities, and on the postcolonial theory of the "third space" to capture the power dynamics at play in the interactions between employees embedded in a former colony and European clients embedded in societies that colonized Tunisia and much of Africa. Using a qualitative, comparative case-study approach, we describe and compare a variety of religion-related strategies used by managements of the four call centers and the kinds of resistance to those strategies that employees deploy in order to assert their religious identities.

Paper is Available to Meeting Registrants Only.

IM: **Speaking of cultures: Linguistic structures and cultural values** ✈️ 🙌

Author: **Karoline Summerville**, *U. of North Carolina, Charlotte*

Author: **Victor Zitian Chen**, *U. of North Carolina, Charlotte*

Author: **Amir Shoham**, *Fox School of Business, Temple U.*

Languages require speakers to arrange words and symbolic sounds according to grammar structures that govern how speakers perceive the world around them. We use data collected from a large sample (N = 18,098) of students who formed global virtual teams across 159 countries to put forth an empirical relationship between language grammar structures and cultural value dimensions. A total of 79 languages were represented in our sample. We integrate linguistic and cultural transmission theories and research in the realms of psychology, economics, and management to test whether language grammar structures (e.g. gendered grammar structures pronoun drop, politeness distinctions and future time reference) are related to individual-level cultural values dimensions including masculinity, collectivism, power distance, and long-term orientations. Our results show that gendered grammar structures in languages are related to traditional masculine values. We also show that higher levels of collectivism are likely to be found among speakers of languages that permit personal pronouns to be dropped from sentences. Our results provide further support for linguistic relativity and cultural transmission. Keywords: Linguistic structures, Culture, Survey-based cultural dimensions, Values

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **525** | Submission: **16886** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:30AMET (UTC-4)**

Global Issues in Graduate Management Education

Digital Session Chair: **Amanda Shantz**, *Trinity College Dublin*

MED: In the eye of the storm: Turbulent times and the MBA

Author: **Amanda Shantz**, *Trinity College Dublin*
Author: **Melissa Jane Sayer**, -
Author: **Janice Byrne**, *Ivey Business School*
Author: **Kiera Dempsey-Brench**, *Trinity Business School, Trinity College Dublin - U. of Dublin*
Author: **Shirley Kavanagh**, *Trinity Business School, Trinity College Dublin - U. of Dublin*

MED Best Paper in Management Education Award sponsored by MOBTS and the Journal of Management Education for the paper that offers the most significant contribution to management education.

We investigate the extent to which MBA programs provide content, develop skills, and nurture mindsets to prepare students to tackle today's global challenges. In this paper, we describe the findings of two complementary studies. Study 1 reports a survey completed by 124 MBA program leaders in April 2020. Study 2 draws on a web-based search of curricula across the Financial Times's top 100 MBA programs. A core finding across both studies is that very little attention is paid to preparing students to lead through crises and address global challenges. However, there are important features of MBA programs that could be further mobilized to meet this end. Specifically, programs embed opportunities for interdisciplinary learning, yet they are siloed in stand-alone modules that emphasize financial gains where the firm is the epicentre in a network of stakeholders; students are encouraged to increase their self-awareness, yet the focus sits primarily within an organization's walls; some modules look to the future, yet they assume it can be predicted and controlled, particularly in business analytics, a new guise for rationality. These discoveries open a new theoretical space in the management education literature by addressing whether MBA programs adequately prepare students to lead in turbulent times.

Paper is Available to Meeting Registrants Only.

MED: Once more on the rollercoaster: Loses and gains from the rapid shift to online delivery during Covid

Author: **Eimear Nolan**, *Trinity Business School, Trinity College Dublin - U. of Dublin*
Author: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Author: **Bart Rienties**, *The Open U., United Kingdom*
Author: **YingFei Héliot**, *U. of Surrey*

A global rapid shift to online delivery in higher education due to the Covid19 pandemic resulted in students and teachers pivoting into a new learning environment, in many cases overnight. Our research nested within an Irish university explores how such a rapid educational delivery shift affected both students and teachers, offering a unique dual perspective and input into the changing roles of students and teachers due to Covid19. Our research design focused on open-ended surveys of 83 M.Sc. postgraduate students and their five teachers in five modules, followed by qualitative data collected through 34 in-depth interviews. The findings illustrate a complex narrative of self-regulation and challenge for both students and teachers both needing to adjust to a new educational experience. The main findings are that there is a core challenge in the repositioning of the student and teacher roles in a new educational ecosystem which needs to be both understood and managed to gain maximum benefit from this rapid and unprecedented change.

Paper is Available to Meeting Registrants Only.

MED: Short Term and Virtual International Immersions for Graduate Business Leadership Students

Author: **Jennie L. Walker**, *U. of Arizona Global Campus*
Author: **Yulia Tolstikov-Mast**, *Global Leadership Researcher and Practitioner*

The need to understand global contexts in business studies is driving more flexibility and creativity with international immersion curriculum. Traditional study abroad programs or international internships require commitments of several months or more and have conventional structure. They are also mostly designed for undergraduate or full time master's level students who can be abroad for entire terms. This is not possible for most working professional students, especially in graduate or doctoral distance education programs. The rise in flexible graduate degree programs has expanded opportunities for working professionals to pursue degrees concurrently with their careers. Those programs have students whose daily activities are connected to knowledge application and who require practice-driven education and experiences. This means that faculty must find creative solutions to effectively deliver global experience to students with limited discretionary time. This chapter discusses globalization in the business leadership curriculum, the need for shorter-term and virtual international immersions in graduate education, current approaches in the field, and challenges and potential solutions to improve the effectiveness of these experiences.

Paper is Available to Meeting Registrants Only.

MED: Design Thinking in Executive Education: When the Parts are Greater than the Whole

Author: **Stefan Meisiek**, *U. of Sydney Business School*
Author: **Angèle Beausoleil**, *U. of Toronto, Rotman School of Management*
Author: **Daved Barry**, *Clarkson U.*
Author: **Anjana Dattani**, *U. of Toronto*

Research on design thinking education at business schools has mostly been concerned with practical issues of implementation, the efficacy of teaching design processes, and participant cognition. Rarely have studies looked at how design thinking techniques and skills gained might translate from the business classroom into the workplace. To close this gap, we turned to situated learning theory and studied how senior managers experience design thinking education and attempt to relate it to their communities of practice at work. We compared custom and open-enrollment executive education courses and found that any uptake depended more on the idiosyncratic workplace situation than on the willingness of senior managers to employ design thinking. As a consequence, few managers were able to employ the whole process, and most managers rather transferred parts and perspectives of what they had learned. Our research has relevance for the larger debate of the efficacy of design thinking for management and offers an explanation for the discrepancy between how design thinking is taught and how it is practiced.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **526** | Submission: **12648** | Sponsor(s): **(MED, HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM- 11:00AMET (UTC-4)**

**Shaping New Business People - A Role for Sustainability
Education & Mental Health in the Classroom**
Shaping New Business People:



Chair: **Andrea Honal**, *Duale Hochschule Baden-Württemberg, Mannheim*
Presenter: **Timothy Coville**, *St. John's U., New York*

Raising great business people who are mentally and technically fit is a core task of universities in this decade. Educators face big challenges in creating holistic curriculum concepts that also focus on CSR-related topics and health-related issues being essential for students in today's dynamic and complex business world. Many leaders like Elon Musk (Tesla, SpaceX) or Richard Brandson (Virgin Group) guide their firms towards long-term, sustainable, social and environmental success by redefining their business missions. Moreover, investors have increased how much they direct their capital towards firms that excel at environmental, social, and governance (ESG) dimensions of performance, like Tesla or SAP. Thus, professors should educate their students in another way – not only prepare them for the changing business landscape, but also for managing enterprises to succeed across ESG dimensions and regarding social or health issues. In 2020, COVID-19 has changed the whole education system. Due to closed universities during the lockdowns, new formats or tools are required and online-teaching is the only way to keep higher education alive. All universities are now online active in teaching, but only a few care about the psychological impact of the COVID-19-crisis on students and faculty staff. These few universities put mental health on their priority list by providing quick online support for their stakeholders. Thus, the purpose of this online workshop is to focus on two main topics: 1) CSR-related curriculum-design and 2) Dealing with mental health issues for students. Both aspects are essential to shaping students into great business people. The workshop will showcase practical-driven and interesting approaches / methods how to deal with these special two topics.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **527** | Submission: **17389** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:00AM- 11:30AMET (UTC-4)**

Job Crafting and Artificial Intelligence



Digital Session Chair: **Hao-Yun Zou**, *School of Management, Huazhong U. of Science and Technology*

OB: **How do Proactive Leaders Facilitate Followers' Job Crafting? Testing a Dual-process Model**

Author: **Hao-Yun Zou**, *School of Management, Huazhong U. of Science and Technology*
Author: **Yujie Che**, *Zhongnan U. of Economics and Law*
Author: **Haijiang Wang**, *School of Management, Huazhong U. of Science and Technology*

Despite substantial progress made in the job crafting literature, there is still limited knowledge about how leader personality traits influence employees' job crafting. In this study, we examined a dual-process model of leader proactive personality and follower job crafting. Specifically, we proposed that leader proactive personality is associated with follower job crafting via leader job crafting (a modeling process) and leader empowering behaviors (an empowering process). Moreover, drawing upon the similarity-attraction perspective, we further proposed that proactive leaders use more empowerment when followers are also proactive. To test the hypotheses, we collected daily diary data from 96 dyads of leaders and followers for 10 consecutive working days. Our findings suggest that proactive leaders engage in job crafting themselves and display empowering behaviors towards proactive followers; in turn, leader job crafting and empowering behaviors are both positively related to follower job crafting. Theoretical and practical implications of our findings are discussed.

Paper is Available to Meeting Registrants Only.

OB: **Employee Strengths Use and Turnover Intention: The Roles of Job Crafting and Self-Efficacy**

Author: **Xixi Chu**, *Renmin U. of China*
Author: **Mengyi Li**, *Renmin U. of China*
Author: **Lihua Zhang**, *Renmin U. of China*

Based on the Theory of Planned Behavior, we explored the relationship of employee strengths use on turnover intention by proposing a moderated mediation model. Data were collected at two time points, spaced by a 2-week interval. 234 medical staff in Beijing volunteered to take part in survey. Results showed that strengths use had a significant negative effect on turnover intention, and job crafting completely mediated the relationship between strengths use and turnover intention. Furthermore, this study also found that self-efficacy positively moderated the direct relationship between strengths use and job crafting and the indirect relationship between strengths use and turnover intention via job crafting.

Paper is NOT Available. Please contact the author(s).

OB: **How and When Does Job Crafting Enhance Job Performance?**

Author: **Xue Zheng**, *China Europe International Business School (CEIBS)*
Author: **Tae-Yeol Kim**, *China Europe International Business School*
Author: **Yi Xiang**, *China Europe International Business School (CEIBS)*

Drawing on the ability–motivation–opportunity (AMO) model, we theorized and tested a moderated mediation model in which job crafting enhances role breadth self-efficacy (ability), intrinsic motivation (motivation), and experienced delegation (opportunity), all of which in turn affect work engagement and subsequent job performance. We also proposed that leader–member exchange (LMX) quality, as a social context, enhances the effects of job crafting on the AMO of employees. Results obtained using 759 employee–supervisor pairs from 79 sales groups indicated that job crafting leads to work engagement and job performance via role breadth self-efficacy and intrinsic motivation. In addition, LMX quality enhances the relationships between job crafting and role breadth self-efficacy, intrinsic motivation, and experienced delegation as well as the indirect effects that job crafting has on job performance via role breadth self-efficacy, intrinsic motivation, experienced delegation, and work engagement.

Paper is NOT Available. Please contact the author(s).

OB: **The Implications of Diverse Human Moral Foundations for the Ethicality of Artificial Intelligence**

Author: **Jake Telkamp**, *Iowa State U.*
Author: **Marc H. Anderson**, *Iowa State U.*

Organizations are making massive investments in artificial intelligence (AI), and recent demonstrations and achievements highlight the immense potential for AI to improve organizational and human welfare. But realizing the potential of AI necessitates a better understanding of the various ethical issues involved with deciding to use AI, developing and maintaining it, and allowing it to make decisions that have moral consequences. People want organizations using AI and the AI systems themselves to behave “ethically”. But “behaving ethically” means different things to different people. How should organizations using AI—and the AI itself—handle ethical dilemmas where humans cannot agree on the right course of action? Though a variety of ethical frameworks have been suggested, these approaches do not adequately answer how people make ethical evaluations of AI systems or how to incorporate the fundamental disagreements that people have regarding what is and is not ethical behavior. Drawing on moral foundations theory, we theorize that a person will perceive an organization's use of AI and AI decisions as ethical to the extent that those decisions resonate with the person's moral foundations. Since people hold diverse moral foundations, this highlights the crucial need to address individual moral differences in the development, application, and evaluation of AI systems. Our approach addresses several unresolved issues existing in the current state of the ethical AI literature. It suggests potential solutions to handling conflict in moral judgment and highlights future directions to augment ethical AI frameworks by incorporating individual differences in moral judgment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Information and Knowledge Sharing in Organizations and Society



Digital Session Chair: **Benjamin T. Mitchell**, *Texas Tech U.*

OCIS: **Big Data, Little Theory: Exploring The Structure Of Digital Content Use**

Author: **Benjamin T. Mitchell**, *Texas Tech U.*

Author: **Ronald K. Mitchell**, *Texas Tech U.*

Author: **Wei Hua**, *Texas Tech U.*

In response to the exponential growth in stored digital content, in this paper we present a theoretical framework to better explain possibilities for digital content use. This framework—set within the context of dynamic digital content and variability in user needs—is based upon better understanding three attributes that define the nature of digital content: symbols, meaning, and application, to identify: (1) eight basic “states” of digital content, and (2) eight “classes” of digital content use. We suggest how the theoretical framework we present accounts for current anomalies in IS research, and provides theory that is theoretically and operationally useful.

Paper is Available to Meeting Registrants Only.

OCIS: **Together telling: reconciling information equivocality in crisis response**

Author: **Fahd Jamil**, *Warwick Business School*

Information is essential during crises. In a crisis response operation, information is usually shared among autonomous relief agencies to facilitate collective understanding and action. However, this may evoke the problem of equivocality, the presence of multiple competing or contradicting interpretations of the same information. The aim of this study is to offer pragmatic means of managing equivocality so collective understanding within and among groups can ensue in order to improve crisis response efforts. The primary theoretical constructs underlying this study are sensemaking, sensegiving, and storytelling. Sensemaking activities seek, process, create and use the information to come up with plausible understandings by assigning one meaning out of many plausible meanings in a situation, which is then communicated to others through the sensegiving efforts. Storytelling, as a communication tool, helps with the building of narratives in which open and negotiated conversations can lead to share understandings and coordinated actions. Built on the case of a garment factory fire incident in Pakistan that led to the death of 289 workers, the study adopted a Design Science Research approach by combining both existing theoretical understandings and relevant empirical data collected in two related settings. The data collection phase in Pakistan included analysis of investigation reports that examined the contributing factors and challenges faced by the first responders in handling the fire incident at the factory. Interviews with different actors of the factory fire incident, including survivors, victims’ family members, and emergency responders, were conducted. The second data source came from fieldwork conducted at Illinois Fire Service Institute (IFSI) in the United States. This was reinforced with reports retrieved from the National Institute for Occupational Safety and Health (NIOSH) database investigating the common causes of firefighter fatalities. The data were analyzed using content analysis and validated through the member-checking process. Based on the theoretical and empirical data, this study developed and introduced the concept of Together Telling (TT). By using storytelling exercises adopted from the theatre ensemble, TT addresses the information-sharing issue of equivocality by enhancing the dialogic competencies of the crisis handlers so they can collectively understand the situation and move towards action. This study has important theoretical and practical implications. Theoretically, it facilitates episodes of collective sensemaking by improving sharing of information among team members and the application of storytelling techniques in the context of crisis response as this has been largely used in pre-crisis and post-crisis settings. TT provides practical incremental steps towards achieving common understandings while managing misunderstandings and confusions among the crisis response teams which is crucial in moving forward jointly. It also allows new form of leadership to emerge where everyone contributes to developing the larger narrative of the ongoing situation.

Paper is Available to Meeting Registrants Only.

OCIS: **Custodians of Rationality: Data Scientists’ Informing Practices and Organizational Decision-Making**

Author: **Mayur Prataprai Joshi**, *Alliance Manchester Business School, U. of Manchester*

Author: **Ning Su**, *Ivey Business School*

Over the last decade, data science has emerged as a new profession that has a promising proposition for the organizational decision-making. Building on existing research that has explored the impact of the use of data science in organizations, this study focuses on further unpacking the practices and implications of data scientists in organizational decision-making. Based on a qualitative field study utilizing on-site observations, interviews, and archival records from data science units in three large Indian banks, we identify inscribing expertise and prescribing insights as two dominant “informing practices” through which data science professionals shape rationality in organizations. As paradoxes emerge among these practices, in response, data scientists adopt a set of tactics to circumvent selected paradoxical forces. The study contributes to the emerging literature on the profession of data science and decision-making in organizations.

Paper is NOT Available. Please contact the author(s).

OCIS: **Do I know you? The effects of social capital on self-assembled groups**

Author: **Diego Gomez-Zara**, *Northwestern U.*

Author: **Leslie A. DeChurch**, *Northwestern U.*

Author: **Noshir Contractor**, *Northwestern U.*

This study investigates how individuals’ social capital affects group formation processes in online systems. I conducted a study with 854 participants who assembled groups using an online platform developed for this study and examined how they sent invitations to assemble groups with others, as well as their responses to others’ invitations. Through a family of statistical models for analyzing social network data, ERGMs, the result suggests that participants’ prior relationships have strong effects on the likelihood of being invited and accepted in a group. I found that individuals’ strength of relationships, their number of weak and strong ties, and their leadership experience influence their likelihood to be invited and accepted in a group assembled online. This study provides empirical support for social capital theories that explain how groups emerge online.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **529** | Submission: **16118** | Sponsor(s): **(ODC, SIM, ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM- 11:30AMET (UTC-4)**

**Collaborating across Organizational Boundaries: Co-Creating a more
Just and Thriving Society**
Inter-Organizational Collaboration



Chair: **Ann E. Feyerherm**, *Pepperdine Graziadio Business School*
Discussant: **Ignacio Pavez**, *U. del Desarrollo*
Panelist: **Francisco Valenzuela**, *U. of Chile School of Business and Economics*
Moderator: **Danielle Zandee**, *Nyenrode Business U.*
Panelist: **Chris Worley**, *Pepperdine Graziadio Business School*
Panelist: **Barbara Gray**, *Pennsylvania State U.*
Panelist: **Ronald Fry**, *Case Western Reserve U.*
Panelist: **Matt Mayer**, *U. of Calgary*
Discussant: **Alison Stowell**, *Lancaster U.*

The aim of this panel symposium is to explore how organizations, collaborating across organizational boundaries, can create a more just, resilient, and thriving society. We believe that there are examples that have come from the responses to the COVID-19 pandemic and that management sciences can inform what role inter-organizational collaboration can play to help bring forth a more sustainable future. Five panelists consisting of Barbara Gray, Chris Worley, Ron Fry, Matt Mayer, and Francisco Valenzuela will address historical theories of collaboration, challenge organizational scholars to go beyond corporation-centric models to models of collaboration that join multiple corporations with other diverse societal actors to tackle complex problems, and provide a current example of social innovation labs that cross sectors to provide for “energy futures” in a Canadian province. We will also explore the concept of resilience in collaborating in a crisis. The COVID-19 pandemic has given us a unique opportunity to experience what Emery & Trist (1965) labeled a “turbulent field” and learn more about inter-organizational collaboration and how it can reshape organizing—as well as organizations themselves—to create a new and better normal. Where the “new normal” is in itself an empty concept, it can be filled by higher aspirations when socially constructed as an opportunity to create a more flourishing world (Cooperrider & Fry, 2020). How to do so collaboratively, is an important question that will be explored during the symposium. There will be time for participation and discussion from attendees

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **530** | Submission: **15636** | Sponsor(s): (OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:30AMET (UTC-4)**

Re-imagining Institutions in Times of Crisis: The Role of Place, Space, and Community *Place, Space, Community*



Organizer: **Gloria Kutscher**, *Aalto U., Department of Management Studies*
Organizer: **Ines Peixoto**, *Aalto U.*
Organizer: **Silviya Svejenova**, *Copenhagen Business School*
Discussant: **Trish Reay**, *U. of Alberta*
Discussant: **Tina Dacin**, *Queen's U.*
Presenter: **Ewald Kibler**, *Aalto U.*
Presenter: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Presenter: **Silviya Svejenova**, *Copenhagen Business School*
Presenter: **Miriam Feuls**, *Copenhagen Business School*
Presenter: **Iben Sandal Stjerne**, *Copenhagen Business School*
Presenter: **Ines Peixoto**, *Aalto U.*
Presenter: **Gloria Kutscher**, *Aalto U., Department of Management Studies*
Presenter: **Amna Chaudhry**, *U. of Edinburgh business school*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Brett Crawford**, *Grand Valley State U.*
Participant: **Tina Dacin**, *Queen's U.*
Participant: **Ewald Kibler**, *Aalto U.*
Participant: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Participant: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Participant: **Silviya Svejenova**, *Copenhagen Business School*
Participant: **Miriam Feuls**, *Copenhagen Business School*
Participant: **Iben Sandal Stjerne**, *Copenhagen Business School*
Participant: **Ines Peixoto**, *Aalto U.*
Participant: **Gloria Kutscher**, *Aalto U., Department of Management Studies*
Participant: **Amna Chaudhry**, *U. of Edinburgh business school*
Participant: **John Matthew Amis**, *U. of Edinburgh*
Participant: **Trish Reay**, *U. of Alberta*

Places, as constitutive of institutional life, are important loci in the unfolding of institutional processes. This Symposium builds on the recent interest on the role of places and spaces and their interplay in institutional processes of maintenance and change. Adding to prior advances, it introduces and discusses the linkages between places, spaces, and communities and their role in reimagining institutions in crisis, disruption, and change. By bringing together conceptual and empirical research that usefully interlinks place, space, communities and institutional dynamics, this Symposium aims at discerning how their role and interplay can be theorized to understand institutional repair, renewal, and creation.

Re-Thinking Place and Institutions in Times of Crisis

Author: **Melodie Cartel**, *UNSW Business School, Australia*
Author: **Brett Crawford**, *Grand Valley State U.*
Author: **Tina Dacin**, *Queen's U.*
Author: **Ewald Kibler**, *Aalto U.*
Author: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*

Institutional Work in a Disrupted Place

Author: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*

A Plate of Hope: Temporal Work in Creating a New Place of Social Inclusion

Author: **Silviya Svejenova**, *Copenhagen Business School*
Author: **Miriam Feuls**, *Copenhagen Business School*
Author: **Iben Sandal Stjerne**, *Copenhagen Business School*

Roles of Places and Spaces in Building Communities' Inclusion Values

Author: **Ines Peixoto**, *Aalto U.*
Author: **Gloria Kutscher**, *Aalto U., Department of Management Studies*

Place, Community and the Crafting of Authenticity in the Scottish Gin Industry

Author: **Amna Chaudhry**, *U. of Edinburgh business school*
Author: **John Matthew Amis**, *U. of Edinburgh*
Author: **Tina Dacin**, *Queen's U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **531** | Submission: **16712** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:30AMET (UTC-4)**

ONE Business Meeting
ONE Business Meeting

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Reputation and Rankings in Sustainability

Digital Session Chair: **Nareuporn Piyasinchai**, *Cambridge Judge Business School*

ONE: How the Pursuit of Sustainability Poses Tradeoffs Between Legitimacy and Reputational Spillovers

Author: **Nareuporn Piyasinchai**, *Cambridge Judge Business School*

Author: **Matthew Grimes**, *Cambridge Judge Business School*

Author: **Christoph Loch**, *Cambridge Judge Business School*

Carolyn Dexter Award Nominee

Due to persistent dynamism regarding societal standards and expectations of sustainability, firms are increasingly expected to pursue sustainability by way of increased commitments to environmental, social, and governance (ESG) practices. Likewise, amidst such uncertainty and dynamism investors are likely to reward industry-specific conformity of ESG practices as a means of reducing risk. We argue, however, that such conformity regarding ESG practices increases the unanticipated risk of negative reputational spillovers in the event that the firms' peers and their ESG practices are publicly criticized. We test our hypotheses using a balanced panel dataset of 2,313 companies across 62 industries and 70 countries from 2013 to 2018. Our results suggest that although conformity indeed benefits a firm's financial performance on average, it also accentuates negative spillover effects—effects, which in the event that industry peers are highly criticized, can outweigh any legitimacy-related gains associated with conformity. Firms in industries with highly diverse sustainability practices alternatively benefit from positive spillovers when their industries' peers are severely criticized. Our findings contribute to longstanding research on categorization and optimal distinctiveness, while advancing the growing and important literature on spillover effects in the context of sustainability.

Paper is NOT Available. Please contact the author(s).

ONE: Reputational Imprints: How Public Criticism During Crises Affects Sustainability-Driven Innovation

Author: **Nareuporn Piyasinchai**, *Cambridge Judge Business School*

Author: **Matthew Grimes**, *Cambridge Judge Business School*

Public criticism of firms' environmental, social, and governance (ESG) practices offers an important source of environmental feedback that can prompt innovation. However, such criticism can also affect organizations' reputations in ways that constrain innovation, limiting both access to necessary resources for and the potential payoff from such innovation. In this study we examine this tension between public criticism as a source of organizational learning and reputational constraint in the context of global crises. Building on the organizational imprinting literature, we argue that global crises represent pronounced periods of upheaval for firms, during which firms are imprinted by public criticism in ways that over time channel firms' sustainability-related strategies. We test our hypotheses using a panel data set of 4,738 companies across a 12-year period beginning during the 2007–2009 global financial crisis. Our findings suggest that although the firms initially engaged in similar levels of sustainable practices, firms differed over time in their embrace of innovation in response to ESG incidents depending on how extensively they were criticized during the crisis. Moreover, competition is shown to amplify the resulting virtuous and vicious spirals. Our findings contribute to scholarship on imprinting, corporate reputation, and organizational sustainability.

Paper is NOT Available. Please contact the author(s).

ONE: Ratings and Reactivity: How Competing Logics Shape Organizational Responses to Being Rated

Author: **Ben William Lewis**, *Brigham Young U.*

Author: **W Chad Carlos**, *Brigham Young U.*

We examine why organizations may at times decrease their performance after receiving a positive rating. Incorporating insights from the literature on institutional complexity and competing institutional logics, we argue and demonstrate how the perceived incompatibility between a positive rating and a dominant logic may cause organizations to view the rating as unfavorable and thus strategically reduce their performance on the rated dimension. Utilizing a difference-in-differences design, we examine how companies responded to being rated and recognized as a charitable organization, an evaluation that we maintain was generally perceived as incompatible with the dominant institutional logic of shareholder maximization during the early 1990s. Our results suggest that companies were more likely to decrease philanthropic contributions after being rated as a generous firm. We also found this effect to be amplified and attenuated by factors that increased or decreased the saliency of the perceived incompatibility between the philanthropy rating and the dominant shareholder logic. These findings provide insights for scholarship on how organizations react to external evaluations and raise important questions for scholars and practitioners interested in the effectiveness of evaluation metrics in shaping organizational performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **533** | Submission: **16588** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:00AMET (UTC-4)**

OSCM Division New Member Cafe
OSCM Division New Member Cafe

Host: **Desiree Van Dun**, *U. of Twente*

Host: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

Host: **Sajad Fayezi**, *Memorial U. of Newfoundland*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **534** | Submission: **16733** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:00AMET (UTC-4)**

AMP Incoming Editorial Review Board
AMP Incoming Editorial Review Board

Organizer: **Gideon D. Markman**, *Colorado State U.*
Organizer: **Geoffrey T. Wood**, *U. of Western Ontario*

By Invitation Only: Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **535** | Submission: **10265** | Sponsor(s): **(RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM- 11:00AMET (UTC-4)**

Research Methods Division/CARMA Social Hour
RMD/CARMA Social Hour

Organizer: **Kris Byron**, *Georgia State U.*

Join us for a virtual scavenger hunt of Philadelphia -- where the conference would have otherwise occurred. In teams, you'll answer unusual trivia questions that lead you to discover great websites of landmarks and museums and answer tricky questions about what you discover. You'll see quirky art, find surprising objects, peer inside majestic rooms, and virtually wander through sites that reveal Philadelphia's many treasures. You will visit Independence Hall and the Liberty Bell, the Philadelphia Museum of Art, Al Capone's cell at the Eastern State Penitentiary, and more. Participation in the social hour requires pre-registration by July 6, 2021. Pre-registrants will receive information by email about how to participate prior to the event. Please send questions to mdkbyron@gmail.com.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategizing in the Digital Age: From Big Data Analytics to Transforming Business Models

Strategizing in the Digital Age



Digital Session Chair: **Georg Reischauer**, *WU Vienna & JKU Linz*

SAP: **From Omnichannel to “Only” Channel: Mapping Users’ Dependency Path with Digital and Physical Service**  

Author: **Su Hua Ou**, *Soochow U.*

This research examined how user dependency enables channel integration, which creates value for enterprises. In a case study was conducted, we recorded observations, conducted interviews, and held internal meetings with key stakeholders of the famous chain retail store PX Mart in Taiwan. We analyzed how the managers fostered user dependency by investigating their customers’ pain points, connecting and locking them in with a set of strategic actions. We also analyzed how resources were recombined with particular organizing mechanisms, including bundling, packaging, and hybridizing, to create values for users and the enterprise. By building user dependency, the relationships between users and producers are also transformed from member keepers to bookkeepers, in-house servants, and financial managers. This paper contributes to the literature on omnichannel strategies and digital transformation by analytically linking the concepts of user dependency, resource recombination, and value creation in the context of a chain retail store. The paper also discusses its theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

SAP: **A Deconstructive Re-Reading of the “Big Data Analytics/Strategizing” Relationship**  

Author: **Yassine Talaoui**, *U. of Vaasa*

Author: **Marko Kohtamäki**, *U. of Vaasa*

Author: **Mikko Ranta**, *U. of Vaasa*

Author: **Sotirios Paroutis**, *Warwick Business School*

Author: **A. Paul Spee**, *U. of Queensland*

Big data analytics as a central concept in strategizing is gaining unequivocal consensus. However, the research interest in its mediative role and usage has overshadowed its ontology and its relationship with the social practice of strategizing. In this paper, we attempt a critical study of this relationship -drawing on Latent Dirichlet Allocation (LDA) and Derrida’s deconstruction- and seek to unveil that the taken-for-granted assumptions and the inherent contradictions of this binary relationship rooted in the ‘material/social’ distinction. We argue here that the ‘big data analytics-strategizing’ couplet is foregrounded in two facts accomplishing ‘instrumentality’ and ‘compliance’ that juggle the flow of causality and agency between the two sides of the dualistic liaison. The ‘big data analytics-strategizing’ relationship is not so much about ‘mediative resources’ or ‘artifacts-in-use’ as much as it is about the ‘ordering’ of social condition into shape or its ‘free will’ to resist big data analytics. When viewed thus, this relationship takes on a very different turn, which brings forth the relentless contestations between instrumentality and resistance, finality and enactment, change and inertia, linearity and emergence. Such ontological opposites are what nurtures and uphold our alternative re-reading of the premise of the ‘big data analytics-strategizing’ relationship.

Paper is NOT Available. Please contact the author(s).

SAP: **Business Model Innovators and the Formation of Reputation over Time**

Author: **Andrea Kim**, *John Molson School of Business, Concordia U.*

Author: **Michael Carney**, *Concordia U., Montreal*

Author: **Gwyneth Edwards**, *HEC Montreal*

Business model innovators (BMIs) combine existing technologies and organizational practices to provide new sources of value. While we expect innovative firms to conduct their business with integrity to compensate for the adverse effects of their cognitively unfamiliar business models, we argue that there is growing ambiguity about the expected conduct of BMIs. In our longitudinal case study, we demonstrate how a BMI (Uber) consistently breaches normative standards of business conduct without incurring the expected reputational penalties. We conclude that BMIs’ reputations are formed in an ideational grey zone that allows for greater latitude in standards of business conduct.

Paper is Available to Meeting Registrants Only.

SAP: **Building Organizational Resilience: How Digital Transformation Creates Value in a Crisis**  

Author: **Sean Maddison Dwyer**, *Baylor U.*

Author: **Yasamin Hadavi**, *Baylor U.*

Author: **Hope Koch**, *Baylor U.*

Author: **Russell E. Browder**, *U. of Oklahoma Price College of Business*

How does digital transformation enable leaders’ resilience strategies in a crisis? To answer this question, we examine two organizations embedded in the grocery and foodservice distribution industries during the COVID-19 crisis. We study a grocery chain that faced customer demand that exceeded its logistical capacity and a grocery and foodservice distribution organization that experienced severe reductions in customer activity primarily related to government shut-downs of the restaurants it serviced. Our in-depth qualitative study highlights that when facing unexpected events and uncertain conditions, resilient organizations can create value for stakeholders that leads to improved outcomes for their organization, customers, and employees, shareholders, and the broader community. Organizational leaders can do so by enacting three types of resilience strategies: replication, repurposing, and reconfiguration. We find that the extent to which organizational leaders effectively integrate existing and new digital technologies with these mechanisms impacts the stakeholder value organizations create. This study offers implications to research at the intersection of organizational resilience and digital transformation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

International Insights

Digital Session Chair: **Ekaterina A. Ivanova**, *HSE U.*

SIM: The Role of Heterogeneous Contexts Shaping CSR Practices in Russia

Author: **Ekaterina A. Ivanova**, *HSE U.*

Author: **Liudmila Cheglakova**, *National Research U. Higher School of Economics*

Author: **Veronika Kabalina**, *National Research U. Higher School of Economics*

This paper investigates the diversity of Corporate Social Responsibility (CSR) practices in the Russian context. Our key aim in this paper is to study how a heterogeneous context, commonly found in developing countries, shapes the emerging CSR practices of Russian business organizations. An institutional perspective that draws on the contextual multilevel approach guides our study. In our theoretical framing we assume that organizational fields play a key role in shaping CSR practices. This is applied to empirical investigation of organizational CSR practices. To inform our analysis we used desk research and an empirical dataset that consists of 87 interviews with local business owners and managers representing a wide range of business organizations operating in Russia. Based on an exploratory qualitative inquiry, we distinguish between four types of organizational CSR practices co-existing in Russia: global, crossvergent, authentic and irresponsible. Our findings demonstrate that business organizations populating one organizational field share homogeneous characteristics of CSR practices. The distinctions among CSR practices of business organizations belonging to different organizational fields are explained by the markets where they operate, core stakeholders, response mechanisms to prevailing institutional pressures and the dominant legacy of CSR.

Paper is Available to Meeting Registrants Only.

SIM: Different Strokes - Ownership Structures and the Choice of CSR Responses in Mandatory CSR Context

Author: **Syed Eraj Hassan**, *U. of Victoria (PhD Student)*

India became one of the first countries to implement the mandatory CSR law under the Companies Act of 2013 which stipulates that a broad category of firms make compulsory minimum CSR spends and share granular activity-level information publicly. Further, under the guidelines of the law, CSR is expected to be mere philanthropy than CSR that is construed as being of strategic importance to firms. With the board of directors responsible for enforcement of the law, I argue that this is a "soft hard law" that allows firms and their managers to exhibit systematic differences in their CSR approaches. Based on two categorizations of CSR levels from literature, I examine the propensity of firms in responding to their CSR obligations. At the first level, I classify and define CSR activities into four categories – philanthropic, strategic, political and process. Later, I categorize philanthropic CSR activities into symbolic and substantive giving. I look at the implication of firm-level differences on manager choices based on ownership structures and use extant literature to make predictions about their CSR implementation. These predictions can be tested by publicly available data in future research.

Paper is Available to Meeting Registrants Only.

SIM: Network Analysis of CSR Spending Practices of Indian Extractive Sector

Author: **Ajay K. Singal**, *Institute of Management Technology, Dubai*

Author: **Faisal Mohammad Ahsan**, *Indian Institute of Management, Ranchi*

We examine Corporate Social Responsibility (CSR) discourse to compare the change in themes across two time periods separated by policy intervention. The paper further explores internal governance and external implementation mechanism of affirmative CSR policy. We use Text Network Analysis of CSR related expenditure to evaluate the CSR discourse of a sample of metal and mining companies from Indian extractive sector. Results are presented in the form of network graphs. We conclude that CSR initiatives in the extractive sector are primarily devoted to local social development, with little emphasis on environmental sustainability. Further, companies have adopted two-tier governance structures for managing CSR. The top tier comprises board members who formulate CSR programs, and the second tier has executives responsible for the implementation. Another tier of governance involving local domain experts is emerging. The three-tier implementation mechanisms will give firms a tighter control on spending and enhance the effectiveness of initiatives.

Paper is NOT Available. Please contact the author(s).

SIM: The Impact of Absorbed Slack on Corporate Social Responsibility: Evidence from China

Author: **Lu Shang**, *Renmin U. of China*

Author: **XINYU HU**, *Renmin U. of China*

This study focuses on how and why absorbed slack resources influence corporate social responsibility. We use the data of 435 publicly listed Chinese firms between 2012 to 2016 as the research object, and relies on empirical analysis of corporate behavior theory to test the impact of absorbed slack on corporate social responsibility, as well as the moderating effect of political connection and ownership concentration. The empirical result shows that the impact of absorbed slack on corporate social responsibility is an inverted "U" shape, and a moderate level of absorbed slack helps maximize the level of corporate social responsibility. In addition, compared with companies with low political connection, the inverted "U" shape between the absorbed slack and corporate social responsibility in high political connected companies is more outstanding. Compared with companies with low equity concentration, the inverted "U" shape between absorbed slack and corporate social responsibility in high ownership concentration enterprises is more outstanding.

Paper is Available to Meeting Registrants Only.

Author: **Andreas Hoepner**, *U. College Dublin, Smurfit*

Author: **Qian Li**, *Cardiff Business School, Cardiff U.*

Author: **Penelope Muzanhamo**, *U. College Dublin, Smurfit*

Within the context of Africa, the prevalence of poor institutional environments and its prioritisation of economic responsibilities create simultaneously the need for more socially responsible business practices, and the risk of more socially irresponsible episodes to be discovered. Despite there have been documentations of corporate social irresponsibility (CSI) (e.g. tax evasion, human rights abuse and bribery), there appears to be a lack of research quantitatively assessing the impact of CSI on shareholder value across the African continent. From the lens of stakeholder theory, expectancy violations and institutional voids, we argue that the interrelationship between stakeholder expectations, power and interests is of primacy to the firm and can exert influence on firms' economic role in creating shareholder value in the macro environment. Using a large sample of 865 African companies across the only emerging markets in Africa (Egypt and South Africa) and representative frontier markets (Kenya and Nigeria) during 2009-2016, we find that firms avoiding CSI earn higher returns and the penalty for CSI is higher in countries with stronger institutional environments. The findings imply for investors and managers that even in the context of weak institutions, adherence to basic moral principles (i.e. avoiding bad) appear to be good business practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **538** | Submission: **11640** | Sponsor(s): **(STR, ONE, SIM, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 12:00PMET (UTC-4)**

When Win-Win Fails: Facing Grand Challenges with Inevitable Tradeoffs

Facing Grand Challenges with Inevitable Tradeoffs



Organizer: **Angie Otteson Fairchild**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Panelist: **Andrew King**, *Boston U. Questrom School of Business*
Panelist: **Anita McGahan**, *U. of Toronto*
Panelist: **Sarah Kaplan**, *U. of Toronto*
Panelist: **Thomas Peyton Lyon**, *U. of Michigan*
Panelist: **Witold Jerzy Henisz**, *U. of Pennsylvania*
Moderator: **Ioannis Ioannou**, *London Business School*

In recent years, the literature and public discourse surrounding corporate sustainability and responsibility has emphasized the power of ‘win-win’ business strategies to motivate businesses to tackle societal challenges and thereby increase their financial profit. Recent discussions in online forums, triggered by an insightful article by King and Pucker (2020), have centered on the dark side of the widespread focus on win-win strategy. Specifically, because research has not established that win-win strategies are sufficient to actually solve enormous social challenges such as climate change or inequality, our collective attention to these strategies dilutes and discourages research, teaching, regulation, and corporate action focused on more effective (though less superficially attractive) approaches. The purpose of the proposed PDW is to engage the scholarly community in a critical analysis of the boundaries of the ‘win-win strategy’ as a tool to solve global challenges. In this session, we extend the ongoing conversation into a live forum. The PDW will begin with a debate between expert panelists as they react to a set of provocative statements drawn from the literature and from past online discussions. Following the debate, participants will split into themed “round table” style breakout rooms, where they will engage with one another to find ways to address the issues raised in the debates as they relate to specific topics of interest. Panelists will serve as moderators to guide the conversation towards specific actionable results. Each group will then present their findings to the group at large.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **539** | Submission: **16645** | Sponsor(s): (AAA)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 11:30AMET (UTC-4)**

**Academy of Management Career Achievement Award Presentation:
Distinguished Educator**
All-Academy Career Award: Distinguished Educator

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*
Chair: **Corinne A. Post**, *Villanova U.*

AOM Career Achievement Award Committee Chair, Corinne Post, will present the 2021 honoree of the Distinguished Educator Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **540** | Submission: **13913** | Sponsor(s): **(CAR, OB, STR, MOC, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

English Writing for German Native Speakers
English Writing for German Native Speakers



Organizer: **Markus Vodosek**, *Indiana U. - Kelley School of Business*
Presenter: **Mary Craig**, *English for Impact*

German is the second most widely spoken non-English native language of participants at the AOM Meeting. At the 2019 meeting, 806 or 8.1% of the 9,910 participants came from German-speaking countries. Many of the Academy's native German speakers write in English to submit manuscripts to international conferences and English language journals. Inevitably, non-native speakers of English face additional challenges in the writing and review process compared with native speakers of English. Such challenges include difficulties in adhering to the organizational, grammatical, semantic, and punctuation conventions of the English language and not being able to communicate complex thoughts clearly to reviewers and editors. In particular, German native speakers who write in English may mistakenly follow conventions of German writing that can adversely affect grammatical, semantic, stylistic, and punctuation aspects. This workshop is designed for German native speakers who want to improve their English writing skills through techniques they can later apply independently. In interactive exercises that take advantage of the chat, polling and breakout room functions of the online meeting platform Zoom and the collaboration capabilities of Google docs, participants will practice revision techniques that target German language patterns transferred into English. At the end of this workshop, participants will not only be able to preempt typical mistakes but also to write effective English sentences and, by extension, purposeful paragraphs and convincing manuscripts that meet the standards of AOM publications.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **541** | Submission: **14705** | Sponsor(s): **(HCM, GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

**Organizational Determinants of Health: Conceptualizing
Diversity & Inclusion in Healthcare Mgmt**
Org Determinants of Health: D&I in HCM



Coordinator: **Nicholas Edwards on**, *U. of New Mexico*
Panelist: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Facilitator: **J' Aime Jennings**, *U. of Louisville*
Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Panelist: **Anthony C. Hood**, *U. of Alabama, Birmingham*
Panelist: **Kristine Ria Heard**, *U. of Alabama, Birmingham*

In response to the social justice uprising of 2020, organizations across industries have sought to initiate or improve their efforts towards diversity and inclusion (D&I). However, with regards to D&I, most firms' ability to address societal disparities and inequities is indirect and longer term—through equitable hiring practices, fairness in compensation and promotion, and public support of social justice and progress. Healthcare organizations, though, are uniquely positioned to directly and immediately impact existing disparities by improving the health of their communities. That is, healthcare organizations' product (i.e., patient care and outcomes) and the means by which the product is produced (i.e., culture, processes, staffing, governance, physical plant, etc.) are both channels for addressing current societal inequities and disparities. However, the mechanisms by which a healthcare organization's internal D&I decisions affect its immediate, patient-level outcomes and longer-term population-level outcomes are not well understood. Multilevel theories on diversity are relatively nascent compared to other fields of management theory. The academy has yet to settle on the very ontology of diversity within the firm, nor how a firm's diversity may impact its equally diverse products and customers (i.e., patients). At this historical juncture, the need for multilevel theorizing is critical for both the healthcare industry and the ascending fields of HCM and D&I theory. In this PDW, scholars from GDO and HCM will foster a collaborative conversation on what we term the organizational determinants of health—the multilevel context of healthcare organizations and patient care delivery that may reduce or promote health disparities.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Selection and Assessment

Digital Session Chair: **Joseph John McManus**, *Monmouth U.*

HR: Hiring Too Close to the Sun: Hubris & Managerial Hiring Decisions 

Author: **Joseph John McManus**, *Monmouth U.*

Talent acquisition is a critical source of competitive advantage for organizations. Even with substantial resources devoted to this process, hiring managers still make poor hiring decisions. The instant research proposes that hubris on the part of hiring managers is one factor that causes these individuals to make poor hiring choices. This theory is tested in an empirical study that draws on data from the NFL entry draft to see if observable factors that are expected to build hubris among managers are related to poor talent acquisition strategies among NFL talent evaluators. The findings are consistent with the model proposed and support a hubristic interpretation of the NFL personnel managers' behavior over the 2018-2019 period.

Paper is Available to Meeting Registrants Only.

HR: Exploring the use of gamification in assessment: A signaling mechanism

Author: **Konstantina Georgiou**, *Athens U. of Economics and Business*

To expand our knowledge on gamification and the signals sent on the part of the organization when gamified assessments are used, the present study examines the mechanisms through which the use of gamification into an assessment method may increase the attractiveness of an organization as a prospective employer. Specifically, building on signaling theory, our study examines, following a longitudinal design, the signals that an organization sends to applicants about its symbolic traits (e.g., innovativeness), through the characteristics of a gamified assessment, in terms of enjoyment and flow, and their impact on organizational attractiveness. We believe that our findings contribute to gamification and signaling theory and have practical implications for organizations because they gain insights into the signals sent to applicants when different assessment formats are used.

Paper is Available to Meeting Registrants Only.

HR: Post-Traumatic Stress Disorder and Hiring: Am I Traumatized and Stigmatized?

Author: **Wenxi Pu**, *U. of Manitoba*

Author: **Philip L. Roth**, *Clemson U.*

Author: **Jason Thatcher**, *Fox School of Business, Temple U.*

Author: **Christine Nittrouer**, *Texas Tech U.*

Author: **Michelle Hebl**, *Rice U.*

An increasing number of veterans in the United States and worldwide suffer from Post-Traumatic Stress Disorder (PTSD). Unfortunately, there is comparatively little research about how this disability influences hiring processes. We suggest that veterans with PTSD (compared to those who don't have PTSD) might be stigmatized during the hiring process such that their hiring ratings might suffer. At the same time, social media platforms have been increasingly used as popular sources of data collection among recruiters when making hiring decisions (i.e., social media [SM] assessment). Unfortunately, SM assessment may make PTSD more discoverable by making possible the introduction of extraneous information into the hiring process. We conducted a study of working professionals in which we manipulated the PTSD status of a veteran job applicant on two social media platforms (Facebook or LinkedIn). Results suggest that there is significant stigmatization of veterans with PTSD versus those without PTSD. Stigmatization was positively related to suspicion, which was negatively related to both expected task performance and expected organizational citizenship behavior (OCB) and positively related to expected counterproductive work behaviors. Thus, we document the negative effects of PTSD on veterans in the hiring process. Our results shed light on how SM posts can lead to stigmatization, suspicion, and lower hiring evaluations of veteran applicants suffering from PTSD. The manuscript also imports the construct of suspicion into the selection/staffing literature and shows how it affects veterans in the hiring process.

Paper is Available to Meeting Registrants Only.

HR: Occupational Characteristics Moderate Personality-Performance Relations in Major Occupational Groups 

Author: **Michael P. Wilmot**, *U. of Arkansas Sam M. Walton College of Business*

Author: **Deniz S Ones**, *U. of Minnesota*

Personality predicts occupational performance. However, previous cross-sectional meta-analyses overlook effects of occupational characteristics. Accordingly, we conduct second-order meta-analyses of the Big Five traits and performance in nine major occupational groups: Clerical, customer service, healthcare, law enforcement, management, military, professional, sales, and skilled/semiskilled ($k = 539$ studies, $N = 89,639$). For each occupational group, we integrate data from the Occupational Information Network (O*NET): Expert ratings of 1) traits' relevance to its occupational requirements and 2) its occupational complexity level. We report three major findings. First, trait relations differ considerably across major occupational groups. Second, expert ratings of traits' relevance largely converge with empirical relations; the top-two most highly rated traits mostly match the top-two most highly predictive traits. Third, complexity moderates performance relations. When occupational groups are ranked by complexity, multiple correlations generally follow an inverse-U shaped pattern, which suggests moderate complexity levels may be the "goldilocks range" for personality prediction.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **543** | Submission: **15302** | Sponsor(s): **(IM, OB, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

GLOBE 2020: A Study of National Cultural Practices and Leadership Ideals in Over 100 Countries
GLOBE 2020: Cultural Practices and Leadership



Chair: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*
Panelist: **Peter W. Dorfman**, *New Mexico State U.*
Panelist: **Richard Cotton**, *U. of Victoria*
Panelist: **Carolyn Egri**, *Simon Fraser U.*
Panelist: **Amanda Bullough**, *U. of Delaware*
Panelist: **Anirban Kar**, *Beedie School of Business Simon Fraser U.*

The proposed panel will provide a review of GLOBE 2020 study. We will explain our theoretical framework, our instrument design, and our sampling procedure. We will also share the first round of findings regarding cultural practices, as well as new culture dimensions and leadership ideals as we also share data depicting countries having a wide range of scores on these different dimensions. The following are the topics that will be covered: 1. Identifying and then solving critical methodological research challenges prior to conducting a large-scale cross-cultural survey (e.g., sampling issues). For GLOBE 2020, a focal point early on was to assess the construct validity of past cultural practice scales and modify the scales that merited further development. Several scales have been extensively revised (e.g., gender egalitarianism) and new scales proposed. 2. Presenting preliminary findings of cultural practices in GLOBE 2020 countries. Data will be presented regarding the range of country scores for each cultural dimension. 3. Discussing the process and results of re-conceptualizing the original GLOBE implicit leadership ideals. This involved examining contemporary implicit leadership theory and analysis of the cross-cultural data set to identify the best structure for the leadership ideals across cultures. We designed more parsimonious instruments to measure ideal leadership dimensions, added two new leadership dimensions, and expect to offer new configurations of ideal leadership profiles for different countries.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **544** | Submission: **12903** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 11:30AMET (UTC-4)**

**The MED Division Ambassadors Program: Broadening our
International Sight on Management Education**
MED Division Ambassadors Program



Chair: **Anne Berthinier-Poncet**, *CNAM U. Paris*
Chair: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Coordinator: **Madina Rival**, *LIRSA-Cnam Paris*
Participant: **Daria Podmetina**, *Lappeenranta U. of Technology*
Participant: **Monika Petraite**, *Kaunas U. of Technology, School of Economics and Business*
Participant: **Eduardo Armando**, *Tecnologico de Monterrey ITESM Mexico*
Participant: **Nicole M. Coomber**, *U. of Maryland*
Participant: **Vance Johnson Lewis**, *U. of Central Arkansas*
Participant: **Miguel R. Olivas-Lujan**, *Clarion U. of Pennsylvania*
Participant: **Federico Trigos**, *EGADE Business School*
Participant: **Preeti Wadhwa**, *Cal Poly Pomona*
Participant: **Anderson De Souza Sant'Anna**, *FGV-EAESP*
Participant: **Brett Paul Matherne**, *Georgia State U.*
Participant: **Milton Ismael Paredes Aguirre**, *ESPOL - ESPAE Graduate School of Management*
Participant: **Sergio Madero**, *Tecnologico de Monterrey*

How to broaden our international sight on Management education at AOM? How to find original answers to the important challenges our universities and education institutions are currently facing? The main objective of this PDW is to share the way the Ambassadors Program at the MED Division has developed and collectively learn from other similar initiatives about best practices to adopt or even collectively develop innovative models for teaching and learning. The questions raised in this PDW include: What are the expected impacts of the MED Ambassadors on the MED Division? What are some of the outcomes the MED Ambassadors have managed to achieve already, and are planning to achieve? Several MED Ambassadors will introduce their projects (expectations of effectiveness) and key challenges they (may) face (difficulties encountered during project development and execution). Thus, interested divisions and interest groups (DIGs) will be able to think of new ways to increase inclusiveness, involvement and commitment of international members by means of the Ambassadors network.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Firm Strategy - Logics, Decision-making, Capabilities, & Adaptation

Digital Session Chair: **Maria Carmela Annosi**, *Wageningen U.*

MOC: Integrating intuition and rationality in the strategic decision-making process: Evidence from MNCs 

Author: **Maria Carmela Annosi**, *Wageningen U.*

Author: **Francesco Paolo Appio**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

Author: **Federica Brunetta**, *Department of Business and Management, LUISS Guido Carli U.*

The increasing complexity of business contexts, alongside the need for organizations to improve their capabilities and remain competitive on the market, make understanding strategic decision-making processes cornerstone for contemporary organizations. By gaining insights from top- and middle-level managers working in MNCs' subsidiaries operating in the food industry in the Netherlands, we frame an integrative view on intuition and rationality in the strategic decision-making process and disentangle its antecedents and consequences. The antecedents mainly pertain to those influencing conditions causing tensions when intuition and rationality need to be integrated, namely managers' personality characteristics, cognitive styles, experience, as well as the environmental forces, insufficient organizational resources, and the relevance of the strategic decision. The consequences assess the perceived effectiveness of the intuition-rationality integration and focus on time efficiency, creativity, and power of persuasion. Such results shed light on what is the role of intuition in the strategic decision-making process, suggesting that integrating it with rationality is in fact not straightforward and can only happen in a bi-directional sequential fashion through a certain degree of managerial decisional elasticity.

Paper is Available to Meeting Registrants Only.

MOC: Two Sides of the Sensing Capability  

Author: **Herbert Endres**, *U. of Regensburg*

Author: **Gerrit H. Van Bruggen**, *Erasmus U. Rotterdam*

Many firms still fail to adapt to market changes because they are not very capable in sensing market opportunities and threats. Reasons for this include managers' limited understanding of the role of specific market knowledge sources in sensing threats compared to sensing opportunities. This article addresses how different types of market knowledge sourcings affect sensing of threats in comparison to the sensing of opportunities. We overcome limitations of prior research which gave only limited attention to these differences. Furthermore, we link these relationships with revenue growth. We use survey data from top managers at 483 industrial firms to test hypotheses and complement it with objective revenue growth data. We reveal that the type of knowledge sourcing influences the strategic interpretation of information about market changes. Further, our findings suggest that a growth strategy needs to pay particular attention to sensing threats and not only to sensing opportunities.

Paper is NOT Available. Please contact the author(s).

MOC: From Emotions to Actions: Chain Reactions in Strategic Adaptation  

Author: **Suvi-Tuuli Helin**, *Aalto U.*

We gather and analyze three years of ethnographic data from a management consultant organization to understand the emotional dynamics involved in continuous strategic adaptation to evolving client needs. We find that organizational practices that generate "chain reactions" of emotions and actions enable successful adaptation. In particular, practices that focus on information reinforcing optimistic perceptions about current capabilities generate confidence, which enables senior members of the organization to persuade clients to purchase services, leading to ambitious commitments and high expectations. In response, both senior and junior members of the organization are motivated to avoid shame that will occur if they fail to meet expectations. Thus they will strive to develop the needed capabilities rapidly. Our research contributes to strategic adaptation theory by integrating and elaborating previously disconnected insights regarding practices, emotions, and adaptation.

Paper is NOT Available. Please contact the author(s).

MOC: Beyond Local or Distant Search: Co-evolution of Cognition Representation and Behavioral Capabilities

Author: **Hui Sun**, *Northwestern Kellogg School of Management*

Author: **William Ocasio**, *U. of Illinois at Urbana-Champaign*

Organizational search is indispensable to organizational learning and adaptation. But organizations often search in the vicinity of their existing routines and capabilities due to bounded rationality. Hence, a plethora of prior studies has focused on how to facilitate distant search. However, a recent emphasis on cognition in strategy suggests that the dichotomy between local and distant search may be an oversimplification: search that is distant in capabilities may be local in cognition. Through an inductive, longitudinal study of the classical Chinese furniture industry, we traced the emergence, elaboration, entrenchment of cognitive representation, and associated strategic action. We found that elaborate cognitive representations are important for capability development, suggesting a beneficial coupling between cognitive local search and behavioral distant search. However, when cognitive representations are aligned with behavioral capabilities, cognitive entrenchment is likely to occur. Recontextualizing higher-level cognitive representations with different values may open up new opportunities for change.

Paper is Available to Meeting Registrants Only.

Author: **Jenny Gibb**, *U. of Waikato*

Author: **Daniel Newark**, *HEC Paris*

Author: **Stephan Billinger**, *U. of Southern Denmark*

The logic of consequences and the logic of appropriateness have long been fundamental to understanding how choices in organizations are made. However, interaction between these logics within the firm has received minimal attention. In this paper, we advance theoretical understanding of how these two decision logics coexist and coevolve in organizations by reporting findings from a three-decade study of a small firm. In particular, through our analyses we identified three logic balances: predominantly logic of appropriateness, predominantly logic of consequences, and parity—a so-far largely overlooked dynamic in which both logics operate more or less coequally. We also identified four mechanisms through which our target firm shifted from one of these logic balances to another, as well as two mechanisms through which it sustained its ultimate state of parity until the end of our period of observation. Concerning parity, we found that its maintenance depended substantially on specialization by decision logic within the firm. As we note in our discussion section, this suggests intriguing potential implications for research on organizational design, as well as research on job satisfaction and meaning at work. In our discussion section we also propose directions for future decision research on the interaction between these two principal decision logics.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workplace Deviance: Opportunism, Knowledge-Hiding, Hypocrisy, Pro-group Unethicality, Routinization

Digital Session Chair: **Roberta Fida**, *U. of East Anglia, Norwich Business School*

MOC: Opportunistic strategy under cooperation  

Author: **Chia Yi Liu**, *Tunghai U.*

Must a transaction be based on reciprocal commitments? Has opportunistic behavior inevitably caused the termination of a transaction? To elucidate the positive effect of opportunistic behavior on long-term transactions, this study regards opportunistic behavior as a strategy used to respond to the perception of partners' opportunistic behavior. Based on 113 transactions for contract farming in Taiwan's organic agriculture, this study employed the Heckman model to deal with the sample selection bias problem of opportunistic behavior under cooperation. This study found that in Chinese society, to maintain a transactional relationship, the opportunistic strategy is put to use based on the perception of partners' opportunistic behavior—our perception of the partners' obvious unethical behavior increases our hidden and obvious unethical behavior; the perception of partners' hidden unethical behaviors increases our hidden behavior, but does not affect our obvious unethical behavior.

Paper is Available to Meeting Registrants Only.

MOC: Withstanding Moral Disengagement: Ethical Self-Efficacy as Moderator in Misbehavior Routinization  

Author: **Roberta Fida**, *U. of East Anglia, Norwich Business School*

Author: **Marinella Paciello**, *International Telematic U. Uninettuno*

Author: **Irene Skovgaard-Smith**, *Norwich Business School, U. of East Anglia*

Author: **Claudio Barbaranelli**, *Sapienza U. of Rome*

Author: **Gian Vittorio Caprara**, *Sapienza U. Di Roma Rome, Italy*

Moral disengagement (MD) is a social-cognitive process that increases the likelihood of engaging in counterproductive work behavior (CWB). Previous studies have also suggested its role in the routinization of misconduct. What remains unclear are the processes that could attenuate the disinhibitory power of MD in routinization of CWB. This is what we investigate in this manuscript. We propose that self-reflective and behavioral ethical self-efficacy beliefs can buffer the CWB-MD-CWB mediational path over time. We present two empirical studies conducted in two different contexts (i.e., the United Kingdom and Italy). Preliminary examination of the psychometric properties of the newly developed constructs attested the validity and reliability of the ethical SE measures (Study 1, N=308). The posited model has been investigated in an independent longitudinal study conducted on a larger sample of employees (Study 2, N=1308). Results from a structural equation model of moderated mediation confirmed that more efficacious individuals were less likely to routinize CWB over time through the mediation of MD. Results showed that the effect of self-reflective and behavioral ethical self-efficacies on the routinization process occurs at different stages. While self-reflective ethical self-efficacy buffers the CWB-MD relationship over time, behavioral ethical self-efficacy buffers the MD-CWB relationship over time. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

MOC: The Role of Moral Disengagement in the Contagion of Pro-group Unethical Behavior 

Author: **Julie N.Y. Zhu**, *U. of Macau*

Author: **Long Wai Lam**, *U. of Macau*

Author: **Yolanda N. Li**, *Lingnan U.*

Author: **Qi Shao**, *U. of Macau*

Pro-group unethical behavior is a kind of behavior that violates moral standards while benefitting the actor's team. In this study, we enrich the understanding of its causes by investigating whether being exposed to coworkers' pro-group unethical behavior induces employees to engage in the same unethical behavior. We theorize that employees' moral disengagement explains the link between coworkers' pro-group unethical behavior and employees' pro-group unethical behavior, and that the effect is contingent on the employees' level of team identification. We conducted three field studies to examine our research model. In Study 1, we obtained evidence supporting the indirect effect of coworkers' pro-group unethical behavior on employees' pro-group unethical behavior via moral disengagement. In Study 2, our results also showed the direct effect of coworkers' pro-group unethical behavior on employees' pro-group unethical behavior in addition to the indirect effect. In Study 3, our analyses suggested that the proposed indirect effect is contingent on team identification. Employees were more likely to learn pro-group unethical behavior from their coworkers through moral disengagement under high team identification rather than low team identification. These results were consistent with our expectation.

Paper is Available to Meeting Registrants Only.

MOC: Do You Know What I Know: The Role of Context in Enabling, Reducing Knowledge Hiding in Workplace

Author: **Zeeshan Ali**, *national U. of computer & emerging sciences*

Author: **Richard J. Klimoski**, *George Mason U.*

This paper examines the circumstances under which an individual purposefully hides knowledge from his/her manager or supervisor. It goes on to explore the potential impact of context as this affects the probability and consequences of detection, factors thought to mitigate against its occurrence. Intentional withholding of relevant knowledge can be detrimental to any initiative in terms of such things as unintended costs, inferior quality of outputs or failing to meet deadlines. Accordingly, we review what we know about the concept of KH and briefly summarize what are thought to be its primary causes and some of its consequences. In doing so we emphasize the role of the anticipation of detection and its consequences as new and potentially important explanatory factors. We further propose that managing the expectations of detection and its consequences will contribute to the reduction of knowledge hiding and go on to recommend some tactics for doing so. We conclude by offering propositions that will allow researchers to evaluate the potential validity of our approach.

Paper is Available to Meeting Registrants Only.

MOC: When hypocrisy is rewarded: The costs of moral flexibility outweigh the costs of hypocrisy

Author: **Elizabeth Huppert**, *U. Of Chicago*

Author: **Nicholas Herzog**, *U. of Chicago Booth School of business*

Author: **Justin Landy**, *Nova Southeastern U.*

Author: **Emma Levine**, *U. Of Chicago*

Why is hypocrisy so pervasive in our political, professional, and personal lives? Existing research on hypocrisy suggests that word-deed misalignment is penalized. Yet, hypocrisy continues to permeate our everyday lives. Across five studies (N = 3080), we identify circumstances in which hypocrisy is preferred to consistency. When required to take positions on moral issues, actors are rewarded more (in character judgments, interpersonal trust, and political support) for taking absolute positions (“It is never okay to lie”) that they fail to uphold than for taking more flexible positions (“It is sometimes okay to lie”) that are consistent with their behavior. We study this phenomenon in the moral domain of honesty. Although few people endorse absolute honesty themselves, they still reward others who proclaim that lying is never okay, even when such absolutism involves hypocritical deception. This research helps to explain the persistence of unrealistic moral absolutism in our social world.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **547** | Submission: **15569** | Sponsor(s): **(MSR, OB, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

Religious Leaders and Entrepreneurs: Synthesizing Values-driven Leadership Approaches *Religious Leaders and Entrepreneurs*

Organizer: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Organizer: **Sheila Hanson**, *U. of North Dakota*
Presenter: **Tobias Brügger**, *U. of Zurich*
Participant: **Katja Rost**, *U. of Zurich*
Presenter: **Sarah Pieslinger**, *Johannes Kepler U. Linz*
Participant: **Caroline Preslmazer**, *Johannes Kepler U. Linz*
Participant: **Johannes Thaller**, *Johannes Kepler U. Linz*
Participant: **Tanja Wolf**, *Johannes Kepler U. Linz*
Participant: **Birgit Feldbauer-Durstmüller**, *Johannes Kepler U. Linz*
Presenter: **Guillaume Mercier**, *IESEG School of Management*
Participant: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Presenter: **Sheila Hanson**, *U. of North Dakota*

One of the concerns in modern organizations is ethics, where few institutions are unaffected by scandals or abuse of power. Thus, we look for inspiration in difficult times to offer leaders and managers strategies to mitigate or prevent ethical challenges. This symposium brings together various values-driven leadership approaches to managing organizations and offers both historical and modern leadership lessons. All of the papers stem from organizations rooted in religious values that perform entrepreneurial actions to survive, yet the organizations exist in diverse contexts. Two of the papers investigate leadership and power in Benedictine organizations that have a long-standing history in values-driven leadership and offer ideas how to implement the elements of authentic, ethical, and servant leadership over time. The other two papers study the influence of religious values on entrepreneurial actions in general and in the family business context in particular. We weave the four papers together to better understand how leaders and entrepreneurs incorporate their (religious) values into their leadership styles and adapt their management approaches to engage their stakeholders. Finally, we discuss practical implications of our findings in this symposium.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **548** | Submission: **17276** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

Context, Agency and Trust in Social Networks *Social Networks: Relations*

Digital Session Chair: **Katharina Scheidgen**, *Leuphana U. Lüneburg*

OMT: Lukewarm or Hot? Comparing Investor Tie Formation of Entrepreneurs in Silicon Valley and Berlin

Author: **Katharina Scheidgen**, *Leuphana U. Lüneburg*
Author: **Anna Brattstrom**, *Lund U.*

Winner of the OMT Division Best International Paper Award

Carolyn Dexter Award Nominee

This study contributes a contextual perspective on tie-formation practices that is relevant to both entrepreneurship- and network research. Existing research has highlighted that forming personal ties to investors requires skillful networking from entrepreneurs. We shift attention to how such activities are shaped by local values, norms, and taken-for-granted assumptions about what is considered socially legitimate networking behavior in different institutional contexts. We present results from an embedded, multiple case study, in which we compared two types of entrepreneurs (start-up entrepreneurs and academic spin-off entrepreneurs) across two different institutional contexts that both provide a dynamic environment for entrepreneurial activities (Silicon Valley and Berlin). Our study offers theoretical insights into how institutional contexts shape tie-formation practices through tie-formation scripts. We identify practices and scripts that are distinct to the two different contexts. Moreover, we offer novel insights into how tie-formation scripts shape the quality of entrepreneurs' networks over time, as well as how they constrain (or enable) their ability to move from one institutional context to another. In particular, we introduce the novel concept of tie warmth to explain why strategies of network broadening may be appropriate in some contexts, network deepening is appropriate in others, and in some contexts, forming personal ties to investors may not be useful at all.

Paper is Available to Meeting Registrants Only.

OMT: Accumulating Trust in Networks: The Interplay Between Social Structure and Networking Behavior

Author: **Giuseppe Soda**, *Bocconi U.*
Author: **Akbar Zaheer**, *U. of Minnesota*
Author: **Michael Park**, *U. of Minnesota*
Author: **Bill McEvily**, *U. of Toronto*
Author: **Mani R. Subramani**, *U. of Minnesota*

The predominant focus of the organizational literature on trust has been the direct interactions between ego and other actors, which has solidified our understanding of the dyadic foundations of trust. We have learned far less, however, about the formation of trust in the context of an extended network of actors whose interactions are more limited, diffuse, and distal. In this paper, we build on the emerging literature on network forms of trust to argue that actors accumulate trust by both leveraging their position in social structure and by engaging in networking behavior. We test our predictions using a sample of data from an online trading platform consisting of 28,000 traders across 48 weeks. Our data allows us to observe the accumulation of trust in the form of "copy trading" whereby traders risk their own financial capital by allocating a portion of their portfolio to be automatically based on the investments of other designated traders. We find that traders who occupy positions of higher status in the network and traders who signal positive sentiments in their communication behaviors accumulate higher levels of trust. Furthermore, the positive effect of networking behavior on accumulation of trust is amplified by network status. In sum, we contribute to the organizational literature on the formation of trust by demonstrating that network structure acts as a prism of social cues and as pipes of signaling behavior about trustworthiness that combine to explain the accumulation of trust.

Paper is Available to Meeting Registrants Only.

OMT: Digging the Structural Hole: Brokering's Impact on Network Structure

Author: **Doron Shiffer-Sebba**, *Doctoral Candidate at U. of Pennsylvania*

Whereas the traditional view of brokerage implies solidified social ties activated by brokers, an alternative view acknowledges the potential for brokers to alter network structure. However, even researchers who hold this view analyze the role of brokers' properties, whereas how their behavior shapes network structure remains largely unexamined. Using ethnographic observations at a family office that brokers between wealthy clients and professionals, this study develops a grounded theory of how brokering behavior alters network structure. It finds that faced with uncertain brokerage opportunities and contingent social ties, brokers can make strong claims about the quality of their network ties even before they are established. Motivated by potential rewards, they first actively test opportunities for brokerage using tactics like invoking external threats. Then, in addition to activating existing network ties, they also change network structure to pursue discrete brokerage opportunities. Taken together, these findings bolster our understanding of how broker agency and network structure are mutually constitutive in practice. They show that in addition to who brokers are, what brokers do can also shape network structure.

Paper is Available to Meeting Registrants Only.

OMT: Agency and the Micro-Foundation of Network Resilience: Insights From "Mafia Capitale" (2012-2015)

Author: **Francesca Capo**, *U. of Milano Bicocca*
Author: **Elisa Operti**, *ESSEC Business School*
Author: **Riccardo Maiolini**, *John Cabot U.*
Author: **Francesco Rullani**, *U. Ca' Foscari of Venice; Dept. of Management & Bliss - Digital Impact Lab*

The renewed interest in people as the actors of change within the network has sparked the emergence of a new "micro-foundations" movement in social network literature. Despite the increasing attention devoted to the role played by individuals in network change and transformation, we still lack an understanding of how individuals may be agentic in responding to network churn determined by external events. In this paper, we intend to address this challenge and shed light on the strategies implemented by key actors to make the network resilient in response to a sudden exogenous shock. We address this issue through a longitudinal case study of the evolution of a political, economic, and criminal network involved in a scandal known as "Mafia Capitale" and happened in Rome, Italy's capital, between 2012 and 2015. We identify four different strategies that actors can deploy to build network resilience in the face of shocks, thus contributing to research on network resilience and on the role of networks in institutional transitions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **549** | Submission: **17306** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

Navigating Temporal Multiplicity   
Navigating Temporalities

Digital Session Chair: **Nawon Oh**, *Penn State Smeal College of Business*

OMT: Near-Miss Disaster Violations and Investor Reactions 

Author: **Nawon Oh**, *Penn State Smeal College of Business*
Author: **Srikanth Paruchuri**, *Texas A&M U.*

Investors penalize firms for their misconduct because it violates expectations that firms adhere to generally agreed upon norms and standards. In this paper, we present a new class of misconduct events, labeled “near-miss” events, which may bring to investor attention the potential disaster that was averted because of this violation revelation. Examples of such events include safety inspection violation reports identifying violations that may lead to imminent disasters. We develop a theoretical framework theorizing how investor reactions are shaped by a different mechanism in these contexts. We hypothesize that investor reactions will be affected by the saliency of past disasters in the industry, and how this relationship is moderated by the extent of a firm’s vulnerability to disaster. Our empirical investigation in the context of mining industry provides broad support for this novel mechanism and has implications for research on organizational misconduct and strategic research on investor reactions.

Paper is NOT Available. Please contact the author(s).

OMT: Living in the Future or Living in the Now? How Institutional Change Actors Engage Ambi-Temporality 

Author: **Moritz Jan Kleinaltenkamp**, *Hertie School of Governance*

Finalist for the OMT Division Best Paper Award

Actors seeking to change institutions from the inside out confront the challenge of living in two times at once, also referred to as “ambi-temporality”. They have to engage in the institutionalized practices of the present that they seek to overturn, while also enacting practices that correspond to their envisioned alternative future. Extant research on institutional change and collective action suggests that actors will ultimately focus either on the present or the future, often with detrimental consequences for their institutional change project. The paper at hand seeks to develop a more nuanced understanding of how actors seeking to change institutions engage with ambi-temporality. Drawing on an abductive ethnography of a blockchain start-up seeking to disrupt institutions of centralized organizing and corporate data monopolism, I investigate how individuals organized around a shared vision for the future differently perceive ambi-temporal tensions. I develop a typology of three archetypical orientations towards ambi-temporality which individuals may adopt. One of these orientations – “processuality” – presents a workable middle-ground between a focus on the present and a focus on the future that allows actors to harmoniously live in both times at once, and hence enact institutional change from the inside out. I discuss the implications each orientation has for organizational practice.

Paper is Available to Meeting Registrants Only.

OMT: Granting Time: How Individuals Manage Temporal Multiplicity

Author: **Jane Bjørn Vedel**, *Copenhagen Business School*

While previous research has extensively examined the temporal structuring of organizations, little research has explored how individuals manage temporal multiplicity from operating through multiple temporal structures. Based on a study of college professors holding large, long-term grants, this paper suggests that professors manage their temporal multiplicity through the temporal strategies of transcending, reshaping, entraining, and bridging. Professors’ use of these strategies is conditioned on their positions in their organizations, grants, and careers. Changes in these positions, along with temporal reflexivity resulting from the insufficiency of using single strategies, trigger professors’ shifts among the strategies. Professors’ use of these strategies leads them to two overall patterns of managing temporal multiplicity: either developing asynchrony or synchrony with their organizations. The findings are theoretically important because they demonstrate the dynamics, conditions, and implications of individuals’ temporal strategies, which also explains why accepting the temporality that grants offer is complicated.

Paper is Available to Meeting Registrants Only.

OMT: Experiencing Time like Groundhog Day? Uncovering the Morality of Temporal Orders in End-of-Life Care 

Author: **Patricia Helena Hein**, *EBS U. für Wirtschaft und Recht*

Morality is key to the origin of peoples’ temporal orientations, as moral values can be traced back to the origins of process (kairos) and linear (chronos) time. Yet, despite the call to explore the causes of temporal conflict in organizations, existing literature mainly focuses on temporal explanations of such conflicts – clock vs. process time. We draw on a qualitative case study of economized palliative care, and show how temporalities are morally charged. We find that staff confronted a moral dilemma in balancing an individual care ethic that required catering to patients’ subjective experiences of time when facing death, and a utilitarian ethic that required attending to clock-based timelines to ensure the efficient treatment of a greater number of patients. Consequently, staff engaged in temporal work as a means to redefine the morality patients attached to time. We show that by alleviating the underlying moral dilemma, individuals with authority may resolve temporal conflicts. Second, we conceptualize process time as an existential subjective coping mechanism that is strongly linked to actors’ moral values. Third, we highlight the productive nature of temporal conflict to stir debates about social problems in mainstream society, instead of patching them up through alleviating the underlying moral conflicts.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **550** | Submission: **11251** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:30AM - 12:00PMET (UTC-4)**

**STR Distinguished Scholarship Presentation in Honor of Jay Barney &
Margaret Peteraf**
STR Distinguished Scholar Presentation

Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Margaret A. Peteraf**, *Dartmouth College*
Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Marvin B Lieberman**, *UCLA Anderson School of Management*
Panelist: **Joseph Porac**, *New York U.*
Panelist: **Timothy B. Folta**, *U. of Connecticut*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **551** | Submission: **17609** | Sponsor(s): **(AFAM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

Africa Journal of Management Editorial Board Meeting
AJOM Editorial Board Meeting Business Meeting

Organizer: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

Organizer: **Hermann Ndofor**, *Indiana U., Indianapolis*

Organizer: **Moses N. Kiggundu**, *Carleton U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **552** | Submission: **16753** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

IM Division CEIBS Best Paper Award 

Digital Session Chair: **Katherine Xin**, *China Europe International Business School (CEIBS)*

This session features the finalists for the IM Division CEIBS Best Paper Award, which is presented to the best scholarly paper of the IM Division at the Academy of Management Annual Meeting. This award is sponsored by China European International Business School (CEIBS). All papers accepted by the IM Division for presentation at the Academy of Management annual meeting are eligible for the award. All papers that are finalists for other IM Division paper awards are also considered for the CEIBS Best Paper Award.

 **IM: A Temporal Agency Model of Investor Group Dynamics** 

Author: **Christina Maria Muehr**, *WU Vienna*
Author: **Igor Filatotchev**, *King's College London*
Author: **Thomas Lindner**, *U. of Innsbruck*
Author: **Jonas F. Puck**, *WU Vienna*

In this article, we contribute to, and extend, multiple agency theory through investigations beyond dichotomous agency relationships. As such, we examine temporal interests among principals, and propose faultlines as a novel approach to capture full agency dynamics, conflicts and costs. We test our model in the empirical setting of foreign and domestic firms undergoing an initial public offering (IPO) in the US, and explain incentives of public market investors to price investor faultlines in public equity markets. Within this framework, we distinguish dormant from active faultlines, and describe their activation course through the triggering event of IPO lockup expiration. We find evidence that faultlines negatively affect post-IPO stock market performance, with foreign firms driving this negative effect. We further investigate the contingency of firm foreignness, and uncover geographic dispersion among principals to heighten perceptions of faultlines. Moreover, we find firms operating in high technology markets to weaken, and increased ownership retention by directors and executives to strengthen, investor faultlines perceived by public market investors.

Paper is Available to Meeting Registrants Only.

 **IM: Social Exchange and Reciprocal Integration between Migrants and Locals at Work**   

Author: **Minna Marinova Paunova**, *Copenhagen Business School*
Author: **Maribel Blasco**, *Copenhagen Business School*

The negative discourse surrounding migration today often stems from a perception that migrants are a 'burden' to local communities, 'getting' more than they 'give'. We propose a novel approach to theorizing migrant integration by developing a social exchange framework on the relation between migrants and locals in the workplace. The workplace is a critical space, because successful and meaningful employment is the single most important determinant of migrants' overall contributions to society, and positive informal relations among colleagues support workplace performance. Reciprocal integration is defined as the process through which everyday voluntary exchange interactions between migrants and locals, which are returned in kind or paid forward, accumulate. Examples would be the continual exchange of favors, information, birthday wishes, and invitations to dinner among colleagues in acts that are not mere professional obligations, but are voluntary as well as mutually rewarding and corresponding over time. These small interpersonal episodes between migrants and locals enhance social cohesion at the workplace. Considering the role of power, status, and culture in exchange, we develop a set of propositions that detail how the process of reciprocal integration might unfold.

Paper is NOT Available. Please contact the author(s).

 **IM: International experience as a microfoundation of foreign subsidiary performance: A multilevel model**   

Author: **Marketa Rickley**, *U. Of N. Carolina-Greensboro*
Author: **I-Heng Wu**, *U. of Iowa*
Author: **Ean Crawford**, *U. of Iowa*

In multinational companies, international experience by managers is considered a source of competitive advantage. Yet we know little about whether the positive consequences of personal international experience persist when aggregated in top management teams (TMTs). Are certain experiential, relational, or structural TMT configurations more effective at converting personal knowledge from international experience into organizational performance? Drawing on knowledge integration and small groups research, we develop a multilevel model of compositional emergence to define how personal international experiences aggregate from the individual to the collective. We then explore how TMT differences in experiential, relational, and structural configurations of international experience affect performance. We test our predictions using a cross-national and multilevel dataset on foreign-owned banks. The data include detailed information on top managers' demographic, educational, and professional backgrounds (N = 270 TMTs, nested within 60 foreign subsidiaries, and 28 multinational banks), ten years of financial performance data, and covariates from different levels (e.g., TMT, subsidiary, MNC, home country, host country). By theoretically and empirically linking individual differences in international experience to subsidiary performance through team-level knowledge integration mechanisms, we contribute to the search for microfoundations of competitive advantage using the knowledge- and resource-based views in an international context.

Paper is Available to Meeting Registrants Only.

 **IM: The Role of Country Governance in Firm Responses to Economic Protectionism**    

Author: **Dennis Wajda**, *U. of Miami*
Author: **Ruth V. Aguilera**, *Northeastern U.*

Many countries have recently enacted investment-related national security screening laws and regulations ("national security screening laws" for short) that protect domestic firms from foreign ownership. Agency theory prescribes that these laws will dissuade managers from risky, long-term research and development (R&D) investments because these laws can dilute the disciplining role of the market for corporate control. Yet, agency theory's prescription undermines the importance of country governance that firms are also subject to. We propose that firms subject to different country governance exhibit differential responses to the enactment of national security laws because country governance can shape the type of governance issues faced by firms. In addition, the role of country governance in shaping firms' differential responses is stronger when managers have a lower level of decision discretion prior to the enactment of these laws. Using 40,843 firms from 61 countries, we find support for our arguments. Findings from this study advance comparative corporate governance research by highlighting that the influence of foreign acquisitions on R&D investment is contingent on country governance that firms are embedded in.

Paper is Available to Meeting Registrants Only.

 **IM: EMNEs as Potential Employers in Developed Countries – The Role of CSR in Attracting Talents**

Author: **Bich Ngoc Le**, *U. of Fribourg*
Author: **Dirk Morschett**, *U. of Fribourg*

Attracting and acquiring skilled employees have become more challenging than ever in today "war for talents." This issue is particularly more relevant and challenging for emerging market multinational enterprises (EMNEs) due to their less favorable country-of-origin images as compared to those of their incumbent from developed markets (DMNEs). Integrating legitimacy, attribution, and signaling theories, we suggest that CSR engagement is a strategy worth considering for EMNEs. An experiment involving 490 potential applicants from Germany, Switzerland and Austria shows that good CSR helps EMNEs overcome country-of-origin constraints on attracting and hiring local talents in developed host countries. As an impediment, though, we find evidence of low applicant's willingness to search for CSR information, representing a serious challenge for firms' attempts to maximize benefits from CSR engagement.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **553** | Submission: **10172** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 1:00PMET (UTC-4)**

Career Services Job Market Workshop *Career Services Job Market Workshop*

Coordinator: **Wendy A. Kramer**, *Academy of Management*
Speaker: **Olenda E. Johnson**, *North Carolina A&T State U.*

Join the Career Services Committee and our Special Guest Speaker for an interactive Job Market Workshop open to all members!
Topics will include:

- The Dos and Don'ts within the academic job search
- Statistics from the 2021 academic employment market
- Valuable insights for exploring non-traditional pathways for PhDs
- Closing Q&A

Workshop facilitators include the Career Services Committee leadership team members Dr. Matrecia James and Dr. Angela Miles.

Our Special Guest Speaker, Dr. Olenda E. Johnson will provide insights on exploring the many Non-traditional Pathways accessible to PhDs. Dr. Johnson is a Professor of Strategic Leadership and Leader Development at the U.S. Naval War College (USNWC) in the College of Leadership & Ethics (CLE). As a lead contributor in CLE, Dr. Johnson advises senior leaders, develops strategy, conducts flag officer research, and facilitates team efforts. In one of her key roles, she leads her team in developing and teaching leadership courses for Navy admirals and senior government service executives. Dr. Johnson currently holds an adjunct faculty appointment at Wellington School of Business & Government at Victoria University, Wellington, New Zealand.

You won't want to miss this session!
Add Career Services Job Market Workshop (session 553) to your schedule today.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **554** | Submission: **16725** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

MC Executive Committee Part 2
MC Executive Committee Part 2

Program Chair: **Daniel Degraevl**, *California State U., Northridge*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **555** | Submission: **12202** | Sponsor(s): **(MED, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 1:00PMET (UTC-4)**

Designing Effective Online Learning Modules Using Slide-Sharing, Video-Sharing, and Survey Software *Designing Effective Online Learning Modules*

Facilitator: **Thomas Cavanagh**, *Dominican U. of California*

This two-hour-and-fifteen-minute professional development workshop will use a format of mini-lectures, individual work time, and group discussion to guide attendees in creating effective and engaging online learning modules by applying empirically-supported principles derived from the Cognitive Theory of Multimedia Learning, specifically the use of advance graphic organizers, concise narrated animations, segmenting, interpolating questions, and learner control features. The workshop will include explanations of how these modules can be created using computer programs that most AOM attendees likely have access to and are familiar with, specifically slide-sharing programs (e.g., PowerPoint), video-sharing programs (e.g., YouTube), and survey software (e.g., Google Forms).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **556** | Submission: **13731** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM- 1:00PMET (UTC-4)**

MOC Executive Meeting *MOC Exec Meeting*

Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Participant: **Abhijeet K. Vadera**, *Singapore Management U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Power and Politics

Digital Session Chair: **Tyler Sabey**, *Texas A&M U.*

OB: A Tale of Two Quotes: When Power “Corrupts” and When It Triggers “Great Responsibility”

Author: **Tyler Sabey**, *Texas A&M U.*

Two seemingly contradictory quotes can be cited in the power literature. The first – and most traditionally held assumption by early power scholars – is attributed to the 19th century British politician Lord Acton: “Power tends to corrupt, and absolute power corrupts absolutely.” The other has more ambiguous roots (French Revolution, Voltaire, Churchill, Roosevelt, Uncle Ben Parker, etc.): “With great power comes great responsibility.” Though the notion that power corrupts seems to be the status quo, there are instances when individuals use their power for good. This begs the questions, why and when does power corrupt and why and when does it trigger great responsibility? To answer these questions, I draw from theorizing on cognitive morality (e.g., Kohlberg, 1976) and attribution theorizing (e.g., Heider, 1958) to argue that peoples’ reactions to having power – specifically self-/other-focused behaviors – depends on power attribution. Furthermore, I suggest that peoples’ reactions to power can be explained by where they direct their sense of responsibility – towards themselves (resulting in self-interested behaviors) or towards others (resulting in more other-interested behaviors). Moreover, behaviors directed towards others can be further understood by distinguishing the target (e.g., prosocial behaviors towards a specific individual or individuals vs. prosocial behavior towards the community or society at large). Using a multi-time period study design and structural equation modeling, I demonstrate that when powerholders attribute their power internally, they tend to participate in more self-interested work behaviors, but when they attribute their power externally, they tend to participate in more global prosocial behaviors.

Paper is Available to Meeting Registrants Only.

OB: Let’s Get Political: An Expanded Self-Consistency Perspective on the Effects of Perceived Politics

Author: **Émilie Lapointe**, *BI Norwegian Business School*

Author: **Alexandre Morin**, *Concordia U.*

Author: **Christian Vandenberghe**, *HEC Montreal*

Author: **Gary Schwarz**, *Queen Mary U. of London*

How does the self shape perceived politics’ effects on employee turnover intention? We aim to answer this question by proposing an expanded self-consistency perspective on perceived politics in organizations. We first introduce the notion of perceived supervisor politics (PSP) and suggest that PSP differs from perceived organizational politics (POP). Building on cognitive dissonance theory and associated self-consistency assumptions and on self-verification theory, we then argue that POP threatens self-consistency among employees with high organization-based self-esteem (OBSE), making them less likely to think about quitting the organization. In contrast, PSP would represent an opportunity for self-verification among low-OBSE employees, making them more likely to remain in the organization. We further suggest that PSP may also threaten employees’ psychological consistency when the self-verification experience that is evoked as a function of OBSE levels is inconsistent with the overall experience of self-verification with the supervisor. In this case, employees would be less likely to think about leaving the organization. Two time-lagged studies, conducted in the United States and China, are reported to test these hypotheses. Results from latent moderated structural equations analyses supported our predictions. Theoretical implications and future research directions are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Managing Power Dependence in Diversity Work at San Francisco Bay Area High-Growth Firms (2016-2020)

Author: **Vic Marsh**, *U. of Colorado, Boulder*

Author: **David R. Hekman**, *U. of Colorado, Boulder*

We examine how diversity-promoters manage their high dependence on their firms for employment while pushing effectively for innovative rather than template-driven diversity practices. Building theory inductively from multiple case studies, we tracked the evolution of diversity practices within six technology firms across four years in the San Francisco Bay Area. Through privileged access to line executives, Black and Hispanic/Latino employee activists, and several incumbents of the diversity program coordinator position within firms, we learned how diversity programs began and how they changed over time. Firms with very similar structures (diversity program managers and employee affinity groups) and similar diversity ideology had different experiences of one change outcome: whether their diversity practices remained stuck in their original templates or were customized to meet new needs. We contribute to studies of power dependence inside organizations by clarifying the tradeoff between insider knowledge and power dependence. Additionally, we add a strategizing perspective to power dependence, underscoring how diversity advocates use three behaviors to overcome resource blockages and effectively manage their power dependence. Finally, we contribute a novel perspective on the activist-employer relationship -- i.e., emphasizing internal coalitions (not just individual change agents) and activists as customizers of practices (not just diffusers of practice templates). We conclude with implications for power as a control that can be borrowed from a power-seekers perspective (not only delegated first by a power-holder), autonomy as a power distance issue achieved by neglect (not always ascribed or achieved status), and innovation as a customization process within institutional constraints.

Paper is Available to Meeting Registrants Only.

OB: Organizational cover-up of extreme crime: The largest serial murder in German post-war history

Author: **Hendrike Werwigk**, *U. of Passau*

Author: **Marie Lucia Deutsch**, *U. of Passau*

We assessed the case of the 85-fold serial killer Niels Högel at Oldenburg and Delmenhorst Hospital between the years of 1999 and 2005 in a theory-informed, qualitative study with the objective of gaining a grounded understanding of why organizations cover up severe misconduct of single perpetrators. We screened all publications on the Niels Högel case, set up an elaborate timeline of the events, building an intelligent, taggable database, and conducted narrative interviews with former co-workers of the killer nurse. We identified that both, actual lack of awareness of the crimes due to characteristics of the crime scene and the perpetrator as well as a culture of handling problems internally made it possible for Niels Högel to concealment the killings. Our emerging understanding reveals a series of particularly important enablers of the cover-up: the role of fear of scandal, the intention to save the institution, and the highly embedded Esprit de Corps that demarcates a cohesive, narcissistic, and well-respected action team with a focus on financial goals and according pragmatism. Our findings contribute to the literature on organizational cover-ups by assessing established concepts of previous studies in a new light, raising attention to less explored phenomena relevant to the understanding of organizational cover-up, and expanding the spectrum of case studies analyzing organizational cover-up through a study setting in a regular institution.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Effects of Leaders on Followers

Digital Session Chair: **Lei Yao**, *Beijing Normal U.*

OB: Whether and how authoritarian leadership and benevolent leadership affect the family satisfaction

Author: **Lei Yao**, *Beijing Normal U.*

Author: **Minya Xu**, *Guanghua School of Management, Peking U.*

The extant studies on leadership are replete with employee performance outcomes. However, the literature remains quite silent on whether leadership effects transfer to employees' family members and influence their family satisfaction. In the present study, we explore the crossover effects of the most prevalent leadership styles in high power distance and collectivist cultures—namely, authoritarian leadership and benevolent leadership—on the employees' spouses family satisfaction. Based on conservation of resources theory, we suggest that employees' work-family conflict mediates the relationship between authoritarian leadership and family satisfaction of employees' spouses, whereas employees' work-family facilitation mediates the relationship between benevolent leadership and family satisfaction of employees' spouses. Additionally, we investigate spouses' need for control as a moderator of the indirect effect of authoritarian leadership, which moderates the relationship between employees' work-family conflict and spouses' family satisfaction. We test these hypotheses using multiphase, employee-spouse dyads from 207 Chinese couples. The findings contribute to work-family research by illustrating that leadership could affect employees' work-family interface and ultimately influence the family satisfaction of employee's spouse.

Paper is Available to Meeting Registrants Only.

OB: Leader's Ostracism Predicts Subordinates' Deviant Behaviors via Emotional Dissonance and Well-being

Author: **Mansik Yun**, *Central Michigan U.*

Author: **Nga Do**, *Central Michigan U.*

There is growing research interest in workplace ostracism, due to its detrimental effects. Ostracized employees may react to ostracism in a social exchange manner by enacting counterproductive work behaviors (CWB), adding to the detrimental impact of ostracism. We examine ostracism of employees instigated by the leader, which should be especially important because of the leader's formal power vis-à-vis the subordinates. Furthermore, in order to understand the processes through which leader ostracism may affect subordinates, we propose and test a moderated mediation model, based on a stressor-strain framework, illustrating how leader ostracism predicts emotional dissonance and employees' well-being (i.e., emotional exhaustion and work engagement) unfavorably, which in turn, resulting in CWB. We also examine if relational attributions buffer the ostracism-emotional dissonance linkage. We conducted three prospective studies with different research designs, especially regarding time lags. In Study 1, we collected data (N = 325) in a short-term three-wave prospective research design (i.e., a one-day time gap) from three construction companies. In Study 2, we collected data (N = 228) over 10 consecutive days from a construction company. In Study 3, we collected three-wave data (N = 268) over a six-month period from a hotel. Leader ostracism predicted emotional dissonance regardless of the time interval. The mediation and moderation, however, was more supported in the short than long-term designs. In sum, the current research provides a different process through which leader ostracism yields CWB via emotional dissonance and well-being, but also suggests the effects between variables may require different amounts of time.

Paper is Available to Meeting Registrants Only.

OB: What Creates a "Good Soldier"? Leader Self-Sacrifice, Subordinate Negligent Behaviors under Ambiguity

Author: **Feifan Yang**, *Shanghai U. of Finance and Economics*

Author: **Zhijun Chen**, *Shanghai U. of Finance and Economics*

Extant research has uniformly tested that self-sacrificial leadership is beneficial for subordinates, teams, and organizations. Drawing on theories of situational strength, we challenge the current positive self-sacrificial leadership conclusion by emphasizing the detrimental role of ambiguity in the work context on expanding reciprocity pressure of subordinates. We propose that leader self-sacrifice can prompt subordinate negligent behaviors through subordinate increased citizenship pressure when they are under high ambiguity. Besides, under low ambiguity, leader self-sacrifice is positively associated with subordinate respect for the leader, which in turn decreases negligent behaviors. An experiment with 179 employees provided support for this contingency perspective. Our findings reveal the costs and benefits of leader self-sacrifice and the importance of work context in this unique leadership process.

Paper is Available to Meeting Registrants Only.

OB: The Impact of Transformational Leadership on Employees' Appraisals of Stressors

Author: **Nina Nesdoly**, *Telfer School of Management, U. of Ottawa*

Author: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*

We develop and test a theoretical model to examine how and why transformational leadership affects employees' appraisals of challenge and hindrance stressors. We draw from foundational theories of stress to argue that transformational leaders motivate their employees to believe that they can successfully cope with workplace stressors, which in turn encourages them to appraise challenge stressors more positively and hindrance stressors as less threatening. Presenting a parallel mediation model, we test three mediators that operationalize our underlying theory: psychological empowerment, psychological safety, and stress mindsets. The results from a longitudinal online survey of 255 employed adults found that transformational leadership was positively associated with challenge appraisals in the context of challenge and hindrance stressors, and negatively associated with hindrance appraisals in the context of challenge and hindrance stressors. Psychological empowerment, but not psychological safety or stress mindset, was a significant mediator in all cases. We conclude that transformational leaders can help employees appraise stressors more optimistically by empowering them to view themselves as competent and in control in relation to their work. The applications of our research to theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Crowdsourcing, Creativity, and Innovation

Digital Session Chair: **Olivia Jung**, *Emory U.*

OCIS: **Crowdsourcing Increases Employee Innovation: Field Experimental and Qualitative Evidence from CHCs (WITHDRAWN)**

Author: **Olivia Jung**, *Emory U.*

Are there long-term, spillover outcomes to crowdsourcing ideas from employees, beyond the innovations generated from it? This paper examines whether and how innovation contests, a crowdsourcing intervention that opens up a channel and opportunity to innovate, could increase employees' general engagement in innovation. In a multi-method study, I first conducted a field experiment with 53 community health centers (CHCs). Half of the randomly treated CHCs crowdsourced all employees for ideas to improve patient care. After the experiment, I interviewed 175 people spanning roles and levels from the same field sites to explore how and under what conditions this intervention works. My experimental findings evince that the intervention increased employees' engagement in innovation by more than 35 percent, two months following the intervention. My qualitative findings suggest that the intervention (1) exposed managers to the usefulness of soliciting employee ideas, prompting them to keep soliciting ideas and (2) spurred employees to prioritize innovating on top of their day-to-day work. The intervention was particularly effective in organizations where employee ideas were not proactively sought prior to the intervention. This study illustrates that a crowdsourcing intervention that introduces an open and structured approach to innovation can motivate manager-employee communication in new ways.

Paper is NOT Available. Please contact the author(s).

OCIS: **Crowdsourcing for Innovative Knowledge: Effects of Knowledge Integration and Social Network Position**

Author: **Yao Sun**, *U. of South Florida*

Author: **Ann Majchrzak**, *U. of Southern California*

Author: **Arvind Malhotra**, *U. of North Carolina, Chapel Hill*

As innovation is increasingly generated via crowdsourcing, factors that enable or impede collective innovation deserve a closer examination. This study advances the literature on crowdsourcing for innovation by examining the roles of knowledge integration and social network position in open innovation challenges. It tests the differential main effects and the interaction effect of knowledge integration and contributors' centralized network position on collective innovation by analyzing 3,200 posts generated from 21 organization-sponsored online crowd-based open innovation challenges. Findings showed that when knowledge contributors occupy a centralized position in the networked interaction, they are less likely to generate innovative knowledge, and the benefit obtained from integrated knowledge tends to be hampered by being centralized in online interaction. This study adds a new dimension to explaining crowdsourcing for innovation by incorporating a social network perspective into crowdsourcing and open innovation research. It also sheds light on the practice of crowdsourcing by highlighting the design of platforms that can promote the integration of crowd members' shared knowledge while encouraging diverse voices from non-centralized members of the crowd.

Paper is Available to Meeting Registrants Only.

OCIS: **Crowds, Gigs and Platforms. An Integrative Review and Research Agenda on the Future of Online Work**

Author: **Francesca Bellesia**, *Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia*

Author: **Elisa Mattarelli**, *San Jose State U.*

Author: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*

Author: **Maurizio Sobrero**, *U. of Bologna*

As organizations outsource jobs traditionally performed by employees to the 'crowd' – i.e. to an external, undefined workforce with very different backgrounds, skills, expertise, and cultures – through online platforms, we still lack a detailed understanding of the experiences of workers on these platforms and how platforms change individual work. We conducted an integrative literature review on the changing nature of work on online platforms, based on 64 papers dated 2006-2020. We identified three main research areas, related to (I) work characteristics, i.e. motivation to engage in online work, workers' behaviors and performance, meaning of work; (II) the relation between workers and platforms, i.e. workers interactions with algorithms and control issues, such as algorithmic scores management; and (III) workers relations with peers, especially in online communities. For each of these areas we propose and detail future research directions.

Paper is Available to Meeting Registrants Only.

OCIS: **Thinking about the seeker: a method for ideas selection in crowdsourcing through clustering**

Author: **Gianluigi Viscusi**, *Imperial College Business School*

Author: **Riccardo Bonazzi**, *HES-SO Valais/Wallis, Sierre, Switzerland*

This article presents a method for new ideas selection, which uses clustering to filter ideas while considering the seeker's goals and the learning dynamics. Most of the previous research has considered the idea provider as the main subject of analysis. Instead, we focus on the bounded rationality of the solution seeker. Seekers often estimate that the main cost of an idea challenge comes from the reward itself; yet, making mistakes in the selection process and picking the wrong idea might result in the seeker wasting time and money. The study discussed in the paper is an early-stage application of the design science research (DSR); thus, we argue that the research contribution can be classified as "exaptation", a known solution to a new problem.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **560** | Submission: **17273** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

Paradox in Organizational Practice   
Paradox in Practice

Digital Session Chair: **Harald Tuckermann**, *U. of St. Gallen*

OMT: Continuously Responding to Paradox With Third Spaces: A Process Study on Change in a Nursing Unit

Author: **Harald Tuckermann**, *U. of St. Gallen*

This paper explores how organizations can continuously cope with paradox. A longitudinal case study on organizational change of a nursing department shows that establishing repeated social interactions supports organizational members in addressing emerging contradictory issues. These social interactions are third spaces, sites in which actors can enunciate, reflect and envision responses to contradictory issues. The explanation of how an organization can continuously cope with paradox rests on two pillars: first, the third spaces form an ecology of spaces so that organizational actors become involved in addressing their contradictory issues. Second, third spaces emerge and become maintained over time as they form a duality with contradictory issues. Furthermore, the paper contributes to explaining the shift from defensive to active responses, which are associated with vicious and virtuous cycles. Lastly, third spaces serve to relate cognitive approaches with social interaction, thus bringing together these two perspectives within the paradox lens.

Paper is Available to Meeting Registrants Only.

OMT: Clinical Response to Alarming Technology in High-Reliability Organizations

Author: **Carmen Diaz**, *Northwestern Kellogg School of Management*
Author: **Klaus Weber**, *Northwestern U.*

High-reliability organizations (HROs) increasingly use alarming technology to disrupt routines and draw attention to potential problems. However, HROs also require individuals and teams to reduce disruptions in order to maintain the organizational stability and mindfulness necessary in an HRO. This paper aims to explore the paradoxical relationship of disruptive alarming technology and organizational mindfulness by analyzing how an ICU nursing team processes and responds to alarms. Through a series of interviews and participant observations, I find that the nurses studied reduced the alarming stimuli to two types of alarms: ambiguous (alarms that did not have routinized responses and required sensemaking) and non-ambiguous (alarms that had routinized responses and required little to no sensemaking). In order to avoid having to process each alarm, nurses only focused their attention on ambiguous alarms. Nurses were able to filter the severity of ambiguous alarms through their expectations for how each patient would alarm that shift (what I define in the paper as “patient personas”). Patient personas were supplemented with information nurses gleaned from elements of embodied sensemaking – primarily in the form of physical positioning and sensory cues. Body language of other nurses, physical positioning of the nurse and their peers, time-chunking of their tasks, as well as visual information from the alarming technology all contributed to how nurses perceived and responded to the alarms for their patients, as well as for those in their vicinity.

Paper is Available to Meeting Registrants Only.

OMT: Driving Internal Change by External Means: The Paradoxical Mission of Development NGOs  

Author: **Carolin Johanna Waldner**, *Heinrich-Heine U. of Dusseldorf*
Author: **Stephanie Schrage**, *Hamburg U. of Technology*
Author: **Andreas Rasche**, *Copenhagen Business School*

In this study, we analyze the dynamics of the paradoxical mission of development NGOs, who as external actors from Western welfare states aim to drive internal change in local communities in developing countries. This paradoxical mission is particularly interesting in order to contribute to paradox theory as it constitutes of two poles, where one is fixed and the other is dynamic. While NGOs can adjust their practices as external actors, they cannot influence the internal nature of their objective to drive change that comes from within local communities. Based on a 15-months ethnographic case study of the German development NGO Viva con Agua, which works with their paradoxical mission of implementing water, sanitation, and hygiene projects in rural Uganda, we find that the organization applied different strategies to cope with the paradoxical tensions of their mission and meet their desired end: (1) adjusting external means, (2) supporting internal means, and (3) working with universal means. This way, we contribute to the literature on organizational paradoxes by analyzing a paradox that unfolds between means and end of a process by introducing the paradox response of ‘working with universal means’.

Paper is Available to Meeting Registrants Only.

OMT: Exploring the Inclusion and Exclusion Paradox Within the Performances of Organizational Rituals

Author: **Mustafa Kavas**, *Cass Business School, City U. London*
Author: **Amit Nigam**, *City U. London*
Author: **Paula Jarzabkowski**, *City U. London*

Family firms, by their nature, are imbued with paradoxes. In particular, the paradox of inclusion and exclusion among family and non-family members poses crucial challenges for family firms. Rituals that are powerful, yet seemingly unrelated to business provide a context within which the paradox of inclusion and exclusion becomes salient. We draw on a single and extreme case study in an Anatolian based family firm in which religious rituals are widely performed. We find that these rituals contain a duality between structure and anti-structure, which serves the emergence of inclusion and exclusion paradox. Our findings highlight that rituals form a basis for collective identity and shared understanding among multiple interest groups—particularly family members and non-family members. We also find that the same rituals provide a means to reinstate the existing hierarchy within the company. Hence, both sides of inclusion and exclusion paradox are maintained and managed through performances of rituals, which thus help define and sustain the boundaries of an organization.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

International Perspectives on Sustainability: Framing and Sensemaking



Digital Session Chair: **Ziko Konwar**, *U. of Leeds*

ONE: The Two Faces of FDI in Environmental Performance: A Meta-analysis of Empirical Evidence in China

Author: **Yingqi Wei**, *U. of Leeds*
Author: **Sasa Ding**, *Southwest U. of Finance and Economics*
Author: **Ziko Konwar**, *U. of Leeds*

The extant literature has raised debates concerning the environmental performance of foreign direct investment (FDI) in China. We apply meta-analysis of 121 estimates reported in 40 studies to quantitatively synthesize our knowledge and understanding of the topic. Findings indicate that FDI lead to better environmental performance through reducing pollution, but not green total factor productivity. The meta-regression analysis reveals that the environmental pollution effects of FDI is moderated by FDI measurements, environmental regulations and the consideration of endogeneity in empirical estimations. The results are discussed with references to academic and practical implications.

Paper is Available to Meeting Registrants Only.

ONE: The Environmental Innovation Capability of Emerging Market Firms: FDI and Institutional Logics

Author: **Weiqiang Tang**, *U. of South Australia*
Author: **Jingyu Yang**, *U. Of Sydney*

Despite the critical impacts of environmental innovation capabilities and foreign direct investment (FDI) on emerging market firms (EMFs), extant literature is largely silent on how EMFs enhance their environmental innovation capabilities via inward and outward FDI. In this study, we posit that EMFs develop their environmental innovation capabilities by learning from both inward and outward FDI diversity, and the learning-from-diversity effect varies among EMFs dominated by different institutional logics. These theoretical arguments are supported by data collected in 275 publicly listed Chinese firms between 2009 and 2018. This study, therefore, makes important contributions to organizational learning literature and environmental research in emerging markets.

Paper is Available to Meeting Registrants Only.

ONE: The Framing of Sustainability by Societal Actors in India: Perspectives, Consequences, Implications

Author: **Lutz Preuss**, *Kedge Business School*
Author: **Bimal Arora**, *Aston Business School*
Author: **Isabel Fischer**, *Isabel.fischer@wbs.ac.uk*
Author: **Priyanka Chhaparia**, *Centre for Responsible Business (CRB)*

Addressing the grand challenge of sustainability requires collaboration between various societal actors. Given fast growing economies and geo-political ambitions, this applies in particular to emerging economies. Hence, we examine in this paper how different societal actors in India frame sustainability. Applying a multi-phase mixed methods research design, we find a clear separation of a framing of sustainability, as comprising environmental issues and being the responsibility of the private sector, from that of CSR, as comprising social issues and being the remit of government. Thus, our study uncovered a tension between domestic framings, which may better account for local conditions, and international framings, which societal actors cannot avoid given their ambitions to become international economic and political actors. Regarding theory development, frame separation emerges as a mechanism that is geared towards maintaining the tension between competing frames rather than resolving it, as is the aim of more commonly discussed frame-alignment mechanisms.

Paper is Available to Meeting Registrants Only.

ONE: Penalty Zones in International Sustainability Standards: Where Sustainability Doesn't Pay

Author: **Nicole Darnall**, *Arizona State U.*
Author: **Konstantinos Iatridis**, *School of Management, U. of Bath*
Author: **Effie Kesidou**, *U. of Leeds*
Author: **Annie C. Snelson-Powell**, *U. of Bath*

International Sustainability Standards (ISSs) are sustainability governance tools that help firms improve their sustainability performance and act as credible market "signals" that help to legitimize firms' otherwise latent sustainability practices. Prior studies show a positive association between firms' ISS signaling, their improved market value, and their sustainability performance. However, we suggest that market signals behave differently when firms adopt multiple ISSs in that, beyond an optimum, additional ISS adoption diminishes a firm's market value and reduces its sustainability performance. Moreover, the number of ISSs that optimizes firms' market value is less than the number that optimizes sustainability performance. This difference is what we refer to as a performance "penalty zone," where firms continue to improve their sustainability performance by adopting additional ISSs. While these firms are signaling their stronger sustainability performance, the market fails to reward (and even penalizes) these signals and sustainability behaviors. Our findings offer a more nuanced view of signaling theory and typical suggestions that markets compensate firms' sustainability activities.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **562** | Submission: **16583** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

OSCM Division Business Meeting *OSCM Division Business Meeting*

Division Chair-Elect: **Sean M. Handley**, *Darla Moore School of Business, U. of South Carolina*
Program Chair: **Stephanie Eckerd**, *U. of Tennessee*
Division Chair: **Rachna Shah**, *U. of Minnesota Twin Cities*
Past Director: **David Cantor**, *OSCM*
Professional Development Workshop Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*

All members of the division are encouraged to attend this meeting. The executive committee will share important updates regarding the current status of the division, awards, etc.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **563** | Submission: **13433** | Sponsor(s): **(PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:30PMET (UTC-4)**

PNP Division Academic Journal Editors' Panel 
PNP Division Academic Journal Editors' Panel

Facilitator: **Adam Eckerd**, *Indiana U. / Purdue U., Indianapolis*

This session will include the editors from key public and nonprofit journals, who will share their journals' goals, missions, and visions, and answer questions about their journals and about publication in the public/nonprofit space. Key topics will include: a) Submission tips for authors; b) What to expect during the review process; c) Revising and resubmitting; and d) Your role as a reviewer. Confirmed participants include editorial representatives from the Journal of Public Administration Research and Theory, Nonprofit and Voluntary Sector Quarterly, Nonprofit Management & Leadership, International Public Management Journal, and Administration & Society.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **564** | Submission: **16735** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 12:00PMET (UTC-4)**

AMLE Editorial Review Board
AMLE Editorial Review Board

Organizer: **Paul Hibbert**, *U. of St Andrews*

By Invitation Only: Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **565** | Submission: **10551** | Sponsor(s): **(RM, OMT, STR, HR, ONE, SIM, TIM, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 1:30PMET (UTC-4)**

Qualitative Comparative Analysis (QCA): A Set-Analytic Approach to Organizational Configurations

QCA and Set-Analytics



Organizer: **Johannes Meuer**, *ETH Zürich*
Organizer: **Ruth V. Aguilera**, *Northeastern U.*
Organizer: **Joanna Tochman Campbell**, *U. of Cincinnati*
Organizer: **Donal Crilly**, *London Business School*
Organizer: **Peer Fiss**, *U. of Southern California*
Organizer: **Santi Furnari**, *City, U. of London*
Organizer: **Thomas Greckhamer**, *Louisiana State U.*
Organizer: **Rodney Lacey**, *Arizona State U.*
Organizer: **Vilmos F. Misangyi**, *Pennsylvania State U.*

During the past decade, interest in set-analytic methods such as Qualitative Comparative Analysis (QCA) and configurational thinking in management research has grown significantly. QCA's more widespread use has been driven by both growing scholarly interest in capturing complexity as well as improvements in its methodological application, measurement, and software. By now, QCA has become an established approach in management researchers' toolbox, and we attribute the growing presence of this approach in part to our offering over the past decade multiple editions of highly successful AOM PDWs; for example, last year's QCA PDW was among the 10 most attended asynchronous sessions Academy-wide. Given the feedback from last year's PDW and the outlook of a virtual AOM, we have re-designed this year's proposed PDW to serve the needs of three different audiences. Part 1 serves management researchers and practitioners with no or only little knowledge of, and experience with, QCA who want to learn the basic nuts and bolts of QCA and configurational logic. Part 2 serves more advanced management researchers and practitioners interested in current methodological issues around QCA. Part 3 serves participants who seek to discuss their ongoing QCA research with other participants and the experienced PDW organizers. Participation in this PDW is open to all conference attendees and requires no registration. Participants who wish to receive a list of recommended pre-readings may contact Johannes Meuer (jmeuer@ethz.ch) before the meeting.

Participation in this PDW is open to all conference attendees and requires no registration. Part 1 serves management researchers and practitioners with no or only little knowledge of, and experience with, QCA who want to learn the basic nuts and bolts of QCA and configurational logic. Part 2 serves more advanced management researchers and practitioners interested in current methodological issues around QCA. Part 3 serves participants who seek to discuss their ongoing QCA research with other participants and the experienced PDW organizers. For Part 3, we will circulate a call for abstracts for the roundtable session in May of 2021. Participants who wish to receive a list of recommended pre-readings may contact Johannes Meuer (jmeuer@ethz.ch) before the meeting.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **566** | Submission: **17616** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:00AM - 11:30AMET (UTC-4)**

TLC Opening Session *TLC Opening Session*

Presenter: **Lise Aaboen**, *NTNU*

Presenter: **Belgin Okay-Somerville**, *U. of Glasgow*

Presenter: **Karen MacMillan**, *Wilfrid Laurier U.*

Presenter: **Vicki L. Taylor**, *Shippensburg U.*

Join us to hear about conference highlights, network with fellow educators, and participate in a high-impact, relationship-building exercise you can adopt in your classes starting immediately.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **567** | Submission: **10021** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:30AM - 1:00PMET (UTC-4)**

Indigenizing Business and Management Research
Native, Aboriginal & Indigenous People's Caucus



Chair: **Kiri Dell**, *U. of Auckland*
Chair: **Dara Kelly**, *Simon Fraser U.*
Moderator: **Amber Nicholson**, *Auckland U. of Technology*
Moderator: **Nimbus Staniland**, *Auckland U. of Technology*
Participant: **Mariaelena Huambachano**, *Brown U.*
Participant: **Ella Henry**, *Auckland U. of Technology*
Participant: **Chellie Margaret Spiller**, *Waikato Management School*
Participant: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Participant: **Joseph Scott Gladstone**, *NABSWASAI - Native American Business Scholars Working Group*
Participant: **Billie Lythberg**, *U. of Auckland*
Participant: **Christine Woods**, *U. of Auckland*
Participant: **Emily Salmon**, *U. of Victoria (PhD Student)*
Participant: **Ana Maria Peredo**, *U. of Victoria*
Participant: **Francois Bastien**, *U. of Victoria*
Participant: **Matthew Murphy**, *U. of Victoria*
Participant: **Robert Brent Anderson**, *U. of Regina*
Participant: **Jason Paul Mika**, *Massey U., Manawatu Campus*
Participant: **Jamie Newth**, *U. of Auckland Business School*
Participant: **David Deephouse**, *U. of Alberta*
Participant: **Michelle Marie Evans**, *U. of Melbourne*
Participant: **James C. Spee**, *U. of Redlands*
Participant: **Jarrood Haar**, *Auckland U. of Technology*
Participant: **Moses Edward George Gordon**, *First Nations U. of Canada*
Participant: **Stephanie L. Black**, *Texas A&M U., San Antonio*
Participant: **Mary E. Doucette**, *Cape Breton U.*
Participant: **Shelley Price**, *St. Mary's U.*
Participant: **Diane Rongo Ruwhiu**, *U. of Otago*
Participant: **Rana Haq**, *Laurentian U.*
Participant: **Leo Dana**, *Montpellier Business School*

This 11th Native, Aboriginal & Indigenous People's Caucus offers management scholarship discussion relevant for, and by Native and Indigenous People. The Caucus continues to provide a space for AOM's commitment to recognizing value in using non-Western thought to improve management, enhances well-being of Indigenous communities and provide dialogue and solutions towards global challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Temporal Perspectives on Cognition and Affect

Digital Session Chair: **Danny Sandra**, *U. of Antwerp*

OB: **A Review of Entrainment in Organizations**

Author: **Danny Sandra**, *U. of Antwerp*
Author: **Jesse Segers**, *U. of Antwerp/ Antwerp Management School*
Author: **Robert A. Giacalone**, *John Carroll U.*

Despite the several calls and the empirical evidence that organizations benefit from entrainment, the number of publications in the entrainment field to date is still limited. This systematic literature review of entrainment in organizations aims to contribute to these debates by answering the following research questions: What is understood by entrainment in organizations? What vocabulary do organizational scholars and practitioners need to discuss about entrainment in organizations? To which fields did the concept of entrainment contribute to better understand organizations? After a rigorous search, selection, and elimination, 41 articles were included in this review, covering six major research themes: organizational outcomes, organizational theory, time, change, knowledge, and emotion. The review confirms that there is a common understanding as to what constitutes entrainment in organizations, but due to its complexity and vocabulary used, it is overwhelming. It also highlights the positive relationship between entrainment and organizational outcomes but warns for complacency in specific cases. In addition, the review highlights the use of the concept of entrainment to explain higher levels of theoretical complexities but helps likewise to argue the opportunity for organizations to sync their rhythms through strategic action while pacing their decision speed. As such, this review advances our understanding of entrainment in organizations and contributes to the general theoretical debates to bring more awareness to integrate time-related dimensions in future organizational studies.

Paper is Available to Meeting Registrants Only.

OB: **Why Committed Employees May or May Not Engage in UPB: The Central Role of Future Time Perspective**

Author: **Xiaoyu Wang**, *School of Economics & Management, Tongji U.*
Author: **Chao Chen**, *Rutgers U.*
Author: **Mo Chen**, *U. of Science and Technology of China*

Taking the future time perspective, we proposed and tested a theoretical model of organizational commitment and unethical pro-organizational behavior (UPB) in which affective (organizational) commitment and continuance (organizational) commitment induces different considerations of future consequences, which in turn influence unethical pro-organizational behavior. Based on analyses of one time-lagged field study and one vignette-based experimental study, we found that affective commitment is positively related to consideration of long-term future consequences but continuance commitment is positively related to consideration of short-term immediate consequences. Furthermore, we found a negative indirect relationship between affective commitment and UPB via the mediation of consideration of long-term consequences but a positive indirect relationship between continuance commitment and UPB via the mediation of consideration of short-term consequences. The paper concludes with discussions of theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

OB: **Dynamic Value: Temporal Distance and Group Size of Information in Shaping Social Influence**

Author: **Jing Ping**, *Yale U.*

Individuals often pay attention to recency and source size of reference information when learning from it to aid own decisions. Despite research on the independent effects of temporal distance and group size on social influence of information, we have limited understanding about how recency and group size interact with each other to shape the influence of temporally dispersed information on individual decision making. Using 6.3 million single family listing records in California from 2009 to 2018, I find that in addition to their independent positive effects on social influence, temporal recency and group size are also contingent on each other. The discrepancy in the relative importance of recent information and distant information diminishes as the group size increases. Decision makers focus more on general patterns instead of individual recent information with the extension of time windows. Intercorrelation of information enhanced by temporal structure in large time windows also facilitates selection behaviors when incorporating information. Collectively, social influence forms a U-shape across time windows. These findings highlight the importance of accounting for the temporal structure of information for social influence research and provide new insights into the social dynamics of decision making process.

Paper is NOT Available. Please contact the author(s).

OB: **When Fast is Slow**

Author: **Zimin Liu**, *Peking U. Guanghua School of Management*

Empirical studies showed mixed results of the effect of need for cognitive closure (NFC) on employees' work performance. Some scholars propose that to detach the ability to achieve closure from the concept of NFC may be a better approach to clarify this relationship. Based on lay epistemic theory, we firstly distinguish between individuals' ability to achieve closure (AAC) and motivation for cognitive closure (MFC), and then propose work procrastination as a mechanism to explore NFC's impact on work performance. By using experience sampling method, study 1 collected data from 33 employees in 5 consecutive workdays in real organizational scenario. Results revealed that, AAC is a trait-like construct which is different from the state-like MFC. AAC is negatively related to MFC and has more predictive power in explaining individual behavior. In study 2, We proposed and tested a mediated moderation model in which the interactive effect of MFC and AAC on work performance is mediated by employees' work procrastination. Our results show how and why AAC and MFC interact to impact employees' work performance. Implications for theory and practice are discussed, including the paradoxical role of NFC for cognitive experience and working behavior in this information explosion era.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **569** | Submission: **17288** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:30AM - 1:00PMET (UTC-4)**

Crisis and Disaster Management   
Crisis and Disaster Management

Digital Session Chair: **Siri Nordland Boe-Lillegraven**, *Amsterdam Business School, U. of Amsterdam*

OMT: A Tale of Two Cities: How Firms' Reactions May Shape Societal Adaptation Following Climate Disasters  

Author: **Siri Nordland Boe-Lillegraven**, *Amsterdam Business School, U. of Amsterdam*
Author: **Panikos G. Georgallis**, *U. of Amsterdam*
Author: **Ans Kolk**, *U. of Amsterdam*

Finalist for the Responsible Research Award

Cities around the world are preparing for the effects of climate change, including sudden climate-induced disasters such as floods, hurricanes, and droughts. The science and policy literatures that inform cities' adaptation and disaster plans have focused on the probability and impact of climate disasters, but have not systematically considered how firms will react. We leverage management and organization research to build a framework of how firms make sense of such disasters, characterizing their responses as "fight", "flee", or "freeze". We extend our framework to the city level by using historical data and prospective sensemaking to develop a narrative scenario of a future flood in the Netherlands, where analysts already discuss how the next '100-year flood' may unfold. Our study reveals how heterogeneity in firms' sensemaking may come to dramatically affect which adaptation strategy is likely to prevail: city reconstruction or retreat. The paper bridges the climate science and policy literatures with organizational research, advances research on business sustainability and firms' responses to punctuations, and helps broaden the explanatory potential and methodological toolkit of organization theory. In so doing, the paper serves as a springboard for policy debates and future interdisciplinary research on societal adaptation following climate disasters.

Paper is Available to Meeting Registrants Only.

OMT: Distributing Doubt: Sensemaking in High-Reliability Contexts  

Author: **Olivier Berthod**, *ICN Business School*
Author: **Michael Grothe-Hammer**, *NTNU*

High-reliability organizations (HRO), and reliability-seeking organizations (RSO) more generally, operate in environments that call for continuous adapting of situational interpretations and response actions. Extant research suggests that a capacity at inserting doubt in sensemaking offers important opportunities for risk mitigation in such settings. We do know that HROs embrace the ambivalence of doubt and belief with the help of processes that support the one or the other. What we know less about, however, is how doubt and belief are played out as sensemaking happens during particular incidents. To answer this question, we draw on qualitative fieldwork from a German fire and emergency department and unpack three central processes that account for the ambivalence of doubt and belief both in sequence and simultaneously.

Paper is Available to Meeting Registrants Only.

OMT: Ghosts of Crisis Past: Organizational Memory Longevity in Spanish Flu's Effect on COVID-19 Responses  

Author: **Peter Micah Madsen**, *Brigham Young U.*

Organizational learning research has found that organizations can learn from experience with negative events, like crises, to better prepare for and respond to similar events in the future. However, this prior work also suggests that organizational memory decays rapidly enough that experiences with long-past events should not have a significant impact on the response to a current organizational crisis. Moreover, extant organizational learning work views memories of past organizational experiences as being housed essentially entirely within the organization itself and has not explored the impacts of external memories of past organizational crises on current organizational actions. This paper reexamines the permanence of organizational memory of past crisis and the role of external memory repositories in crisis remembrance by integrating organizational learning theory with disaster memory theory. Based on this integration, we hypothesize that a past crisis can continue to impact current crisis mitigation efforts over very long periods of time—particularly when the past crisis was very acute—and that both internal and external collective memories of the crisis play a role in this impact. We test these hypotheses through an examination of the effect of U.S. states' experiences with the 1918-1919 Spanish flu pandemic on state governments' responses to the COVID-19 outbreak in 2020. We find strong support for our theory and hypotheses, suggesting that organizational and external disaster memories of long-past crises may play a significant, previously-untheorized role in organizational crisis mitigation efforts.

Paper is Available to Meeting Registrants Only.

OMT: Light in the Midst of Global Health Crises: Integrative Model of Crises Management

Author: **Prem Sagar Menghwar**, *Luiss Guido Carli U.*

Coronavirus crises have created multiple challenges for organizations and have brought health care institutions under severe crises. While extant literature on crises and crises management is fragmented, inconclusive, and mostly based on historical data and individual memories. We conducted a longitudinal case study in real time at a health institution to understand the process of crises management. Our findings show that distributed leadership is effective in managing crises and act as a determinant of dynamic capabilities. Further, contrary to extant literature not a single capability but a set of dynamic capabilities function together and organization work in collaboration with government, suppliers, and competitors to deal with the crises. We organize these findings in an integrative model that combines internal and external approach to explain crises management. We believe this study has theoretical implications and will act as a guide for practitioners, managers, leaders, and policy makers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **570** | Submission: **17301** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:30AM - 1:00PMET (UTC-4)**

Actors in Institutional Processes  
Institutional Actors & Process

Digital Session Chair: **Eun Young Song**, *U. College London*

OMT: **How Confidence in Compliance With the Status Quo Creates Opportunities for Mobilization and Change**  

Author: **Eun Young Song**, *U. College London*

Existing literature on institutional change focuses on change as a result of conflicts between challengers and proponents of the dominant institutional logic. Although it helps us understand how challengers effectively weaken the existing logic and succeed in making change, the literature provides less insight into how opposition grows, especially when the survival chance of those who oppose the dominant logic is slim. In fact, we know little about how challengers develop under the radar although this process is fundamental to institutional change. In this paper, I explore this under-examined aspect of change by incorporating insights from studies on hidden transcripts and social categorization in the literature. Focusing on proponents of the dominant logic, I propose that their confidence in deferential communities makes it easier for them to miss potential challengers. Observing public and easy-to-recall signs of compliance, they lump potential challengers in with the community that apparently upholds the logic. I test my thesis by using a unique dataset of Korean neo-Confucian academies from 1327 to 1800 and conducting event history analysis of the grant of royal charters. Proponents of the dominant logic, such as authorities, tend to lump together academies from the same area and overlook anomalies within an overall deferential community. As the chartered academies thrive, potential challengers gain strength. On the whole, this study constructs a novel framework to better understand the readiness for institutional change.

Paper is NOT Available. Please contact the author(s).

OMT: **Policy Networks and Socio-Symbolic Work: The Failure of Public-Private Partnership (PPP) In Kuwait** 

Author: **Mhamed Biygautane**, *U. of Melbourne*
Author: **Evelyn Rita Micelotta**, *Telfer School of Management, U. of Ottawa*
Author: **Stewart R. Clegg**, *U. of Technology, Sydney*

Despite its popularity to explain policy failure, the policy network perspective focuses on the characteristics of policy networks but has not accounted for the agency and reflexivity of actors inhabiting these networks. This article complements this framework with the literature on socio-symbolic work to unpack how actors within policy networks engage in tactics to stall and purposefully lead to the failure of a potentially threatening new practice. Our case study of the failed implementation of Private-Public Partnerships (PPP) in Kuwait offers two contributions. First, we show that inapplicability and unreceptivity of the ideological underpinnings of PPPs can act as powerful driving forces behind the failure to institutionalize PPPs programs. Second, the article reveals three novel mechanisms of maintenance work - meaning stigmatization, regulatory and organizational paralysis and re-institutionalization - where the agency of actors is not intended to preserve and protect the institutionalized practice under threat, but to eradicate the rival alternative.

Paper is Available to Meeting Registrants Only.

OMT: **From Victims to Institutional Entrepreneurs? A Process Study of Middle Manager's Reactions to Change**  

Author: **Marcel Maurer**, *Ilmenau U. of Technology*
Author: **Norbert Bach**, *Ilmenau U. of Technology*

The rise in popularity of post-bureaucratic organizational models challenges the role and relevance of middle management. Consequently, middle managers frequently find themselves in the paradoxical situation of being responsible for implementing structures and procedures that aim to make the institution of middle management redundant. We study middle managers' behavior in such a situation and ask why they choose particular reactions. Findings of a qualitative 32-month process study in a medium-sized family business show that middle managers react to change aiming to make them redundant with five distinct reactions. Inspired by theory on institutional entrepreneurship, we show that middle managers' intra-organizational social position determines their reactions over time, making them either victims or institutional entrepreneurs of the change process. Our findings contribute to a better understanding how new models of organization are implemented and legitimized as well as to research on the changing role and function of middle managers.

Paper is NOT Available. Please contact the author(s).

OMT: **Restoring Undermined Institutions: How Firms Target Regulatory and Normative Institutional Pillars** 

Author: **Aaron McDonald**, *California State U., San Marcos*

How do firms strengthen their institutional environment after the unplanned and radical weakening of a strong regulatory institution? For some industries, regulative institutions play a dominant role in defining the institutional environment by providing stability and certainty for firms. Yet, environmental jolts can radically weaken regulative institutions causing increased uncertainty and instability in the institutional environment. Driven by this uncertainty, firms may attempt to strengthen their weakened institutional environment. By exploring this question in the context of weakened copyright protection after the rise of digital piracy, I can make important contributions to the institutional change literature. Specifically, I build new theory on how firms coordinate actions targeting multiple institutional pillars (e.g. regulative and normative) to change their institutional environment and the institutional environment of different industries. I test these theories using a longitudinal dataset of the corporate political activity of copyright-reliant firms, and the copyright infringement takedown notices sent to Google. The findings show that digital copyright-reliant firms coordinate offensive regulative and normative change actions against their institutional rivals and the rival firms respond with defensive institutional change action.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **571** | Submission: **17618** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 11:30AM - 1:00PMET (UTC-4)**

Creating a Flourishing Classroom in a Challenging Time *Flourishing Classrooms in a Challenging Time*

Presenter: **Jane E. Dutton**, *U. of Michigan*

Presenter: **Monica C. Worline**, *Stanford U. Center for Compassion and Altruism Research*

tbd

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **572** | Submission: **16625** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:00PMET (UTC-4)**

Careers Division Business Meeting *Careers Division Business Meeting*

Organizer: **Richard Cotton**, *U. of Victoria*
Organizer: **Jamie Jocelyn Ladge**, *Northeastern U.*
Organizer: **Gina Dokko**, *U. of California, Davis*
Organizer: **Jos Akkermans**, *Vrije U. Amsterdam*
Organizer: **Denise Mary Jepsen**, *Macquarie Business School*

Please join our CAR business meeting! All current, past, and future members of the Careers Division are very welcome to attend. During the meeting, we will share updates about the division and also present our division awards. We hope that you will join and participate.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **573** | Submission: **16706** | Sponsor(s): **(CM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

Executive Committee for CM Division
Executive Committee

Chair: **Jennifer R. Overbeck**, *Melbourne Business School*
Division Chair-Elect: **Kristin Jackson Behfar**, *London Business School*
Program Chair: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Professional Development Workshop Chair: **Pri Pradhan Shah**, *U. of Minnesota*
Past Chair: **Jana L. Raver**, *Queen's U.*
Representative-at-Large: **Laura L. Rees**, *Queen's U.*
Representative-at-Large: **Ruchi Sinha**, *U. of South Australia*
Representative-at-Large: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Representative-at-Large: **Sebastien Brion**, *IESE Business School*
Information Technology Support: **Lukas Neville**, *U. of Manitoba*
Representative-at-Large: **Christopher Bauman**, *U. of California, Irvine*
Representative-at-Large: **Leigh Anne Liu**, *Georgia State U.*
Professional Development Workshop Chair: **M Audrey Korsgaard**, *U. of South Carolina*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **574** | Submission: **17092** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Critical Sustainability Perspectives

Critical Sustainability Perspectives

Digital Session Chair: **Erim Ergene**, *Bryant U.*

CMS: **Reclaiming Sustainability through Organic Cotton Seeds**

Author: **Seray Ergene**, *U. of Rhode Island*
Author: **Marta B. Calas**, *U. of Massachusetts, Amherst*

Best Critical Ethics Paper sponsored by the Journal of Business Ethics

We are currently facing multiple ecological crises due to large-scale human impact on the planet. While a growing body of work studies the relationship of organizations with the natural environment, most research overlooks the fundamental premise that organizations, institutions, and societies are built on: anthropocentrism. To explore this assumption and to capture human-Earth power relations in everyday organizational practices, we develop a new theoretical lens, becoming naturecultural, by drawing from feminist new materialisms. Through a multi-sited ethnographic study at an organic cotton t-shirt supply chain, and by utilizing the methodological insights from actor-network theory, we narrate a human de-centered journey of organic cotton seeds from the fields until they become a sustainable t-shirt. Our case study illustrates the analytic work of becoming naturecultural and sheds light onto the emerging tensions as we experiment with non-anthropocentric writing. Our proposed relational lens facilitates moving beyond critique of anthropocentrism and making visible affirmative possibilities of more-than-human and more-than-capitalist practices.

Paper is NOT Available. Please contact the author(s).

CMS: **Recasting Sustainable Collaborations through Postcolonial Perspectives**

Author: **Michel George Majdalani**, *Lebanese American U.*
Author: **Michelle Mielly**, *Grenoble Ecole de Management*
Author: **Gazi Islam Islam**, *Grenoble Ecole de Management*

Best Doctoral Student Paper is sponsored by the journal Organization

This study examines from a postcolonial perspective the drivers of sustainability that underpin successful diaspora-induced organizational collaborations. Our qualitative comparative case study of three hospital/Medical school collaborations examines a population of diasporic Lebanese doctors, researchers and administrators working in US hospitals and brokering agreements with the American University of Beirut Medical Center. We observed the skillful cultivation of home-host mutual interests in the activities of 'dual diasporic agents', a subset of our sample who demonstrated strong interlocking loyalties to both home and host country organizations. Probing these collaborations at the micro level helped us identify the DDAs' internal motivations and external realizations to offer a postcolonial appraisal of how successful diasporic workers mobilize their work to counterbalance epistemic violence of the past and reconfigure center-periphery hierarchies. Their successful brokering of collaborative agreements between home and host country organizations enable them to address imbalances in epistemic power and promote sustainable and beneficial forms of organizing for home and host organizations. Since highly-skilled diasporic workers have often been described in terms of brain 'gain', 'drain', or 'circulation', a postcolonial examination of their motivations and practices can present a nuanced understanding of symbolic and real power-knowledge dynamics operate in inter-organizational collaborations.

Paper is Available to Meeting Registrants Only.

CMS: **Sharing Economy as Capitalist Justification: State, Market and Society in the Commons Paradigm**

Author: **Daniela Viegas Da Costa Nascimento**, *Pontifical Catholic U. of Minas Gerais*
Author: **Armando Dos Santos De Sousa Teodosio**, *Pontifical Catholic U. of Minas Gerais*
Author: **Marcelo De Rezende Pinto**, *Pontifical Catholic U. of Minas Gerais*

The abandonment of the idea of ownership through the commons may indicate a transformation in the way of conceiving and thinking about life as a society. The tension in the political and economic conception of the advanced capitalist societies reveals a historical series of disorders within the socioeconomic order, making instability the principle that establishes the system. Some proposals emerge as a critique of the hegemony of capitalist development. This theoretical article discusses the system of capitalist justification, based mainly on Polanyi and Boltanski, trying to understand the relationship between State, markets, and society. The analysis indicates that there is a permanent reinforcement of justifications and devices to generate an update of the capitalist spirit, in a dynamic movement that does not expose the principle of accumulation and gains, offering satisfaction to criticism. In the re-emergence of the commons paradigm, the sharing economy presents itself as a capitalist restructuring path, under which its ethical dilemmas are critically discussed, in order to understand whether this new approach set within the perspective of the commons has the capacity for transformation of the current system.

Paper is Available to Meeting Registrants Only.

CMS: **The lack of sufficiency among management researchers through the institutionalization of air travel**

Author: **Christian Manfred Huber**, *Chemnitz U. of Technology*
Author: **Hanna Sauer**, *Chemnitz U. of Technology*

Research on environmental sustainability within higher education institutions (HEIs) neglects mostly the behavior of the researchers themselves. Applying to this problem, it should not be overlooked that academics face competing logics within HEIs. While on the one hand sufficient behavior could reduce air travel, exactly those flights encourage careering in neoliberal academia. To analyze why there is still a lack of sufficiency among management researchers and how their established behavior can be sufficiently restructured, we build on Delbridge and Edwards's (2013) approach of "inhabiting institutions" and investigate how the (dominant) institutional logic of academic careering in the era of neoliberalism thwarts the (subordinated) logic of sufficiency. Forty-three interviews with pre-docs, postdocs, and professors disclose which barriers (e.g., personal benefits, structural barriers, and consequences of neoliberalism) and promoters (e.g., personal commitment, rule making, and system change) to sufficiency exist on micro, meso, and macrolevels. Our results show which interdependencies these levels are subject to and how actors are able to initiate a change toward sufficiency while inhabiting complex institutional settings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



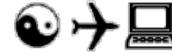
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **575** | Submission: **11388** | Sponsor(s): (ENT, OMT, TIM, PNP)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

**Researching Small Town Entrepreneurial Ecosystems: Theories
and Methods for Smaller Contexts**
Researching Small Town Entrepreneurial Ecosystems



Organizer: **Erik Monsen**, *U. of Vermont*
Organizer: **Felix Arndt**, *U. of Guelph*
Organizer: **Michael Conger**, *Miami U.*
Presenter: **Philip T. Roundy**, *U. of Tennessee, Chattanooga*
Presenter: **Christina Theodoraki**, *Toulouse Business School*
Presenter: **G. Jason Jolley**, *Ohio U.*
Presenter: **Thomas Scott Lyons**, *U. of Tennessee at Chattanooga*
Facilitator: **Lincoln Brown**, *Southwestern Oklahoma State U.*
Facilitator: **John Martin Mueller**, *St. Edward's U.*
Facilitator: **Lori Dickes**, *Clemson U.*
Facilitator: **Dennis H. Barber**, -
Facilitator: **Zsolt Bedo**, *U. of Pécs*
Facilitator: **Siddharth Vedula**, *TUM School of Management, Technische U. München*

In this Professional Development Workshop (PDW), we will explore the topic of entrepreneurship and small business in small towns and discuss what it is, what it does, where it comes from, who has it, plus how and why it does and does not work. Furthermore, we will also investigate how established methods of research can be augmented with emerging technologies, such as smart-phone-enabled experience sampling methods to facilitate a deeper examination of questions around small businesses and entrepreneurship in small towns. In this PDW, the goal is to collaboratively identify unanswered and hard to answer questions regarding small town entrepreneurial ecosystems and “main street” small businesses, which will have growing practical relevance in the post Covid-19 pandemic era. Thus, in a spirit of urgency and inclusiveness, we explicitly do not set an upper population limit for a “small town”, as this dynamic will also be discussed and debated. In this creative, collaborative, and interactive session, participants will identify areas of mutual interest in order to develop research initiatives and projects with both academic and practical implications.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **576** | Submission: **16684** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

GDO Celebration of Success *GDO Celebration of Success*

Host: **Eddy S. Ng**, *Queen's U.*

Host: **Eden King**, *Rice U.*

Division Chair-Elect: **Joy E. Beatty**, *Eastern Michigan U.*

Professional Development Workshop Chair: **Jenny M. Hoobler**, *U. of Pretoria*

Past Director: **Alison Sheridan**, *U. of New England*

Join the GDO division leaders and membership as we celebrate the achievements of our members and recognize the contributions of our volunteers with division awards. We also update the division membership on key division business. Please attend to meet our leadership and to learn how to get more involved with the division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **577** | Submission: **16600** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:45PMET (UTC-4)**

HCM Exec Committee Meeting *HCM Exec Committee Meeting*

Division Chair: **Sara Singer**, *Stanford U.*
Program Chair: **Kristine Ria Heard**, *U. of Alabama, Birmingham*
Professional Development Workshop Chair: **Cheryl Rathert**, *Saint Louis U.*
Division Chair-Elect: **Brian Hilligoss**, *U. of Arizona*

Meeting of the officers and committee chairs of the HCM Division

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **578** | Submission: **16814** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:00PMET (UTC-4)**

Institutions and Culture in International Management



Digital Session Chair: **Maria Lapeira**, *Suffolk U.*

This session address issues related to institutions and culture in international management. It includes papers that examine the role of culture in impacting the multinationality-performance relationship, managing work identities across cultures, the measurement of long-term orientation, impacts of ambivalence towards foreigners in Sub-Saharan Africa, and the joint impact of the United Nations Global Compact and national institutions on firm CSR and CSI.

IM: Measurement of long-term orientation: Distinguishing between firm and country levels of analysis

Author: **David Souder**, *U. of Connecticut*
Author: **Dhvani Badwaik**, *U. of Connecticut - Storrs*
Author: **Philip Bromiley**, *U. of California, Irvine*
Author: **Scott Mitchell**, *U. of Kansas*

Long-term orientation represents one of six dimensions of national culture. In general, scholars find the highest levels of long-term orientation in Asian economies, while the U.S. holds a reputation for the most short-sighted culture. Yet, the emphasis on national differences can obscure significant variation in long-term orientation across industries and firms within countries. This paper shows how a measure of firm-level investment horizon developed in the strategic management literature (aggregated to the country level) can capture the construct underlying Hofstede's cultural score for long-term orientation in a more flexible way. We then use this measure to show that variation in investment horizon across firms exceeds the variation at the industry or country level of analysis. In addition, we demonstrate that the influence of relative performance on investment horizon, seen previously in U.S.-based studies, can be confirmed and extended in a study of over 2,700 manufacturing firms worldwide. We conclude by highlighting other research questions that can be explored in more detail by exploiting the flexibility offered by the investment horizon measure.

Paper is Available to Meeting Registrants Only.

IM: Making room for sub-Saharan Africa: Forbivalence and the assets and liabilities of foreignness

Author: **Viva Nsair**, *Wayne State U.*
Author: **Scott D Julian**, *Wayne State U.*

Sub-Saharan African states have underdeveloped economic infrastructures and recognize their need for and thus welcome foreign expertise, investment, and resources. However, at the same time a history of colonization increases each state's national identity and gives them reason to be less welcoming to foreign status and direction. When considered in an organization context, this ambivalence towards foreignness – or what we term forbivalence – has implications for firm performance, and thus makes important the fundamental firm characteristics of foreignness and domesticity. Yet, scant studies address these factors in such a context, particularly how they interact with different levels of volatility, nationalism, and resource need, all contextually important moderating influences. Considering economical, historical and limited resource implications from a unique context, our study conceptualizes the relationship between firm foreignness and firm performance across sub-Saharan African nations. In addition, we extend understanding of the liabilities and assets of foreignness and emphasize the importance of understanding the context. The model provides new insights about the implications of forbivalence and firm foreignness within the sub-Saharan African context.

Paper is Available to Meeting Registrants Only.

IM: Complement or Substitute? Effect of Public and Private Governance on Corporate Responsible Practices

Author: **Ye He**, *U. of Victoria*
Author: **Raveendra Chittoor**, *U. of Victoria*

Our study examines the joint impact of the United Nations Global Compact (UNGC) and national institutions on firm behavior with respect to corporate social responsibility (CSR) and corporate social irresponsibility (CSI). Conceptualizing the UNGC as a private governance and a normative institution, we develop a framework that highlights the optimal conditions for the UNGC to have a positive impact on firms' socially desirable practices. We build on the institutional configuration perspective and theorize that public governance (via the quality of national institutions) and private governance (via compliance with the UNGC) will have differential interactive effects on CSR and CSI. More specifically, we argue that the positive effect of the UNGC on CSR will be attenuated when national institutions are strong. However, the UNGC and national institutions are likely to complement each other and jointly lead to a lower CSI in the context of weak institutions. Empirical analyses using multi-industry panel data sample of 6832 listed firms from 73 countries during 2004-2018 support our predictions. Our results suggest that public and private governance can be both substitutes and complements in shaping corporate social practices.

Paper is NOT Available. Please contact the author(s).

IM: Revisiting the Multinationality – Firm Performance Relationship: The role of home-country culture

Author: **Rakesh B. Sambharya**, *Rutgers U., Camden*
Author: **Farok Contractor**, *Rutgers U.*

We test the contested multinationality-performance (M-P) relationship on a truly global sample of 335 multinational enterprises (MNEs) from 31 countries representing three regions of the world: Anglo-Saxon, Europe, Asian and emerging markets. We use two measures of multinationality: foreign sales dispersion by five regions and the ratio of foreign sales to total sales (FSTS) and two measures of firm performance: return on sales and return of assets. We also introduce the never before used GLOBE cultural practices: performance-based cultures (PBC) and socially supportive cultures (SSC) as independent variables in M-P studies. Result indicate strong support the S-curve relationship controlling for cultural practices using both the foreign sales dispersion and foreign sales/total sales (FSTS) measures of multinationality for both measures of firm performance. Peak performance for MNEs from Asia and emerging markets is lower than those from the Anglo-Saxon and European regions. PBC and SSC were both negatively related to firm performance.

Paper is Available to Meeting Registrants Only.

Author: **Nana Yaa Antwi-Gyamfi**, IESE Business School

Author: **Yih-teen Lee**, IESE Business School

As work extends across multinational contexts, collaborating actors must continually manage self-presentations to cultural counterparts. The concept of identity work, and identity theory in general, hold great potential for deepening our understanding of dynamic, fluid and aspirational aspects of cultural identity; yet the linkages among these literatures remain underexplored. We therefore know little about how actors agentially enact specific cultural identities to achieve desired interactive outcomes. This paper explores the motivating question: in navigating multinational work contexts, how do embedded actors agentially enact cultural identities both native and foreign to them? We propose a theoretical framework that maps out linkages between identity work and identity theory, from which we derive the concept of cultural identity work. We furthermore propose a conceptual framework, the Cultural Identity Work Matrix (CIWM), which demonstrates how an actor's discretionary construals of cultural congruence and relative power during a culture-charged event, underlie the undertaking of a specific type of threat-reducing or opportunity-enhancing cultural identity work: enforcement, appeasement, reinforcement or ingratiation, manifesting through the enactment of regular or hybrid forms of native or foreign cultural identities.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **579** | Submission: **16861** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:00PMET (UTC-4)**

Leaders, Managers and Professionals

Digital Session Chair: **Jan Schmitt**, *WU Vienna*

This session addresses issues related to leaders, managers and professionals in international management. It includes papers examining a cross-cultural view of destructive leadership and followers' task performance, whether vocal pitch of CEOs affects followers' perception of leader trustworthiness and whether foreign accentedness of CEOs and national origin of the followers moderate the relationship, a contextual analysis of the relationship between people management practices, and why IT professionals leave MNC subsidiaries without learning opportunities.

IM: **A cross-cultural view of destructive leadership and followers' task performance**

Author: **Katherine Crawford Alexander**, *Auburn U.*

Author: **Jeremy Mackey**, *Auburn U.*

Author: **Liam Patrick Maher**, *Boise State U.*

Author: **Charn Patrick McAllister**, *Northern Arizona U.*

Author: **B. Parker Ellen**, *Mississippi State U.*

Author: **Carley Robinson**, *Auburn U.*

Despite continued scholarly and practitioner interest in destructive leadership, we have an incomplete understanding of why, how, and the extent to which destructive leaders affect their followers' task performance differently across the various societal contexts in which this relationship is embedded. We remedy this problem by drawing from 69 independent samples of empirical data ($k = 69$, $N = 19,692$) to generate a meta-analytic data set that enables us to build and test implicit leadership theory predictions about why GLOBE's cultural value dimensions moderate the relationship between destructive leadership and followers' task performance across countries. We extend implicit leadership theory to explain why salient violations of followers' expectations for leadership behaviors exacerbate or attenuate the relationship between destructive leadership and followers' task performance. The results demonstrate that GLOBE's cultural value dimensions meaningfully predict the relationship between destructive leadership and followers' task performance, especially uncertainty avoidance, power distance, gender egalitarianism, human orientation, and performance orientation cultural value dimensions. Our examination of cross-national differences in violations of implicit leadership theory expectations generates theoretical, empirical, and practical contributions for research and practice.

Paper is Available to Meeting Registrants Only.

IM: **Voice Pitch and Leadership: Moderating Effects of CEO Accentedness and Follower Native Status**

Author: **Midam Kim**, *U. of Kansas*

Author: **Minyoung Kim**, *U. of Kansas*

We investigate whether vocal pitch of CEOs affects followers' perception of leader trustworthiness and whether the foreign accentedness of the CEOs and the national origin of the followers moderate the relationship through an experimental study. While the negative relationship between vocal pitch and leadership qualities have been established in previous studies, most of the results were about native-born leaders and native-born followers. We explore whether what holds true for the traditionally typical native-born leadership and followership would also pattern with foreign-born leadership and followership. We conducted a forced-choice speech perception experiment with 12 native and foreign CEOs in US and native and foreign listeners in US. Importantly, the CEOs' speech samples were acoustically altered so that there were three vocal pitch levels, LOW, MID, and HIGH. Overall, participants selected speech samples with lower voice pitch as more trustworthy-sounding leaders, replicating the findings in the previous studies. However, this tendency was moderated by the foreign accentedness of CEOs and the native status of listeners. That is, the negative relationship between voice pitch and leader trustworthiness was 1) weaker when the CEO was foreign-accented and 2) stronger when the listener was foreign-born. These findings expand our understanding on voice pitch perception and leadership trustworthiness in the context of leader-follower communication in the globalization era.

Paper is Available to Meeting Registrants Only.

IM: **How universal is WMS? A contextual analysis of the relationship between people management practices**

Author: **Eda Aral Kilic**, *Faculty of Economics and Business, U. of Groningen*

Author: **Harry Garretsen**, *U. of Groningen*

Author: **Janka Ireen Stoker**, *U. of Groningen, Faculty of Economics and Business*

The World Management Survey (WMS) initiative has collected firm-level data in more than 35 countries for the cross-country measurement of management quality. Abundant research shows that management quality is a good and universal predictor for productivity. However, firms' environments differ from each other substantially. The purpose of our study is to critically examine whether the people management dimension in WMS, as an important dimension of management quality, is equivalently associated with productivity across countries. We do so by investigating the association between people management and labour productivity in varying contexts of cultural values and labour markets in 14 countries. Our results confirm earlier findings that people management significantly relates to labour productivity. More importantly, we do not find any moderating contextual effects of culture or labour market characteristics on the relationship between people management and productivity, suggesting that the best practices of people management that WMS offers seem to be valid across countries with different cultural values and labour market characteristics. Therefore, we offer valuable insights into the debate of convergence versus divergence of management practices across the globe.

Paper is Available to Meeting Registrants Only.

Author: **Wolfgang Sofka**, *Copenhagen Business School*

Author: **Christoph Grimpe**, *Copenhagen Business School*

Author: **Ulrich Kaiser**, *U. of Zurich*

IT professionals and their knowledge about the use of digital technologies are a cornerstone for the competitiveness of modern MNCs. However, demand for these digital talents is high on many host country labor markets and MNC subsidiaries have strong incentives to retain them. We theorize that the retention of digital talents in MNC subsidiaries emerges from the learning opportunities that they can provide, not just the salaries. We integrate mechanisms from research on MNC mandates into theory explaining voluntary mobility constraints of employees and hypothesize that the non-monetary benefits from acquiring new skills in subsidiaries with mandates for digitalization projects increase the probability to retain IT professionals. We use data for 566 IT professionals employed by 104 foreign MNC subsidiaries in Denmark between 2002 and 2012 for the empirical test of this hypothesis. The results show that digital mandates help retaining IT professionals. The effect is stronger for subsidiaries with additional R&D mandates. However, potentially higher salaries on local labor markets do not outweigh the retention effects of digital mandates. These results have important implications for theory and practice on the readiness of MNCs to exploit digitalization opportunities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **580** | Submission: **13732** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

**Preparing Managers for Ambiguity through Simulations: Making an
Off-the-Shelf Simulation Your Own**
Making an Off-the-Shelf Simulation Your Own



Presenter: **Tawnya Means**, *U. of Nebraska, Lincoln*
Presenter: **Tammy Elizabeth Beck**, *U. of Nebraska, Lincoln*

By their very nature, simulations put learners in realistic situations in which they are dealing with uncertainty, ambiguity, and complexity. Simulations have long been used to provide students with a safe environment to apply theoretical and conceptual learning from the classroom. Simulations have many benefits, including opportunities for collaboration, teamwork, increasing student engagement, and learning by doing. The instructor's role in selecting and implementing a simulation is key to the impact that the simulation will have on student learning. When looking to add experiential learning components to teaching, many instructors look at the decision to use simulations as a buy or build decision. This session will broaden the sights of attendees by helping them overcome this dichotomy. Buying a simulation does not mean that you must use it as it is, there are a myriad of wonderful ways that you can take an off-the-shelf simulation and build learning activities to make it your own! In this session, the faculty presenters will describe how they have used multiple off-the-shelf simulations in teaching across a variety of levels (Executive Education, Graduate, Honors, Undergraduate), time frames (single class session, full-day, 8-week term, full semester) and modalities (in person, online, blended). Attendees will leave the session with a completed decision-making framework as a structured method of considering enhancements to standard simulation use.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **581** | Submission: **17143** | Sponsor(s): **(MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Developing Methods and Extending Theory

Digital Session Chair: **Heidi Korin**, *U. of Turku, School of Economics*

 **MH: The dynamics of strategic planning in a pluralistic environment: Strategy-as-practice perspective**  

Author: **Heidi Korin**, *U. of Turku, School of Economics*
Author: **Hannele M J Seeck**, *U. of Turku, School of Economics*
Author: **Kirsi Liikamaa**, *U. of Turku, School of Economics*

John F. Mee Award for Paper with the Best Management History Division Contribution

Carolyn Dexter Award Nominee

In this paper, we extend the research on strategy-as-practice (SAP) by exploring the dynamics and historical embeddedness of practices related to strategic planning in a pluralistic environment. We use a longitudinal case study design combined with historical methods and focus on the evolution of strategic planning over nine years. We operationalize the framework of strategic planning as a social practice, presented by Langley and Lusiani (2015), and find the dynamics of strategy practices in a pluralistic environment to be incremental. We find six historically embedded practices related to strategic planning, including production practices (formalization, integration, coordination and participation), textual practices, (of evolving content) and consumption practices, that evolve over time. We extend the theoretical framework of Langley and Lusiani (2015) to include dimension of historical embeddedness. This extends SAP research by enlarging the understanding of contextually situated and historically embedded strategy practices. We operationalize historical embeddedness in context of SAP. Keywords: Dynamics, historical embeddedness, pluralism, strategy-as-practice, strategic planning

Paper is Available to Meeting Registrants Only.

MH: Towards a more inclusive business history: The erasure of Madeleine Parent (1918-2012).

Author: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*

This paper sets out to accomplish three things: introduce Madeleine Parent (1918-2012) as a key but neglected figure in the development of management thought and practice in Canada; offer a novel and highly digestible narrative which is persuasive and powerful and challenges conventional approaches to historical writing, and finally, to levy a critique on the field itself which saw fit to ignore a key player in management and organizational studies in Canada. This paper features a novel methodology called ficto-feminism, which combines aspects of collective biography, auto-ethnography and fictocriticism. Ficto-feminism is an onto-epistemological feminist approach to critical historiography which uses literary strategies and the political utility of polemics to create alternative historical account. This account challenges management history to be more inclusive of not only neglected figures, but also overlooked practices and novel approaches to research.

Paper is Available to Meeting Registrants Only.

MH: Rhetoricians of the past: Rhetorical history and the crafting of organizational identity

Author: **Karin Knorr**, *Chair of Organizational Behavior, U. of Paderborn*
Author: **Franziska Hein-Pensel**, *Ilmenau U. of Technology*
Author: **Simon Oertel**, *TU Ilmenau*
Author: **Kirsten Thommes**, *Chair of Organizational Behavior, U. of Paderborn*

The past is a central element in crafting an organizational identity. However, the past is interpreted subjectively, resulting in ambiguity and multiplicity of interpretations. This study investigates the use of rhetorical history in crafting an organizational identity by analyzing differences between an organization as an actor and organizational members in applying rhetorical history. Our analysis is grounded on the self-representations of 28 watchmaking firms located in two watchmaking clusters in Germany based on their Web pages and interviews with 75 current and former members of watchmaking firms in these two clusters. Our results reveal that there are differences between the organization as an actor and its members not only regarding which claims of rhetorical history they emphasized but also with respect to the temporal and content-wise past to which they refer. While they share a pattern in terms of temporal structure, the organization as an actor emphasizes both near and distant history, creating a kind of "valley of oblivion," while the members of the organization show a stronger focus on near-history aspects. Our findings contribute to a more nuanced understanding of rhetorical history, showing that the use of rhetorical history is strongly influenced by rhetoricians of the past. With a focus on the importance of rhetorical history for crafting an organizational identity, our findings also allow us to draw conclusions about sources of multiple identities and how such identities can emerge—namely, through differentiated rhetorical interpretations of the past by groups of actors.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **582** | Submission: **16842** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Workplace Relationships: Relational Cognition, Relationships, Social Capital & Influence

Digital Session Chair: **Mara Olekalns**, *U. of Melbourne*

MOC: **Stronger than me: Recrafting relationship narratives after relational turbulence** 

Author: **Mara Olekalns**, *U. of Melbourne*

Author: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*

Organizations are built on a network of formal and informal relationships. They are critical for organizational performance and individuals' well-being, and provide an important resource for responding to the turbulence created by external crises. We develop a dyad-level construct, the relationship narrative ("who we are"), to explore the impact of external crises on workplace relationships. We theorize that the motivation and affective themes that define relationship narratives establish a narrative arc of either connection or disconnection. These narrative arcs underpin robust and fragile relationships, respectively, and shape how partners re-establish relationship narratives. External crises create relational turbulence and uncertainty by disrupting relational cohesion and affective climate, and trigger an attentional shift from the relationship to the individual. They create turning points within relationships, opening the possibility for partners to strengthen (reintegrate) their relationships but also creating the risk that relationships will worsen (fragment). How relational partners approach repairing disruptions to relational cohesion and regulating post-crisis affect determines which of four post-turbulence relationship narratives – resilient, habitual, fracture, disintegration – emerges from partners' relationship repair efforts. The path to each of these relationship narratives is contingent on the broad narrative arc that underpinned partners' pre-crisis relationship narrative.

Paper is NOT Available. Please contact the author(s).

MOC: **Seeing through Politics-Colored Glasses: The Dark Side of Follower Political Skill**    

Author: **Shengming Liu**, *Fudan U.*

Author: **Haiyang Liu**, *London School of Economics and Political Science*

Author: **Siwei Liu**, *School of Business, Sun Yat-sen U.*

Author: **Qianyao Huang**, *Guanghua School of Management, Peking U.*

Author: **Yueting Ji**, *Central U. of Finance and Economics*

A plenty of studies have demonstrated that political skill is beneficial to followers in interpersonal interactions. Based on social influence theory, our research challenges previous wisdom by identifying the potential dark side of follower political skill. We propose that leader-perceived follower political skill can lead to the conjecture of follower manipulation tendency, which further decreases the leader's motivation to build a relationship with such a follower. Furthermore, we suggest that follower political skill can be observed through by the leader only when the leader has high political skill. To test our hypotheses, we conducted an Implicit Association Test and a field study with a multiple-source, time-lagged design, in which the results supported our hypotheses. Taken together, our research reveals the perils of follower political skill and the importance of examining the characteristics of influence target in the social influence process.

Paper is Available to Meeting Registrants Only.

MOC: **Mobilizing Social Capital**   

Author: **Emanuela Rondi**, *U. degli Studi di Bergamo*

Author: **Daniel Z. Levin**, *Rutgers U.*

Author: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*

Much of the research on mobilizing social capital focuses on the idea that potential resources accessible through existing relationships are converted into actual resources, such as a productive collaboration or useful advice. Less well understood is how this mobilization process occurs, in part because it is difficult to tease apart potential versus actual resources inherent in existing ties that are active and ongoing. To overcome this obstacle, we explore the mobilization process in the situation of dormant ties (i.e., people you used to know) that are reconnected, thereby allowing us to see more clearly how a tie's potential value can be mobilized and turned into actual value. To do so, we conducted research combining an inductive, qualitative field study of reconnections in the North Italian textile district (Study 1) and, to validate our findings, a vignette-based experiment with U.S. workers (Study 2). We find that the mobilization process can and does fail, sometimes dramatically, when people do not refresh the tie and thereby do not know where they stand with each other. More specifically, we find that three elements—remembering, catching up, and perceiving the tie similarly—are key in successfully mobilizing social capital.

Paper is Available to Meeting Registrants Only.

MOC: **Predicting Leader-Member Exchange: Integrating Relational Cognition and Emotion** 

Author: **Courtney Williams**, *U. of Toledo*

Author: **Janaki Gooty**, *U. of North Carolina, Charlotte*

The role of the manager spans multiple levels of analysis as managers influence their individual subordinates, teams, and sometimes organizations as well as entire industries. When taking a dyadic perspective of management, the most prevalent theoretical framework is Leader-Member Exchange (LMX), which focuses on the quality of reciprocal exchanges within unique manager-subordinate relationships. High-quality LMX relationships are linked to beneficial outcomes for organizations; however, the LMX domain suffers from multiple theoretical and methodological issues, including a lack of dyadic research as well as a lack of focus on relational predictors that serve to develop and sustain high-quality LMX relationships. This work addresses this gap in the literature by drawing upon the multidisciplinary relationship sciences to examine relational cognition and emotion as predictive of both manager and subordinate LMX. We introduce the concept of communal relational motives to the LMX literature and examine its interplay with the emotional tone of the manager-subordinate relationship. We found that manager-subordinate agreement in the strength of their communal motive towards one another is predictive of manager LMX; while the manager-subordinate discrepancy in communal strength is more likely to influence subordinate LMX. However, the accumulated experience of positive emotions in the manager-subordinate relationship was the most important for predicting manager and subordinate LMX. Based on these findings, we discuss future avenues for research on manager-subordinate relationships.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **583** | Submission: **16843** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Workplace Emotions: Envy, Passion, Ambivalence, Gratitude, and Compassion

Digital Session Chair: **Eko Yi Liao**, *Hang Seng U. of Hong Kong*

MOC: Disentangling the Dynamic Nature of Work Passion: A Latent Growth Modeling Approach 

Author: **Eko Yi Liao**, *Hang Seng U. of Hong Kong*
Author: **Yuen Shan Noel Wong**, *Hang Seng U. of Hong Kong*
Author: **Kaylee Kong**, *The Hang Seng U. of Hong Kong*

Abstract While employees' work passion is widely pursued by organizations and their citizens, the development of passion remains largely unstudied. This gap in extant literature has motivated the present study, as a part of which the dynamic nature of work passion is investigated—whether passion is context-dependent (i.e., the change of passion based on external circumstances). Our research framework was informed by the integrative framework of self-determination theory, which emphasizes individuals' internalization of activities while acknowledging the critical role of contextual influences. Specifically, unmet expectations was investigated as a critical contextual factor that represents the interplay of individual expectations and work realities. Using the data from a four-wave longitudinal survey involving 365 employees, a series of latent growth modeling tests were performed. Our findings show that unmet expectations influence the initial status and subsequences change in both forms of passion, albeit in opposite directions. The theoretical and practical implications were discussed accordingly.

Paper is Available to Meeting Registrants Only.

MOC: Good or Bad for Ambivalent Emotion on Creativity? A Moderated Mediation Model

Author: **Yan Li**, *Beijing Institute of Technology*
Author: **Sizhi Chen**, *School of Management and Economics, Beijing Institute of Technology*
Author: **Abdul Gaffar Khan**, *School of Management and Economics, Beijing Institute of Technology*

Ambivalent situations trigger ambivalent emotions, such as the simultaneous experience of happiness and sadness, which is a pervasive phenomenon in organizations, such as a CEO feels optimistic for launching a new project but at same time feels worried because the new project needs invest too much money, which may hurt the old projects. Do ambivalent emotions facilitate or hinder creativity? Informational theories of emotion (Forgas, 2000) deems ambivalent emotions stimulate more information which facilitates creativity. Another perspective thinks ambivalence is a stressful situation that hinders creativity, which demands more psychological resources to identify and solve problems in a new way. By integrating conservation of resources theory (Hobfoll, 1989), theory about emotion regulation strategy (Koole, 2009) and bifurcation model of affect (Li, Ashkanasy, & Ahlstrom, 2010), we developed a moderated mediation model, where creative process engagement mediates the relationship between ambivalent emotions and creativity, where ambivalent emotion decreases the creative process engagement so that results in decreased creativity. And one dimension of a new construct of emotional stability (ES, emotional threshold) moderated the mediation effect of idea generation engagement such that the relationship is stronger when the emotional threshold is high. We also find that another dimension of the new ES (emotional recovery) is positively related to creativity. 316 employees from 50 work groups in China participated in the study.

Paper is NOT Available. Please contact the author(s).

MOC: How Observing Compassion in the COVID-19 Pandemic Benefits Employee Work and Personal Outcomes  

Author: **Ussama Ahmad Khan**, *U. of Washington, Seattle*
Author: **Andrew Hafenbrack**, *U. of Washington*

Organizational scholars and practitioners have espoused compassion as a powerful antidote to alleviating another's suffering in the COVID-19 pandemic. Yet, past work has largely examined compassion as an in-person process. In a time where remote work and social distancing are necessary to prevent further spread of the virus, it is unclear if the influence of compassion would be diminished without face-to-face interaction. In this research, we unpack the question of how far-reaching the impact of compassion can be by examining whether compassion can spill over to third parties uninvolved in the compassion episode, and whether its impact can be transmitted virtually—the common mode of communication in this time. Drawing on social contagion theory and the theory of transactional stress and coping, we examine how observing compassion influences employees' interpersonal (organizational citizenship behavior) and intrapersonal (performance) work outcomes, and their personal well-being (negative mood), via employees' other-orientation. We also examine how employees' trait sense of control attenuates the compassion spillover effects. We test our proposed theoretical model via an experiential sampling intervention across two weeks in a sample of 91 K-12 teachers—essential workers whose work routines have been entirely disrupted and subjected to uncertainty (e.g., newly online courses). Each morning, we manipulated observed compassion (vs. control) via short stories involving other teachers. Overall, we found support for our propositions. We thus offer a simple remedy—that is, sharing short stories about compassion—that organizations and employees can use to alleviate some of the ongoing suffering during this difficult time.

Paper is Available to Meeting Registrants Only.

MOC: Grateful or Slimy? How Power and Perspective Influence the Perception of Authentic Gratitude 

Author: **Ayana N. Younge**, *U. of North Carolina, Chapel Hill*

While the understanding of gratitude within organizations has been conceptualized as having universal benefits, empirical work on this phenomenon is lacking. Indeed, innumerable findings have highlighted the unique affiliative outcomes of the positive emotion of gratitude in interpersonal relationships, but might the contextual features of organizations alter these affiliation intentions toward the expresser? In this paper, we explore how two embedded, and distinct, factors of organizations—power and perspective—create situations in which a gratitude expression may be perceived as inauthentic, subsequently impacting affiliation outcomes. Across five experimental studies, we demonstrate that in a context of social hierarchy, where low-power individuals may express upward gratitude and high-power individuals may express downward gratitude, one's perspective as a recipient or third-party witness of that behavior, creates different perceptions of how authentic that gratitude expression is. Specifically, we find that third-party witnesses of upward gratitude perceive those expressions as the least authentic, and this is due to the witness's tendency to make instrumental attributions for low-power individuals' gratitude expressions—viewing this expression as slimy. However, this mechanism is not consistently supported in the case of downward gratitude expressions. Results also show that perceivers, in general, indicate a lower interest in affiliating with those gratitude expressers they perceive as inauthentic. These findings extend research on gratitude in organizations and highlight how perceptions of emotional authenticity may be shaped by both social hierarchical relationships and one's perspective.

Paper is Available to Meeting Registrants Only.

MOC: **Blind Envy: How Envy Distorts Creative Evaluation** 

Author: **Jung Min Choi**, *The Hong Kong U. of Science and Technology*

Author: **Chaitali Kapadia**, *Florida International U.*

This paper investigates how envy, a social emotion, influences how people evaluate creative ideas. We hypothesize that envy leads to lower creativity ratings and this effect is moderated by how much the envier perceives their target as deserving. We also hypothesize that when the envier perceives deservingness, then they identify with their target and rate the target's creative ideas higher. Through two experimental studies, we find that while envy does not lead directly to lower creativity ratings, envious provide lower ratings for ideas generated by the envied target when the target is perceived as undeserving (Study 1 and Study 2). Furthermore, those who perceive their envied targets as deserving identify more strongly with them and rate their ideas as more creative (Study 2). Finally, we discuss the theoretical and practical implications of this research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Perspectives on Workplace Creativity

Digital Session Chair: **Wayne Johnson**, *Cornell SC Johnson College of Business*

MOC: **Bias in Creative Adoption Decision Points**

Author: **Wayne Johnson**, *Cornell SC Johnson College of Business*

In both creativity and innovation, individuals or collectives of individuals must evaluate creative targets and select among responses such as accept, reject, or refine. These creative adoption decision points are not only essential for linear progress from creativity to innovation but also cyclical progress within both creativity and innovation. Creative adoption decision points constitute overlap between creativity and innovation and help bridge these literatures. However, a host of motivational, cognitive, and affective factors can hinder effective decision making at creative adoption decision points. These factors are reviewed with particular attention to how biases may disadvantage adoption.

Paper is Available to Meeting Registrants Only.

MOC: **Finding Creativity By Changing Perspectives**

Author: **Shiyu Yang**, *U. of Illinois at Urbana-Champaign*
Author: **Jeffrey Loewenstein**, *U. of Illinois at Urbana-Champaign*
Author: **Jennifer Mueller**, *U. of San Diego*

Why do people fail to find creativity? A new possibility is that to find creativity, evaluators need to change perspective - go through a process of searching for and identifying a new perspective for understanding the idea. Three studies provide evidence that people tend to evaluate ideas as more creative if they spontaneously experienced (Study 1) or were induced to experience (Study 2) a change in perspective. Further, if people were induced not to experience a change in perspective, ideas were experienced as less creative (Study 3). These studies offer a novel mechanism to help explain a longstanding, yet unresolved puzzle: why do people desire but reject creative ideas? Evaluators can fail to find creativity in the process of assessing ideas.

Paper is Available to Meeting Registrants Only.

MOC: **Authentically Creative? Identifying and Reconciling the Tension between Authenticity and Creativity**

Author: **Shiyu Yang**, *U. of Illinois at Urbana-Champaign*
Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*
Author: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*
Author: **Kyle J. Emich**, *U. of Delaware*

Organizations perceived as authentic by relevant audiences reap many benefits, including more favorable brand appraisal and larger sales, thus making the pursuit of authenticity potentially lucrative. In contrast to this widely held positive view of authenticity, we develop a theoretical perspective that points to a potential dark side. Because authenticity demands adherence to tradition, conformity to a category and/or the fidelity to a point of origin, the desire to maintain authenticity may stifle the pursuit of creative ideas which often involve breaking with the status quo. Using both experiments and archival data, we found converging evidence that authenticity dampens creativity. Importantly, we also identified one context in which this effect could be reversed. When being creative is within the scope of what authenticity connotes, authenticity becomes a facilitator rather than an inhibitor of creativity. We discuss the implications of our results for organizations that desire to be both authentic and creative.

Paper is Available to Meeting Registrants Only.

MOC: **Good Artists Copy, But Great Artists? Navigating Tensions Between Inspiration and Imitation**

Author: **Poornika Anantha Ramakrishnan**, *Rotterdam School of Mgmt*

Getting ideas, inspiration, and stimulation from what has come before is fundamental to the creative process. At the same time research indicates that creative workers are likely to desire the experience of developing ideas there are unique to themselves and are clearly the product of their own efforts. In turn, creative workers are likely to experience tensions between inspiration and imitation when using existing inputs in their own creative processes. Yet, limited research address how creative workers use existing inputs or how they manage this tension during this process. Through a qualitative, inductive study of architects, I developed a theoretical model of borrowing practices used in creative work that delineates how creative workers using existing inputs in their own creative processes, and the key psychological experiences associated with each of these practices. In elaborating theory on borrowing practices in creative work, this study has implications for understanding creative processes, how creative workers use resources that are available to them, and for understanding the psychology of authorship in the context of creative work.

Paper is Available to Meeting Registrants Only.

MOC: **The Power of Emojis: The Impact of a Leader's Use of Positive Emoticons on Employee Creativity**

Author: **Jung Min Choi**, *The Hong Kong U. of Science and Technology*
Author: **So-Hyeon Shim**, *The U. of Hong Kong*
Author: **Sara Kim**, *The U. of Hong Kong*

Past literature on emoticons has offered limited insights on the effect of using emoticons in organizational settings, especially in the context of leader-employee relationships. The current research examines how a leader's use of positive emoticons influences employees' perception of being objectified, a phenomenon frequently experienced in workplaces, as well as their creative performance. We find that a leader's use of positive emoticons decreases employees' perception of being objectified, which in turn enhances their creativity. We further find that this impact of a leader's use of positive emoticons on employees' creativity is stronger when employees have a higher level of interpersonal orientation. Theoretical and practical implications of the findings are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **585** | Submission: **10426** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

Music, Water and the Elements That Connect Us as Humans *MSR & Friends*

Organizer: **Jyoti Bachani**, *Saint Mary's College of California*

This social event will offer a shared art experience followed by a spirit-centred dialog. Dr. Kanniks Kannikeswaran, an internationally known music composer and music educator, will engage us with a two- part video presentation. Part one is for celebrating the connection between the monsoons and Indian ragas, to show how the ancient music is connected to the 'Elements'. Part two is based on the Rivers of India, to trace the erosion of the reverential attitude towards rivers, and the consequent shift in our 'water awareness'. After the shared multi-media presentation, we will reflect on our work, share ideas, and discuss the future of water and other global challenges.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **586** | Submission: **17379** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Transformational Leadership

Digital Session Chair: **Yujie Yin**, *Hong Kong Baptist U.*

OB: The Effect of Charismatic Leadership on Leader Centrality and Team Performance

Author: **Yujie Yin**, *Hong Kong Baptist U.*
Author: **Erica Xu**, *Hong Kong Baptist U.*
Author: **Xu Huang**, *Hong Kong Baptist U.*
Author: **Saiquan Hu**, *Human U.*

This study investigates how team leaders' charismatic leadership affects their teams' work performance. Drawing from social capital theory and the literature on social networks, we posit that team leaders' charismatic leadership has a positive indirect effect on team performance via their centrality in the whole organizational influence network. We further identify informal leaders at the organizational level as a critical boundary condition under which charismatic leadership's influence in the organizational network and its effectiveness in boosting team performance via leaders' central positions are amplified. We tested our overall model using time-lagged, multi-source data collected from 150 insurance sales teams in two major provinces in China. The results lend support to our propositions. Our study contributes to the literature by illuminating a unique influence process that charismatic leadership shapes leaders' central positions in the organization network and in turn their team performance.

Paper is Available to Meeting Registrants Only.

OB: Uncertainty Management in the Context of DX with Transformational Leadership as a Moderator

Author: **Masaki Matsunaga**, *Kyushu U. Business School*

Digital transformation, or DX, is known to provoke a great deal of uncertainty among employees. To gain insights into how employees manage thus generated DX-driven uncertainty and also how leaders can support them, this study has drawn on the theory of communication and uncertainty management (TCUM), which posits that the impact of uncertainty varies by how individuals appraise it and social support enhances positive appraisal. Based on those tenets, the current study advanced the following hypotheses: (a) uncertainty has direct and indirect negative effects on employees' appraisal of DX, self-efficacy, and job performance; (b) in contrast, direct supervisors' transformational leadership (TFL) has direct and indirect positive effects on appraisal, self-efficacy, and job performance; and also (c) TFL moderates the impact of uncertainty such that the greater supervisors' TFL, the more positive employees' appraisal and self-efficacy. SEM analyses based on 4-wave time-separated data collected from 873 employee-supervisor dyads in Japan found support for these hypotheses. The obtained findings are discussed with reference to TCUM, TFL, and other relevant literature.

Paper is Available to Meeting Registrants Only.

OB: Shared Transformational Leadership and Safety Performance

Author: **Zhanna Lyubykh**, *Haskayne School of Business, U. of Calgary*
Author: **Duygu Biricik Gulseren**, *Haskayne School of Business, U. of Calgary*
Author: **Nick Turner**, *U. of Calgary*
Author: **Julian Barling**, *Queen's U.*
Author: **Matthias Seifert**, *IE Business School*

Changes in organizational structures and the increased use of teams have drawn research attention to shared leadership: leadership behaviors dispersed among team members, rather than enacted by a single formal leader. We investigated how and when shared transformational leadership relates to safety performance among employees and formal leaders. Specifically, we examined how shared transformational leadership is related to safety performance under different levels of individual and collective perceptions of organizational support. We collected data from team members (i.e., crew-members, N = 2,139) and formal leaders (i.e., chief engineers, N = 98) working on merchant shipping vessels. At the within-vessel level of analysis, perceptions of organizational support weakened the relationship between shared transformational leadership and safety compliance of crew-members. A similar pattern emerged at the between-level analysis for safety participation among chief engineers: perceived organizational support weakened the relationship between crew-members' shared transformational leadership and safety participation of chief engineers. These findings indicate that shared transformational leadership relates to safety performance of both employees and formal leaders, with perceived organizational support serving as a substitute for shared transformational leadership when shared transformational leadership is low.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **587** | Submission: **10562** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

**Understanding the Workplace Consequences of Uncertainty
Through the Lens of COVID-19**
Workplace consequences of uncertainty



Organizer: **Sasha Pustovit**, *Towson U.*
Participant: **Michelle Andre Barton**, *Johns Hopkins Carey Business School*
Participant: **Marlys K. Christianson**, *U. of Toronto*
Participant: **Jared McGinley**, *Towson U.*
Discussant: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Participant: **Mary J. Waller**, *Colorado State U.*

The coronavirus pandemic has rapidly and drastically reshaped our world, casting uncertainty over every aspect of our lives. While the coronavirus pandemic considerably altered the day to day realities of work for millions of individuals, the long-term workplace outcomes associated with individuals experiencing uncertainty on a largely unprecedented scale remain predominantly unknown. This symposium aims to expand the knowledge and theorizing on the effects of uncertainty on work-related outcomes for individuals and teams through the lens of events associated with the COVID-19 pandemic. To accomplish this aim, scholars with expertise in uncertainty will 1) offer insight on the anticipated effects of the coronavirus pandemic and the approaches best suited for managing them, and 2) identify lessons learned about uncertainty from the consequences of the pandemic to inform the broader domain of the study of uncertainty.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **588** | Submission: **12443** | Sponsor(s): **(ODC, MC, MED, HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

Action Research Lab: Foundations for Bringing the Manager back into Inquiry.

Action research



Participant: **David Coghlan**, *Trinity College Dublin*
Participant: **A.B. Rami Shani**, *California Polytechnic State U.*
Participant: **Danielle Zandee**, *Nyenrode Business U.*

Action research offers a unique perspective in bringing the manager back into inquiry, change management and organization development and change precisely because it engages managers in meaningful action and knowledge generation in a collaborative manner. As such it bridges the theory-practice gap in a unique manner. One of the premises of this PDW is that action research can play an important role in addressing today's pressing issues by developing new knowledge for organizational and societal change. It is directed to doctoral students and managers who undertake action research out of a desire to address 'red and hot' organizational/management challenges. Each brings to the inquiry distinct knowledge, insights and experiences. The collaborative inquiry effort-by-design establishes the platform for deeper level understanding and action (Shani & Coghlan, 2021). At the start of this PDW session, participants will be invited to focus on their own action research experiences, ambitions and questions, as a starting point of a collaborative exploration of action research principles, design choices and potentials for knowledge creation. Participants will leave with an increased awareness of how to undertake and/or supervise action research as a mode of practitioner-scholarship while increasing understanding of organizations' capabilities to learn and change.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **589** | Submission: **17223** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Organizations and Social Movements *Social Movements*



Digital Session Chair: **Patrick Tinguely**, *ETH Zürich*

OMT: **Black Lives Matter! Organizational Resilience in the Face of Social Movements**

Author: **Patrick Tinguely**, *ETH Zürich*
Author: **Yash Raj Shrestha**, *ETH Zürich*
Author: **Georg von Krogh**, *ETH Zürich*

The summer of 2020 witnessed a rapid development of the Black Lives Matter (BLM) movement in the unique context of the ongoing COVID-19 pandemic. Due to social distancing measures and strict restrictions against physical protests, social media platforms emerged as a de novo and de facto setting for social movements, which complicates organizational response to collective claims. We build theory on social movement and organizational resilience using a novel inductive method that combines exploratory data analysis, algorithm-supported induction, and a multi-case qualitative study. Our holistic model reveals the mechanisms under which social movements emerge, spread and interact with organizations in social media. Specifically, we showed how collective claims specific to an event translate into broader societal claims to eventually target prominent organizations and found that message sentiment was the most important predictor for the type of organizational response. We developed a novel theoretical model that describes how some organizations dynamically build organizational resilience in recalibrating their response to meet the activists' reformulated contentious claims against them.

Paper is NOT Available. Please contact the author(s).

OMT: **Friend or Foe: How Social Movement Tactics Impact Firm Innovation**

Author: **Kate Odziemkowska**, *Rice U.*
Author: **Yiyang Zhu**, *Rice U.*

We investigate the impact social movements have on firm-level innovation through private politics. We distinguish between contentious private politics, or contentious targeting of firms by activists, and cooperative private politics, when activists engage firms in formal collaborations. Combining insights from behavioral theory and social movement theory, we theorize that both contentious and cooperative private politics impact innovation but in different ways. Contentious private politics is a more effective catalyst for innovation quantity because it threatens material or symbolic damage, and in so doing, promotes risk-taking by decision makers. In comparison, cooperative private politics which triggers gain framing of problems leads to less innovation overall, but by providing firms access to new knowledge and triggering distant search, is more effective at driving novel innovations. We test our arguments in a matched sample of firms contentiously targeted, and with activist collaborations, on climate change issues, and firms that were not targets of private politics on those issues but had otherwise similar environmental performance and relationships with climate change and other environmental movements. We find contentiously targeted firms increase the number of patents on the issue advocated by the movement by 7% the following year, while firms that collaborate with activists have 12% greater novel patents. Our study contributes to stakeholder perspectives on innovation by theorizing how social movements catalyze firm-level innovation. To research on movements and markets, this study offers the first comparative analysis of the impacts of contentious and cooperative private politics on firm outcomes.

Paper is Available to Meeting Registrants Only.

OMT: **Creating and Sustaining a Moral Market Adapting the Commons Framework**

Author: **Daniel Arenas**, *ESADE Business School*
Author: **Juan Rodon**, *ESADE*
Author: **Mireia Yter**, *U. Ramon Llull, ESADE Business School*

Most studies at the intersection between social movements and markets focus on target selection and tactics used by activists, as well as the outcomes of these tactics. Others have studied the role of social movements in the emergence of 'moral markets'. Yet, usually they explain how social movements are unable to keep control of the market they have helped create. Through a case study, we show that activists can sustain a newly created market segment through different processes. Most notably, we underline the translation and adoption of the common-pool resource framework from Ostrom to the field of telecommunications, in connection with previously unrelated elements, in order to create a shared understanding of the initiative and develop governance mechanisms. We also uncover obstacles, favoring conditions and undesired dynamics of this process.

Paper is Available to Meeting Registrants Only.

OMT: **To Tweet or Not to Tweet? The Role of Social Media Boycotts on Stock Market Reactions**

Author: **Joel Andrus**, *U. of Missouri*
Author: **Yan Chen**, *U. of Missouri*
Author: **Xinran Joyce Wang**, *U. of Missouri*
Author: **Rhonda K. Reger**, *U. of North Texas*

The ability of boycotts to affect firm strategies and outcomes has long held the interest of organizational scholars. However, with the rise of social media in the last decade, our understanding of how social movements influence firms is limited as social movement research typically emphasizes the role of traditional media. The advent of social media makes it easier for informal activist organizations and even individuals to drive social movements, as well as reducing the control that traditional media outlets have over information. As a result, social movements may not be as reliant on traditional media as they have been in the past. In this paper, we develop and test theory about how social media tenor surrounding the announcement of a boycott impacts stock market reaction. We find that the stock market does react to information provided over social media, suggesting that our understanding of how social movements influence stock price returns may be limited in the social media age.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **590** | Submission: **17277** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Advances in Social Networks 
Advances in Social Networks

Digital Session Chair: **Azusa Nakamura**, *Bocconi U.*

OMT: Before Shooting Star Fade Out: Positive Status Shifts and Formation of Status Heterophilous Ties

Author: **Azusa Nakamura**, *Bocconi U.*
Author: **Aneesh Datar**, *Bocconi U.*
Author: **Fabrizio Castellucci**, *Bocconi U.*

We investigate how social actors who become high-status select status of partners. Literature on status homophily explains that high-status actors work with same status ones. By doing so, they can avoid perceptions of low quality of product especially when uncertainty is high. However, literature on status heterophily explains that high- status partners can make a tie with low-status ones when they need to extract efforts from low-status ones. In this paper, we focus on the status heterophilous tie formation by considering when social actors just become high-status. After becoming high-status, they receive extraordinary amount of recognition, so that they want to avoid competing with other high-status actors for their recognition. To do so, we expect that these actors prefer to work with low-status actors. We also consider visibility of their product and brokerage positions of these actors and that can increase the effects of high-status actors on formation of status heterophilous ties. We test these hypotheses by collecting data on Oscar winner directors and nominees as their counterfactuals with difference-in-differences analysis.

Paper is Available to Meeting Registrants Only.

OMT: Are Political Ties Political Capital? A Perspective From Social Networks 

Author: **Danyang Chen**, *National U. of Singapore*

This study distinguishes two concepts: political ties and political capital. Based on the perspective of social network and social capital, we describe a two-stage period of political tie activation. We propose that connected firms may not have actual political resources to support their interest-seeking activities. To attain the activated political tie, connected firms have to comply with a part of government demands for legitimacy, which makes them sacrifice their economic interests. Entering the second stage, connected firms can instrumentalize the activated ties for their own purposes. Under the context of the Chinese capital market, we collect data about Chinese listed firms' financial misconduct. We found that connected firms with clean records on misreporting have a high likelihood to obtain government subsidy and then engage in more insider trading and other private misconducts than others. The compliance and instrumentalization effect will change based on the tie strengthen of their previous ties and the status of connected officials.

Paper is Available to Meeting Registrants Only.

OMT: Intersectional Homophily: A New Measure of Multi-Dimensional Homophily in Social Network

Author: **Masoomeh Kalantari**, *McGill U. - Desautels Faculty of Management*

Homophily in social life has been an increasingly important focus of social network research. However, most studies only measure homophily one dimension at a time, reducing an individual's identity to only one attribute. In reality, individuals belong to multiple social groups simultaneously. Knowing that homophily in one dimension usually spills over into homophily in a correlated dimension, recent scholarly works call for explicitly examining multiple dimensions simultaneously and also refining homophily measures to better match the theoretical intent. I use intersectionality as the theoretical foundation to bring socially constructed meaning among multiple social identities into homophily literature. I use a random data generator process to develop and test a new homophily measure that can simultaneously measure homophily on multiple dimensions such as race, gender, and age. The findings in this simulated setting provide evidence that intersectionality affects homophily because of intersecting identities; multiple identities interact in a complex way rather as opposed to being simple additives. In addition, I examine my newly developed measure on actual network datasets and the findings are consistent with those of the simulated scenarios. I conclude with a discussion of the implications of this measure and how this measure contributes to the deepening of our understanding of social interactions and the processes that create sociodemographic structures.

Paper is Available to Meeting Registrants Only.

OMT: Heeding Small-scale Disruptions: The Benefits of Network Fragmentation

Author: **Nevena Ivanovic**, *Faculty of Economics and Business, U. of Groningen*
Author: **Thomas Arend De Vries**, *U. of Groningen, Faculty of Economics and Business*
Author: **Gerben S. Van Der Vegt**, *U. of Groningen*

Organizations operate in increasingly turbulent environments requiring them to stay resilient in the face of setbacks, i.e., to maintain desired levels of performance when faced with disruptions. Small-scale disruptions happen frequently in most organizations, and therefore they often co-occur or overlap in time. This creates a significant cognitive burden for the employees because they often need to resolve multiple disruptions at the same time. Despite the fact that small-scale disruptions are so common, most resilience literature to date has not recognized the implications of small-scale disruptions when they co-occur, and has not offered any organizational response strategies for dealing with this challenge. To account for this, we rely on the task-switching literature and suggest that dealing with co-occurring disruptions resembles a task-switching problem for the employees. We propose that increased disruption co-occurrence increases time to recovery from the disruptions, i.e., negatively impacts organizational resilience. Further, we propose that assuring that different groups of employees can work on different disruptions, i.e., increasing the fragmentation of the information-sharing network, dampens the positive relationship between disruption co-occurrence and time to recovery. These hypotheses were supported on a sample of 2,009 situations of co-occurring disruptions in a public water supply company. This study advances knowledge on the effects of the small-scale disruptions on organizational resilience, and suggests that network fragmentation can be a successful organizational strategy to sustain resilience under increased disruption co-occurrence. Keywords: Organizational resilience; small-scale disruptions; information-sharing network; task-switching; network fragmentation

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **591** | Submission: **10530** | Sponsor(s): **(OMT, OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Identity Dynamics in Crisis Contexts

Identity Dynamics in Crises

Organizer: **Eunice Eun**, *Yale School of Management*
Organizer: **Amy Wrzesniewski**, *Yale U.*
Discussant: **Michael G. Pratt**, *Boston College*
Presenter: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Presenter: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
Presenter: **Heather Ciara Vough**, *George Mason U.*
Presenter: **Achira Sedari Mudiyansele**, *U. of Cincinnati*

Organizations now face more crises, from global pandemics and economic depressions to business catastrophes – all of which can strain operational processes and performance (Wright et al., 2020; Williams et al., 2017). Research has shown that crises can engender organizational growth, learning, and identity (Fink et al., 1971), and such dynamics can trickle down to the individual and group levels. Scholars describe organizational identification as an alignment between individual and collective identities, resulting in a sense of unity between the person and their organization (e.g., Ashforth et al., 2008; Gutierrez et al., 2010) – even amidst “a backdrop of change and ‘outside’ elements” (Cheney and Thompkins, 1987: 5). The ways in which a group identity can shape and be shaped by individual and organizational effects in crisis contexts, however, remain largely underexplored. This symposium brings together four field-based investigations of the interplay of individual, group, and organizational identity dynamics. First, Creary examines different identity strategies that organizational members used to prevent the organizational death of a community hospital. Second, Caza and colleagues unpack independent workers’ experiences during the pandemic, and how they created a greater sense of resilience during this time of crisis. Third, Mudiyansele and Vough consider the effects the COVID-19 pandemic had on teachers’ identities, centering on identity instability. Finally, Eun and Wrzesniewski focus on identity dynamics for those caring for the most ill patients across two units in a major academic medical hospital during the COVID-19 crisis, and how this process affected identity transitions and outcomes. Michael Pratt, a distinguished scholar with influential research on identity, identification, and meaning, will serve as the discussant to provide both theoretical and practical implications as well as future research directions.

IDENTITY DYNAMICS IN CRISIS CONTEXTS

Author: **Eunice Eun**, *Yale School of Management*
Author: **Amy Wrzesniewski**, *Yale U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **592** | Submission: **16729** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:00PMET (UTC-4)**

AMJ Editorial Review Board
AMJ: Editorial Review Board Meeting

Organizer: **Laszlo Tihanyi**, *Rice U.*

By Invitation Only Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



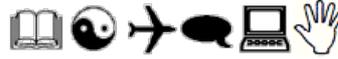
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **593** | Submission: **16320** | Sponsor(s): **(SIM, MSR, ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

**Achieving Collective Goals: Leveraging University
Centers of Excellence for Transformative Impact**
Centers of Excellence for Transformative Impact



Organizer: **Erica Steckler**, *U. of Massachusetts, Lowell*
Organizer: **David Wasieleski**, *Duquesne U.*
Participant: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*
Participant: **Christopher Michaelson**, *U. of St. Thomas*
Participant: **Nicole Zweig Daly**, *U. of St. Thomas*
Participant: **Thomas Walker**, *Concordia U.*
Participant: **James F Weber**, *Duquesne U.*
Participant: **Jeffery Smith**, *Seattle U.*
Participant: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Participant: **Jeffrey Moriarty**, *Bentley U.*
Participant: **Elissa Magnant**, *UMass Lowell Manning School of Business*
Participant: **Kevin Gibson**, *Marquette U.*
Participant: **Manuel Guillen**, *U. of Valencia*
Participant: **William English**, *McDonough School of Business Georgetown U.*

The premise of this proposed session is that “Centers of Excellence” associated with business ethics and other responsible management and leadership disciplines within business schools are faced with numerous challenges affecting their ability to: 1) provide utility to students and faculty members, 2) generate added value to universities and, 3) serve a positive role for external community and business stakeholders. More specifically, these challenges involve getting access to resources and funding, staying relevant to the business community and adapting to their rapidly changing needs, productively engaging with university faculty, and improving ethics education. The workshop is led by representatives of the Humanistic Management Centers of Excellence Consortium, officially formed through the International Humanistic Management Association (IHMA) in 2018. Our Centers are in a unique position to be able to assess and improve business ethics and responsible management instructional techniques and can serve as the impetus of efforts to integrate ethics and responsibility across business school curricula. In this PDW, we propose that associated Centers of Excellence promote humanistic management principles and models to their strategic plans for the ultimate goal of collaborating on research, pedagogical, and corporate outreach programs. Using an appreciative inquiry process approach, our presenters and facilitators will help facilitate joint projects that imagine the possibilities for advancing more humanistic impact through the work of our centers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **594** | Submission: **11214** | Sponsor(s): (STR, IM, TIM)

Virtual session type: **Synchronous Live Open**

Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

How Management Research Can Help Companies Live Up to Societal Expectations

Management Research and Societal Expectations



Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

Panelist: **Jonathan P. Doh**, *Villanova U.*

Panelist: **Gerard George**, *Georgetown U., McDonough School of Business*

Panelist: **Grazia D. Santangelo**, *Copenhagen Business School*

Panelist: **Laszlo Tihanyi**, *Rice U.*

Organizer: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

Organizer: **Grazia D. Santangelo**, *Copenhagen Business School*

This symposium aims to contribute and boost the conversation on the impact of management research in helping companies living up to societal expectations. There are increasing concerns on the role of firms in tackling Grand Challenges, i.e., complex problems that affect the world and have no easy solutions. Grand Challenges, such as global health issues, food security, forced migration, or climate change, have been usually discussed as being the purview of governments. However, companies are increasingly confronting a civil society expecting that corporate actors promote human rights, proactively fight human trafficking and slavery along the value chain, and engage in a race to the top in labor and environmental. These increasing societal demands for responsible corporate citizenship and long-standing global initiatives have put pressure on firms to rethink their responsible conduct as an integral part of their strategy. This symposium aims to identify how management scholars can guide companies in addressing pressing social challenges and, thus, offering solutions to society.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **595** | Submission: **12382** | Sponsor(s): **(STR, OB, OCIS, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 2:00PMET (UTC-4)**

Managing Remote Work

Managing Remote Work

Organizer: **Viktorie Sevcenko**, *INSEAD*
Organizer: **Prithwiraj Choudhury**, *Harvard U.*
Organizer: **Tarun Khanna**, *Harvard U.*
Panelist: **Nicholas Bloom**, -
Panelist: **Pamela Hinds**, *Stanford U.*
Panelist: **Phanish Puranam**, *INSEAD*
Panelist: **Nancy Rothbard**, *U. of Pennsylvania*

The Covid-19 pandemic has led to a dramatic rise in the adoption of remote work practices. Even after the pandemic ends, many organizations and workers are likely to adopt remote work practices on a more permanent basis, due to the reported productivity increases, improved flexibility, and reduced stigma around perceptions of remote work. In this PDW, we bring together experts whose work has shaped the literature on remote and distributed work – Nick Bloom (Stanford), Pamela Hinds (Stanford), Phanish Puranam (INSEAD) and Nancy Rothbard (Wharton) – as well as industry experts managing remote work practices in their firms, who along with the organizers Prithwiraj (Raj) Choudhury (HBS), Tarun Khanna (HBS) and Victoria Sevcenko (INSEAD) will help to set the agenda for future research on remote work and management, and provide feedback on participants’ research proposals. We believe this workshop will be of particular interest to members in Strategic Management (STR), Organization Behaviour (OB), Organizational Communication and Information Systems (OCIS), and Technology and Innovation Management (TIM) divisions.

This workshop will include a panel discussion open to all conference registrants followed by a shorter paper feedback session in breakout rooms that will be by invitation only. To apply to the paper feedback session, please submit a paper abstract (up to 350 words) to pchoudhury@hbs.edu and victoria.sevcenko@insead.edu by 1st July 2021 with the subject “AOM PDW on Managing Remote Work – Paper Session Application”. Selected participants will be notified two weeks prior to the scheduled workshop.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **596** | Submission: **13749** | Sponsor(s): **(STR, TIM, OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Machine Learning, Artificial Intelligence, and Strategy: Research on the Importance of Complements *Machine Learning, AI, and Strategy*



Organizer: **Christopher Forman**, *Cornell U.*
Organizer: **Natarajan Balasubramanian**, *Syracuse U.*
Participant: **Ryan Allen**, *Harvard Business School*
Presenter: **Ruyu Chen**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*
Presenter: **Prithwiraj Choudhury**, *Harvard U.*
Participant: **Stephen Michael Impink**, *New York U.*
Participant: **Wang Jin**, *MIT Sloan School of Management*
Presenter: **Kristina Steffenson McElheran**, *U. of Toronto*
Presenter: **Robert Channing Seamans**, *NYU Stern*
Discussant: **Aija Elina Leiponen**, *Cornell U.*

Artificial intelligence (AI) and machine learning (ML) represent general purpose technologies that are rapidly diffusing among businesses. These technologies have the potential to transform industries and to impact the performance of firms. They also present important challenges for managers. Firms investing in general purpose technologies like AI require complements to realize value from them and to align with unique firm needs. In this symposium we bring together four papers that examine various aspects of the diffusion of impact of AI and ML in businesses and how these are affected by the presence of complements at the individual, organizational, and ecosystem level. Together these papers will shed new light on the implications of managerial decisions related to this important set of technologies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **597** | Submission: **12578** | Sponsor(s): **(TIM, OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Evaluating Ideas When Innovators Are Diverse

Evaluating Ideas When Innovators Are Diverse



Host: **Nataliya Wright**, *Harvard Business School*
Host: **Amisha Miller**, *Boston U. Questrom School of Business*
Discussant: **Dan Jun Wang**, *Columbia Business School*
Discussant: **Aleksandra Joanna Kacperczyk**, -
Presenter: **Rembrand Michael Koning**, *Harvard Business School*
Presenter: **Peter Younkin**, *U. of Oregon*
Participant: **Tarun Khanna**, *Harvard U.*
Participant: **Ramana Nanda**, *Imperial College London*
Participant: **Ruiqing Cao**, -

We propose to examine how ideas are evaluated when innovators are diverse and the implications on organizational and individual-level outcomes. This question is timely because managers from more organizations are beginning to evaluate novel ideas and innovators. Organizations finance early stage ventures (e.g. Duschnitsky, 2012; Cohen, Fehder, Hochberg, & Murray, 2019; Lerner & Nanda, 2020), access new ideas via broadcast search (e.g. Jeppesen & Lakhani, 2010; Lifschitz-Assaf, 2018), or directly employ intrapreneurs (Nielson, Peters, & Hisrich, 1985). Managers are increasingly conscious about the diversity of innovators in their networks in part due to growing political and social interest (Dobbin, Kalev, & Kim, 2011; Luo & Zhang, 2020). We propose to bring together five papers presented by a panel of Aleksandra Kacperczyk (London Business School), Rembrand Koning (Harvard Business School), Amisha Miller (Boston University), Dan Wang (Columbia Business School), Nataliya Langburd Wright (Harvard Business School), and Peter Younkin (University of Oregon), which examine the evaluation of ideas from diverse innovators. We will identify novel organizational mechanisms that could affect the diversity of innovators, as well as the implications of evaluation processes on organizations, innovators' careers, and the direction of innovation.

Do Richer Foreign Work Experiences Lead to Intrapreneurial Success?

Author: **Dan Jun Wang**, *Columbia Business School*

Judging Foreign Startups

Author: **Nataliya Wright**, *Harvard Business School*
Author: **Rembrand Michael Koning**, *Harvard Business School*
Author: **Tarun Khanna**, *Harvard U.*

Changing the System, Not the Seeker: Evaluating Startups Led by Female Founders

Author: **Amisha Miller**, *Boston U. Questrom School of Business*

Clearing Hurdles but Digging Holes: An Exit, Not an Entrance: The Employment Opportunities for Black

Author: **Aleksandra Joanna Kacperczyk**, -
Author: **Peter Younkin**, *U. of Oregon*

Biased Sampling of Early Users and the Direction of Startup Innovation

Author: **Ruiqing Cao**, -
Author: **Rembrand Michael Koning**, *Harvard Business School*
Author: **Ramana Nanda**, *Imperial College London*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **598** | Submission: **16993** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:15PM - 1:45PMET (UTC-4)**

Performance Management Process and Effects

Digital Session Chair: **Heidi Marie Baumann**, *Bradley U.*

HR: Two Hats Are Better Than One: How Managers' Role Identity Complexity Impacts Performance Management

Author: **Heidi Marie Baumann**, *Bradley U.*
Author: **Deidra J. Schleicher**, *Iowa State U.*
Author: **Jennifer Robin**, *Bradley U.*
Author: **David W. Sullivan**, *U. of Houston*
Author: **Junhyok Yim**, *City U. of Hong Kong*

We introduce the concept of performance management (PM) identity complexity, integrating research on identity, work identity complexity, and perspective-taking with managers' PM-related responsibilities, and propose that managers' PM identity complexity acts as a resource that benefits PM effectiveness. We extend extant PM research that has primarily positioned managers in a PM giver role (i.e., as raters) to suggest that managers navigate multiple roles, including both PM giver and PM receiver, as part of PM. That is, managers not only provide ratings and feedback to direct reports during PM, they also receive evaluation and feedback from their own supervisors. When a manager has a salient, or activated, PM receiver identity while enacting the role of PM giver, we define this as greater PM identity complexity, and we expect managers vary with regard to their level of PM identity complexity. The current research examines the implications of managers' PM identity complexity for both evaluative (i.e., ratings) and developmental (i.e., feedback) PM across two studies, a longitudinal field study and an experimental study. Results are largely supportive of our hypotheses positioning managers' PM identity complexity as an important predictor of rating quality, through perceived difficulty reactions, as well as a key contextual factor moderating the relationship between direct reports' feedback orientation and feedback seeking behaviors.

Paper is NOT Available. Please contact the author(s).

HR: The Role of Transparency & Fairness in Performance Management - A Review and a Research Agenda

Author: **Nicolas Tichy**, *LMU Munich School of Management*

Transparency is a hot topic in management scholarship and is often cited to solve organizational problems. One critical problem in many organizations is the perceived unfairness and consequently ineffectiveness of performance management systems. It remains unclear, however, how and to what extent transparency influences the perception of fairness in performance management systems. This provides the occasion for a thorough review, which finds that explicit considerations of transparency are virtually non-existent in the literature. However, it is uncovered that transparency is implicitly both a critical antecedent and component of organizational justice perceptions in the context of performance management systems. Based on this result, I identify open research questions and derive fruitful research propositions.

Paper is Available to Meeting Registrants Only.

HR: When do performance management practices improve firm performance? The role of stakeholder groups

Author: **Yin Lee**, *U. of Illinois at Urbana-Champaign*

This paper examines the firm-level outcome of performance management practices. Using a Korean firm-level panel data from 2007 to 2017, this study tests the main effect of performance management practices on firm performance. More importantly, this study develops a political contingency perspective and suggests that the effectiveness of performance management practices is contingent on the interests, preferences, and power of the relevant stakeholder groups – that is, family owners, professional CEOs, HR professionals, and labor unions. The fixed-effects regression results reveal that performance management practices improve firm performance. Also, the results show that the effects of performance management practices on firm performance are greater when professional CEOs have greater relative power than family owners and when there is a high number of HR professionals. The findings provide new insights into the strategic human resource management (SHRM) literature by illuminating the importance of the underexplored political context.

Paper is Available to Meeting Registrants Only.

HR: Too Close to Call: Can Structured Practices Improve Accuracy of Relational Managers' Evaluations?

Author: **Brittany Bond**, *Cornell U.*

Close relationships between managers and employees can enhance organizational productivity. However, manager bias for particular relationships may compromise organizational aims. One form of managerial bias is inflating performance evaluations. This inflation can weaken employee incentives for meeting expectations, compromise talent data, and misallocate scarce personnel resources. Using a vignette experiment combined with rich survey data on managers in a large U.S. corporation, I find that managers with close, trusting, and cooperative relationships with their employees are more likely to give a higher rating to an under-performing employee than is objectively justified. Structured managers on the other hand, who apply a more specific, formal, frequent or explicit approach to managing, are less likely to inflate the rating of an under-performing employee. Importantly, I find evidence that more relational management is not crowded out by structured management, but rather, more structured practices enhance performance evaluation accuracy regardless of how relational the manager is, reconciling a concern that the modes are incompatible.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **599** | Submission: **17329** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:30PM - 2:00PMET (UTC-4)**

Advances in Paradox Theorizing   
Paradox Theorizing

Digital Session Chair: **Marc Krautzberger**, *U. of St. Gallen*

OMT: **Managing Interlinked Paradoxes Through Boundary Work** 

Author: **Marc Krautzberger**, *U. of St. Gallen*
Author: **Ann Langley**, *HEC Montreal*
Author: **Thomas Schumacher**, *U. of St. Gallen*

The literature on paradox has repeatedly emphasized the value of cycling between practices of differentiation (keeping elements apart) and integration (bringing them together) to sustain paradoxical goals simultaneously. This suggests that “boundary work,” – i.e., purposeful effort to influence the boundaries and distinctions affecting groups, occupations, and organizations – might play a role in managing paradox. Accordingly, in this paper, we consider how the creation and management of “spaces” generated through the purposeful configuration and reconfiguration of boundaries over time can contribute to the management of paradoxes generally and interlinked paradoxes in particular. We draw on a case study of a startup in the digital-fabrication sector where the cofounders embedded two interlinked paradoxes into their strategic goals. We develop a process model that explains how configurational boundary work contributes to the management of interlinked paradoxes by creating “hybrid spaces” in which competing demands can, in some cases, be brought together to turn tensions into synergies. The model advances the understanding of boundary work as an approach to paradox, and illustrates how the inter-relatedness of paradoxes may offer opportunities rather than barriers to managing them.

Paper is Available to Meeting Registrants Only.

OMT: **Paradox as Analytical Tool for Managing Organizational Complexity: A Novel Typology and Paths Forward** 

Author: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*
Author: **Anders La Cour**, *Copenhagen Business School, Denmark*

In light of increased organizational and environmental complexity, research turns ever more often to the notion of paradox to investigate how managers can navigate conflicting demands. However, the internal dynamics of paradox remain unclear, making it difficult to understand what exactly is meant by the concept, and how it can be managed in practice. This article notes that the full potential of paradox as an analytical tool for understanding complex situations of organizational life has not been reached and reveals instances of organizational complexity that appear even more radical than current definitions of paradox posit. Using a systems theory perspective, we unfold the complexity of such situations and develop a typology that includes a novel and more complex type of nested paradox that appears underexplored. We add to paradox theory by showing how different types of paradoxes and their respective relations can relate and transform over time, thereby, expanding on dominant (both/and) explanations of paradox dynamics. Thereby, we also engage with calls for more vibrant and polyphonic theory-building. We discuss our findings and managerial implications and point towards future research.

Paper is Available to Meeting Registrants Only.

OMT: **Harnessing Infinity: Explaining the Persistence of Organizational Paradox through Morphogenesis**

Author: **Ferran Torres**, *U. Ramon Llull, ESADE Business School*
Author: **Tobias Hahn**, *ESADE Business School*

Paradoxical tensions are an inextricable part of organizations. Organizational paradoxes have been defined as synergic contradictions persisting over time, which underscores the temporal dimension of their nature. However, the persistence of paradoxes remains an elusive aspect. Persistence is understood differently depending on the ontological approach underpinning its articulation: a social constructionist approach explains persistence through the repeated experience of salient paradoxes; in contrast, an inherent approach articulates persistence through the latent dimension of paradox. In this article, we articulate persistence through the interplay of both salience and latency. To unpack the underlying processes explaining persistence we apply a morphogenetic lens, an explanatory framework that explains the processes through which systems are reproduced or transformed. The interplay between salience and latency is discussed in relation to structure, culture, and agency. Our morphogenetic approach to persistence offers a process explanation that shows how latency and salience affect one another through the conditioned, but reflective work of agents, leading toward a tendency to reproduce or transform the paradox.

Paper is NOT Available. Please contact the author(s).

OMT: **A Journey to the Upside Down: Challenging the Paradox Debate Through Problemization**

Author: **Iris Seidemann**, *U. of Hamburg*

This paper aims at questioning the general assumptions underlying the current paradox debate in the field of organization studies. Building on the method of problemization, the paper identifies central assumptions in the paradox discourse, and develops alternative viewpoints that challenge taken for granted perspectives. The construction of contrasting assumptions allows posing new research questions that aim at extending and developing a future research agenda for the paradox community. Reexamining the unquestioned superiority of both/and approaches and the role of actors in paradox response highlights the importance of a more transparent communication of assumptions that is essential when comparing findings and evaluating research gaps. Moreover, the paper contributes to the integration of currently deviating research streams such as the “dark sides” of paradoxes into the debate and argues for a more holistic perspective in the paradox discourse highlighting the interconnectedness of assumptions made at different levels of analysis and paradox stages.

Paper is Available to Meeting Registrants Only.

Author: **Anne-Sophie Thelisson**, *UCLy - ESDES - Lyon Catholic U.*

Author: **Diana Santistevan**, *EM Normandie*

Author: **Linh Chi Vo**, *ESDES, U. Catholique de Lyon*

Understanding individual responses is inherent part of the study of paradox. While extant research has focused on the nature of individual responses and the cognition associated with it, little is known about the specific role of emotions and the interrelationship of emotion and cognition working together to trigger a response. This study addresses this issue. We identify two types of paradoxes (belonging-organizing and performing) that interact with three emotional reactions and two cognitive reflections. Different combinations lead actors down five unique paths to different coping strategies (leading, challenging, and accepting). Our results contribute to the literature by identifying specific emotions and cognition and explaining how the relationship between emotions, cognition, and type of paradoxes influence individual responses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **600** | Submission: **12562** | Sponsor(s): **(PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:45PM - 2:15PMET (UTC-4)**

Public and Nonprofit Division Awards and Social Event
Public and Nonprofit Awards & Social Event

Organizer: **Justin Michael Stritch**, *Arizona State U.*

Please join the PNP Division as we celebrate and recognize our 2021 Award Winners and our newly elected Division leaders. We will offer a relaxed and welcoming atmosphere, and encourage folks to say, "hello," and celebrate the achievements of our Division members over this last year

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **601** | Submission: **13822** | Sponsor(s): **(CAR, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

Coaching Managers To Enhance Employees Influence And Impact

Coaching Managers To Enhance Employee Impact



Participant: **William H. Berman**, -

Many people who are struggling in their job are not focused on the most essential, mission-critical business and cultural priorities that give them the most influence and impact. Whether one is a manager of a small team, or the leader of a whole business, the objective is the same. For managers to be successful, their people – one, ten, or ten thousand – need to be successful. Coaching direct reports and skip-level reports to grow their organizational influence requires helping them understand the strategies and tactics of their role, and the cultural requirements of the organization. This drives how they spend their time, how they think about their job, and how they do that job. And just as important, the way they do their job must be consistent with the culture and mores of the organization. This PDW will use role play and self-development tools to identify ways to build influence and impact in one's team or organization.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **602** | Submission: **12282** | Sponsor(s): **(IM, OB, OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 3:00PMET (UTC-4)**

**Language in International Management: Facilitating
Interdisciplinary Conversation**
Language in International Management



Organizer: **Midam Kim**, *U. of Kansas*
Organizer: **Helene Tenzer**, *U. of Tuebingen*
Presenter: **Ann Bradlow**, *Northwestern U.*
Presenter: **Sid Horton**, *Northwestern U.*
Presenter: **Tailan Chi**, *U. of Wisconsin, Milwaukee*
Presenter: **Vincent L. Barker**, *U. of Kansas*

The study of language in international management has been rapidly growing in recent years, revealing new empirical phenomena and opportunities for theory development. However, given the multifaceted influence of language on globalized business, this promise can only be realized by integrating international business and management research with theories and methods from linguistics and cognitive psychology. These synergies have not been sufficiently realized so far due to different traditions of the disciplines. This Professional Development Workshop will stimulate interdisciplinary exchange by providing participants with a forum to learn about state-of-art research in international management, linguistics, cognitive psychology, and strategic management, to discuss theoretical and methodological challenges in language-related international management research, to collectively explore new research directions, and to develop collaborations with multiple theoretical approaches and multiple methods.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **603** | Submission: **12093** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

**Empathy in Management: Insights from Research and Industry
for the Post-Pandemic Age**
Empathy in Management for the Post-Pandemic Age



Organizer: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*
Organizer: **Jagdeep Singh**, *Case Western Reserve U.*
Panelist: **Valeria Gazzola**, *U. of Amsterdam*
Panelist: **Christian Keysers**, *Netherlands Institute for Neuroscience*
Panelist: **Chiara Orsingher**, *U. of Bologna*
Panelist: **Özge Nilay Yalçın**, *U. of British Columbia*
Panelist: **Gary Bridge**, *Snow Creek Advisors*
Panelist: **Wendy Heckelman**, *WLH Consulting*
Panelist: **Robert J. Easton**, *Case Western Reserve U.*

Perhaps at no other time in the recent past has the concept of empathy assumed as much significance as it has in the pandemic age, and indications are that its role will continue to persist post-pandemic. This panel symposium will showcase diverse ideas and perspectives on empathy—from academics in different disciplines as well as from practitioners in different industries—in ways that address its role and significance in contemporary managerial practice. The proposed symposium relates well to the theme of the 2021 conference, “Bringing the Manager Back in Management” as it brings a sharp focus on an important aspect of an individual manager’s capacity to pursue actions that reflect empathy in this age of major uncertainty and ambiguity. The symposium also brings a focus on how new technologies (AI/robotics) can augment managers’ (particularly frontline managers’) capabilities to pursue empathetic action in diverse industry contexts.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **604** | Submission: **14153** | Sponsor(s): (MED, ODC, OMT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 3:30PMET (UTC-4)**

**The Third Mission and the Transformation of the Business
School in the New Economy**
Third Mission and the Traditional Business School



Organizer: **Kent Rondeau**, *U. of Alberta*
Organizer: **Melanie P. Cohen**, *Institute for Creative Management.org*
Participant: **Johanna Anzengruber**, *Upper Austria U. of A.S*
Participant: **Dan Bumblauskas**, *U. of Northern Iowa*
Participant: **Nicole M. Coomber**, *U. of Maryland*
Participant: **Protiti Dastidar**, *U. of Maryland*
Participant: **Usha C.V. Haley**, *Wichita State U.*
Participant: **Lori Kendall**, *The Ohio State U. Fisher College of Business*
Participant: **Mark P. Kriger**, *BI Norwegian Business School*
Participant: **J. Howard Kucher**, *U. of Maryland, Baltimore*
Participant: **Nicole C. Jackson**, *UC Berkeley*
Participant: **Gigi Johnson**, *Maremel Institute*
Participant: **Roger C. Mayer**, *North Carolina State U.*
Participant: **Julie JP Palmer**, *Webster U.*
Participant: **Tyrone Pitsis**, *Durham U.*
Participant: **Winfried Ruigrok**, *U. of St. Gallen*
Participant: **Gudrun Sander**, *U. of St. Gallen*

Increasingly, institutions of higher learning are being required to become more entrepreneurial and transform themselves into engines of economic and social development in the local communities and regions in which they are situated. This requires business schools to adopt a Third Mission that goes beyond the traditional missions of teaching and research. In order to embrace the Third Mission, business schools must dramatically adjust their operational strategies, structures, systems, culture, and leadership. Using a virtual world cafe format, participants will identify the barriers and obstacles that must be addressed and overcome if business schools are to effectively operationalize the Third Mission. Participants will acquire critical judgements and competencies to assist their institutions in adopting this new paradigm.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **605** | Submission: **10387** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM - 2:00PMET (UTC-4)**

OB Division Global Committee Meeting
OB Global Committee Meeting

Participant: **Alexander Newman**, *Deakin U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **606** | Submission: **17300** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

Frontiers in Institutional Logics  
Institutional Logics Frontier

Digital Session Chair: **Bandita Deka Kalita**, *U. of Alberta School of Management*

OMT: Remaking Worth: A Process Study of Transformation of Institutional Logics

Author: **Bandita Deka Kalita**, *U. of Alberta School of Management*
Author: **Joel Gehman**, *U. of Alberta*

Institutional logics are the materials, symbols, values and practices undergirding action within particular social worlds. Extant empirical examinations of logics have explained how actors are guided by cognitive or emotive mechanisms as particular logics are made salient. Yet we still lack a theory of utility formation across transnational orders capable of explaining the constitution of institutional logics themselves. Here, we conduct a longitudinal, inductive study of the transformation of the oil and gas sector in Alberta, Canada between 1938 and 2019. We theorize utility formation as involving a process of remaking worth, characterized by the erosion of existing and the construction of new bases of worth, which we define as criteria for justifying and demonstrating utility that provide a legitimate basis for value and constitute a logic's substance (Friedland, 2013). A core process constituting our theory of remaking worth entails continuous evaluations of worth through problematization and justification. A key contribution of our study is the observation that institutional logics are inherently undergirded by bases of worth, a core aspect of the value-laden nature of logics that has been overlooked in the literature.

Paper is Available to Meeting Registrants Only.

OMT: Strategic Drift: Institutional Pluralism, Specialization and Organizational Growth 

Author: **Tommaso Ramus**, *UCP - Católica Lisbon School of Business & Economics*
Author: **Matthew Lee**, *New York U.*

We develop a theory of organizational growth under conditions of institutional pluralism based on analysis of the 27-year growth trajectory of ALPI, an Italian workforce integration organization. In contrast to the suggestion of prior research that organizations respond to institutional pluralism by blending or balancing between logics, ALPI grew via multiple phases of institutional specialization, each characterized by the temporary specialization of ALPI's internal structures to align with a different institutional domain and its corresponding logic. To theorize about this unexpected pattern, we build on Penrose's (1959) Theory of the Growth of the Firm to analyze why and how ALPI transitioned between these multiple phases of growth. We find that transitions were supported by the continuous development of a stock of versatile resources across phases: when the organization achieved its growth limit within one institutional domain, it used resources to pursue growth opportunities in an alternative domain. We further find that such transitions required the reconceptualization of resources and realignment of internal structures to the alternative domain. Based on our findings, we conceptualize a model of "strategic drift" that characterizes this trajectory of imbalanced growth.

Paper is Available to Meeting Registrants Only.

OMT: The Influence of Commercial and Family Logics on Organizational Founding Attempts

Author: **Joseph Dwomoh Owusu**, *U. of Alberta School of Management*
Author: **Marvin Washington**, *Portland State U.*

Finalist for the OMT Division Best Paper on Entrepreneurship Award

This article explores whether the institutional logics founding groups are embedded in influence their chances of establishing their ventures. Building on competing logics scholarship, this paper shows that founding teams embedded in a family logic are more likely to succeed in their organizational founding attempts than those embedded in a commercial logic. High embeddedness in commercial logics is found to negatively impact the transition from pre-entry stage to becoming a fully established member of a population of operational organizations. While embeddedness in both logics improves establishment rates, a period of environmental uncertainty erodes those benefits. By linking logics to organizational foundings, this study advances understanding of how logics impact entrepreneurship and performance broadly.

Paper is NOT Available. Please contact the author(s).

OMT: Legitimacy Evaluations of Organizational Configurations: Does Hybrid Form or Logic Content Matter

Author: **Jared Peifer**, *City U. of New York, Baruch College*
Author: **Jing Liu**, *Northern Kentucky U.*

Hybridity scholarship has considered the various effects of organizational hybridity, including evaluations from external audience members. We theorize and test whether hybrids organizations that blends a charity and business logic are penalized because the blended logics reduce evaluators' perceived cognitive legitimacy of the organization. We also test whether the organization's presence of the market logic is a reason it is penalized, mediated by decreased moral legitimacy. We borrow economic sociology's moral markets scholarship to hypothesize two dimensions of moral il-legitimacy; the diminishment of social welfare and the contamination of something sacred. In a 2x2 online experiment, participants read about a health care organization that is randomly presented as a for-profit core hybrid, a for-profit business, a nonprofit core hybrid or a nonprofit organization. We find the presence of market logic decreases pragmatic legitimacy, mediated through social welfare diminishing (and not contaminating) moral il-legitimacy. In other words, we find evidence that logic content matters. We conclude with our contributions to hybridity scholarship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **607** | Submission: **16589** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:30PMET (UTC-4)**

OSCM Division Plenary Session
OSCM Division Plenary Session

Participant: **Stephanie Eckerd**, *U. of Tennessee*
Host: **Stephanie Eckerd**, *U. of Tennessee*
Moderator: **Aravind Chandrasekaran**, *Ohio State U.*
Panelist: **Susan Moffatt-Bruce**, *Royal College of Physician and Surgeons of Canada*
Panelist: **David Rushlow**, *Mayo Clinic*
Panelist: **John Toussaint**, *Catalysis*

Bringing the manager back into management research! Consistent with the conference theme, we are hosting a panel of experts from the healthcare industry to discuss how business schools benefit from collaboration with industry and vice versa. This will be an informal chat on some best practices for collaboration as well as personal stories from practitioners who are working with academics.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **608** | Submission: **16730** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM - 2:00PMET (UTC-4)**

AMR Editorial Review Board
AMR Editorial Review Board

Organizer: **Sherry M. B. Thatcher**, *U. of South Carolina*

Note to Editorial Review Board members: you must be registered for the 2021 AOM Annual Meeting to attend this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **609** | Submission: **14756** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 1:00PM - 2:30PMET (UTC-4)**

The Changing Nature of Corporate R&D: Taking Stock in Recent Progresses in Research

The Changing Nature of Corporate R&D



Organizer: **Rachelle Sampson**, *U. of Maryland*
Organizer: **Yuan Shi**, *Cornell SC Johnson College of Business*
Discussant: **Bruno Cassiman**, *IESE Business School*
Participant: **Rafael Corredoira**, *The Ohio State U. Fisher College of Business*
Participant: **Brent Goldfarb**, *U. of Maryland*
Participant: **Ashish Arora**, *Duke U.*
Participant: **Sharon Belenzon**, *Duke U.*
Participant: **Bernardo Dionisi**, *Duke U.*
Participant: **Keld Laursen**, *Copenhagen Business School*
Participant: **Bart Leten**, *KU Leuven*
Participant: **Ngoc Han Nguyen**, *Hasselt U.*
Participant: **Mark Vancauteren**, *Hasselt U.*

Researchers and practitioners alike have noted the changing landscape of research and development (R&D) in firms over the last several decades, but little consensus has been built around how and why the nature of corporate R&D has changed over time. The three paper presentations in this symposium advance this exciting research agenda by putting forth several explanations of how and why the rate and direction of firm innovation have shifted over time. Through these studies, diverse groups of scholars leverage unique theoretical lenses, novel data sources and methodological advancements to identify important trends in the internal and external environment of a firm and how these trends shape the processes and outcomes of R&D activities. Collectively, we demonstrate that the temporal shifts in the nature of firm R&D are associated with fundamental changes in the flows of capital, knowledge, and talent over time. This symposium will conclude with research commentary by an expert in this area and interactive discussions between audiences and presenters.

Missing the Forest for the Tree: Short-termism & Technological Influence of US Firms

Author: **Rafael Corredoira**, *The Ohio State U. Fisher College of Business*
Author: **Brent Goldfarb**, *U. of Maryland*
Author: **Rachelle Sampson**, *U. of Maryland*
Author: **Yuan Shi**, *Cornell SC Johnson College of Business*

First Mover Advantage and the Private Value of Public Science

Author: **Ashish Arora**, *Duke U.*
Author: **Sharon Belenzon**, *Duke U.*
Author: **Bernardo Dionisi**, *Duke U.*

The Impact of High-skilled Migrant Inward Mobility on Firm-level Innovation Performance

Author: **Keld Laursen**, *Copenhagen Business School*
Author: **Bart Leten**, *KU Leuven*
Author: **Ngoc Han Nguyen**, *Hasselt U.*
Author: **Mark Vancauteren**, *Hasselt U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **610** | Submission: **10447** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:00PMET (UTC-4)**

Have I Got a Story for You! Using Children's Literature to Teach Management Concepts

Using stories to teach management concepts



Chair: **Jennifer Lynn Schultz**, *Saint Mary's U. of Minnesota*
Chair: **Debra Comer**, *Hofstra U.*
Presenter: **Robert L. Holbrook**, *Ohio U.*
Presenter: **Gail A. Dawson**, *U. of TN At Chattanooga*
Coordinator: **Elizabeth Cooper**, *U. of Rhode Island*

This teaching and learning session will provide attendees with practical, low-cost, high-impact teaching activities that use children's literature to demonstrate abstract management concepts. Presenters from a variety of institutions and content areas will share their innovative pragmatic teaching strategies. Topics include: group behavior/decision making (sub-topics: authority decisions, Asch effect, Mum effect, groupthink, escalation of commitment), diversity and inclusion, anchoring, confirmation bias, Rashomon effect, and faulty generalizations. Presenters will share vetted teaching materials that can be used with little or no modifications. This session is interactive and attendees will be encouraged to ask questions. Presenters and chairs collectively have decades of experience using popular culture in the management classroom. Attendees will have an opportunity to gain presenters' input and recommendations for developing additional activities, based on children's literature, to teach management concepts of their choice. Teaching materials will be made available via a free open-access website.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **611** | Submission: **10923** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:00PMET (UTC-4)**

Designing Customised Executive Education Programs: An Outcome-Based Approach



An Integrated Framework for Customised Programs

Participant: **Aindrila Chatterjee**, *Doctoral Scholar*

Participant: **Arun Pererira**, *Chaifetz School of Business, Saint Louis U.*

Continuing education, particularly customised executive education programs, as a field of teaching and learning, is facing unprecedented interest and focus, from both the supply and demand sides. There is a boom in the number of providers—be it b-schools or a variety of start-ups, and an explosion of platforms and technologies for delivery and content curation. Also, there is a growing call to focus on outcomes and impact of customised programmes—be it learning transfer from training programs to the workplace, or business impact and return on investment. To address the issues of value and impact of such programs, this paper provides an integrated framework that draws on three established research streams: training evaluation, transfer of learning, and knowledge creation and dissemination within organizations. The comprehensive framework addresses issues from participant selection to learning transfer and learning dissemination, and from business impact to ROI measurement. The framework can be usefully applied by organizations to ensure value and impact from customised programs, and by providers to better design, deliver, and market their offerings.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **612** | Submission: **11213** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:00PMET (UTC-4)**

Creating a Friendly, Supportive, Inclusive, and Engaging Remote Learning Environment

Supportive, Inclusive, & Engaging virtual learning

Facilitator: **Binhua Eva Huang**, *Wilfrid Laurier U.*
Facilitator: **Anita Boey**, *Wilfrid Laurier U.*

Unlike a face-to-face class where students can see and interact with each other, it is harder for students to establish relationships and engage in a remote learning environment. Therefore, it is critical for educators to know how to cultivate a supportive learning environment to help students establish and build relationships in a remote learning environment as well as strategies to engage students for better learning outcomes. This dynamic, interactive session will provide practical suggestions on how to build a friendly, inclusive, and engaging learning community in a virtual classroom. Through various activities of poll, chat, class discussion and breakout room discussion, participants will learn how to: 1) adopt a flipped classroom; 2) use class music and warm-up activities to cultivate relationships and connections among students; and 3) use various in-class activities, techniques, and strategies to engage students with enhanced learning outcomes. Participants will take away slides, information on strategies for preparing for pre-recorded lectures, a list of songs, themes and information on warm-up activities, information on various in-class activities and strategies. These takeaways will be useful for participants to foster their own friendly, inclusive, and engaging virtual classes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **613** | Submission: **11772** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:00PM- 2:00PMET (UTC-4)**

Evidence-Based Intervention: Developing Leadership Skills

Development of Leadership Skills



Chair: **Kumaran Rajaram**, *Nanyang Technological U.*

Due to different internal and external changes in the business world, firms must re-think the requirements of young professionals that they want to recruit. Acting in complex and dynamic markets requires experienced managers knowing exactly what they need, what their next step is and how their global strategy looks like. Moreover, the technological progress and new economic developments put a lot of pressure on companies and their management. Managers must hit the needs of the firm's stakeholders and have to guide the firm successfully under (un)stable market conditions. Therefore, young professionals should also have global leadership skills to manage international acting firms successfully besides the traditional technical, social or methodological competences (Hensen, 2016; Wang, 2014). From the academic literature, no clear and precise definition of global leadership can be found. However, a lot of different understandings of global leadership do exist. For instance, Morrison (2000) defines global leadership as the possession of four competencies organized around the characteristics of attitudes, leadership, interaction and cultural understanding enabling the effective management of operations that span a world of diverse cultures, capabilities and customers. Thus, competencies are understood as personal traits, behaviours, skills, attitudes, knowledge and beliefs. Global leadership entails the interrelationships that exist among the endogenous and the exogenous process of influencing and being effective in the context of global business operations and management characterized by heterogeneity and complexity. Nevertheless, global leadership has become a hot topic in the practical business world, but also in academia. Therefore, existing curriculum programs have to be enriched with lectures of global leadership using innovative methods to educate future global business leaders (Henson, 2016; Methews, 2016; Thakkar 2018). In the 21st century, higher education institutions have to be highly receptive and adaptable to the rapidly changing technological landscape, hence requiring students to enter an increasingly global economy. Innovative approaches and new technological tools have been changing the way professors teach and students learn. These developments offer a wide range of possibilities for academic institutions, such as redesign of learning spaces, teaching global virtual students teams located in different universities around the world or the usage of MOOCs for the global classroom (Adams Becker et al., 2018; Ifenthaler et al., 2014; Wade et al., 2013; Wang, 2014). Empirical studies have concentrated on various tools in higher education and many methods have been tested (Adams Becker et al., 2018; Ifenthaler/Schumacher, 2016). However, little attention has been paid to integrate the key essentials into a practical format that can be used by educators effectively when teaching global leadership. Nevertheless, not every new approach fits to the students' needs, to the lecturing content or to the curriculum (Honal et al., 2017; Mishra/Koehler, 2006; Wang, 2014). There is a need to identify effective teaching techniques and best-practice-approaches that have already been confirmed to be successful in increasing students' motivation and learning outcomes and educating global leaders successfully (Hensen, 2016; Honal et al., 2018; Parker/Pearson, 2013; Rajaram, 2015). Another trend is that college classrooms are becoming increasingly diverse, so that the educators commonly adopt multicultural approaches to facilitate management subjects. Despite the intended benefits of exposing students from diverse backgrounds to different perspectives, lecturers are often confronted to challenges and complaints about unprofessional behaviours and free riding amongst members of the group (Honal et al., 2017; Rajaram, 2015). Therefore, clear advice and actionable recommendations for the educators are needed. With this interactive PDW, the participants should receive a 'best-of-collection' of practical approaches and innovative methods that professors and other academic staff can use at their institution to teach global leadership. Furthermore, the PDW will offer a roundtable discussion in which participants can share the specific problems they face in their daily work and the solutions they have adopted so far. Finally, a plenary discussion will summarize the key learnings of the session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **614** | Submission: **10022** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:15PM- 2:45PMET (UTC-4)**

Is Artificial Intelligence Your New Member of the Corporate Board?
Is AI Your New Corporate Board Member?



Organizer: **Imen Ameer**, *Hult International Business School*
Organizer: **Bella Butler**, *Curtin U.*

This caucus is an opportunity for academics and practitioners showing interest in innovative governance models based on artificial intelligence. It is an opportunity to debate the value-added of AI, and the associated ethical risks. We will present considerations for a governance framework aiming to balance corporate results and ethical concerns.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **615** | Submission: **16683** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM - 4:30PMET (UTC-4)**

GDO Social *GDO Social*

Host: **Eddy S. Ng**, *Queen's U.*
Host: **Aneika Simmons**, *Sam Houston State U.*
Host: **Eden King**, *Rice U.*
Host: **Joy E. Beatty**, *Eastern Michigan U.*

GDO Social ft. Games Night

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Modern Workplace Cognitions: Impostor Syndrome, Overconfidence, and Dis(Trust)

Digital Session Chair: **Basima Tewfik**, *MIT Sloan School of Management*

MOC: Impostor phenomenon revisited: Presenting a self-affirmation theory of workplace impostor thoughts

Author: **Basima Tewfik**, *MIT Sloan School of Management*

William H. Newman Award Nominee

A phenomenon popularly referred to as impostor syndrome remains understudied by organizational scholars, even though 70% of employees experience it at work. To draw much-needed attention to the phenomenon, I revisit seminal theorizing in clinical psychology, which highlighted the phenomenon's socio-cognitive origins, to advance the construct of workplace impostor thoughts. I define workplace impostor thoughts as the belief that others overestimate one's competence at work. Integrating self-affirmation theory with research on person perception, I outline how and why having workplace impostor thoughts may lead to greater interpersonal effectiveness—a critical workplace outcome given that work is more socially embedded than ever before. I test my model in three field and lab studies that together incorporate survey, experimental, and video data from employees at an investment advisory firm, physicians-in-training, and a cross-industry sample of employees. I find that having workplace impostor thoughts is positively associated with interpersonal effectiveness at work because those high in workplace impostor thoughts adopt a more other-focused orientation. In documenting this interpersonal upside, I challenge prevailing wisdom that the impostor phenomenon is uniformly detrimental. I conclude by delineating how my findings meaningfully redirect existing scholarship and upend practitioner discourse.

Paper is NOT Available. Please contact the author(s).

MOC: Overconfidence: A Review and Directions for Future Research

Author: **Irina Maria Karthaus**, *Chair of Innovation Management, TU Dortmund U.*

Overconfidence is a cognitive bias which is of high interest to both scholars and practitioners. Its definition includes three distinct terms: overestimation of the own abilities, overplacement of oneself relative to others, and overprecision regarding the own knowledge. Although overconfidence is widely researched by scholars, the related terminology is not clearly established. This paper synthesizes existing research and offers a comprehensive review on overconfidence in the context of corporations, entrepreneurship, and investing. First, we develop and evaluate clusters in research. Second, we synthesize existing research to outline antecedents and outcomes of overconfidence. Third, we propose potential avenues for future research on the subject. This review aspires to encourage scholars to further develop theory and the empirical applications of overconfidence.

Paper is NOT Available. Please contact the author(s).

MOC: Once Bitten, Twice Shy: The Negative Spillover Effect of Trust Betrayal

Author: **Yu Wei Hsu**, *U. of Hong Kong*

Author: **Eileen Chou**, *U. of Virginia*

Author: **Noah Myung**, *U. of Virginia*

From financial improprieties to fraudulent claims, charity scandals can alienate their supporters and incite feelings of betrayal. Is it possible for one charity's indiscretions to encroach how people perceive others in the same sector and erode trust in charities not involved in the scandals as well? We conducted three studies to investigate whether people generalize the experience of betrayal and can negatively affect subsequent intentions and behavior to trust other entities. Study 1 employed economic games to demonstrate that experiencing betrayal at the beginning of the game would decrease trust in a different trustee who merely shares a nominal group membership with the original trust transgressor. Study 2 demonstrated this generalized betrayal effect in a real-world charitable giving simulation by measuring people's actual donation behavior. Study 3 further tested the proposed model and examined two critical mechanisms – expectancy violation and violation of a just-world belief – that would drive the generalized betrayal effect. By systematically investigating whether and to what extent generalized betrayal can subsequently contaminate generalized trust development, this research provides a deeper and broadened understanding on how one may be vicariously affected by other entities' indiscretions.

Paper is NOT Available. Please contact the author(s).

MOC: The Love of Body Cameras: Evaluating Surveillance Through Factors of Distrust and Control

Author: **Elizabeth Hood**, *Boston College*

Author: **Jacqueline N. Hood**, *U. of New Mexico*

Author: **Lyndon Earl Garrett**, *Boston College*

Due to advancing technologies, surveillance is ever increasing in the workplace. Surveillance is typically viewed as negative by those under surveillance and useful to those conducting surveillance. Surveillance is often thought of as a dichotomy of either helpful or harmful for the employees. Yet, there is little research examining how exactly surveilled individuals evaluate surveillance. We engaged in a qualitative inductive study of police officers to understand the process of evaluating surveillance in the form of body cameras. We suggest that perceptions of surveillance are informed by two factors: distrust and control. We posit that surveillance is initiated through a distrust of the employees. Our findings indicate that this results in a cycle of distrust between the surveilled and those conducting the surveillance. This in turn increases the use of surveillance. On the other hand, surveillance is often a way to remove control from employees. However, we found that employees can regain their control through taking ownership over the surveillance. Through using the surveillance as a tool, employees have the opportunity to fight the distrust against them. This ultimately can lead to positive evaluations of surveillance. Our study helps to examine the question of how individuals evaluate and utilize surveillance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **617** | Submission: **16847** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Groups and Teams Research: New Perspectives

Digital Session Chair: **Adriane MacDonald**, *John Molson School of Business, Concordia U.*

MOC: **Bridging Representational Gaps: The Role of Tension and Multimodal Tools**

Author: **Adriane MacDonald**, *John Molson School of Business, Concordia U.*

Author: **Stephen Dann**, *The Australian National U.*

Author: **Margaret M. Luciano**, *Penn State U.*

The human capacity to address complex problems depends on the ability and willingness to effectively engage and problem-solve with individuals who hold different views from one's own. Bridging representational gaps by creating a shared understanding of these complex problems is critically important because in its absence, collaborators cannot generate viable solutions and, therefore, risk making the problem worse. Yet it is unclear how the process of bridging these gaps occurs and whether the use of multimodal tools may be useful in the process. Thus, we adopt an abductive approach to examining how and why do multimodal tools influence bridging representational gaps. Audio, video, and survey data were collected from 102 individuals who participated in one of fourteen workshops. The participants in each workshop were placed in two teams with opposing representations of the same problem and led through a series of structured meaning-making and knowledge sharing exercises centered on the use of toy building blocks to facilitate communication among team members. The results of our study demonstrate that improved communication across knowledge boundaries can be achieved by using multimodal tools to reify concepts. In leveraging the use of visual metaphors in their explanations, participants were better able to recognize areas of divergence and dependence between teams. This recognition enabled participants to transcend conflicting problem representations by constructing a third solution of mutual benefit, integrating ideas through a process that acknowledges the inherent tensions of collaborator diversity while encouraging shared understanding and creative problem-solving. Implications, limitations, and future directions are discussed.

Paper is NOT Available. Please contact the author(s).

MOC: **The Development of the Five Factor Shared Mental Models Scale**

Author: **Jandre Jansen Van Rensburg**, *Maastricht U., School of Business & Economics*

Author: **Catarina Marques Santos**, *Maastricht U. School of Business and Economics*

Author: **Simon Barend De Jong**, *Maastricht U., School of Business & Economics*

Author: **Sjir Uitdewilligen**, *Maastricht U.*

Literature on Shared Mental Models (SMMs) has been burgeoning in recent years. Although this has provided increasingly detailed insight and evidence into the importance of SMMs across contexts, it has also become apparent that there are key limitations which might hinder future development. First, SMMs are operationalized and measured via in-depth, context dependent measures, which complicates the creation of a coherent body of knowledge. Second, different conceptualizations of the dimensionality of SMMs exist, which may complicate the comparison findings from different studies. We argue that the field of SMMs has now matured enough that it is possible to take a deductive approach and evaluate the prior studies in order to refine the key SMMs dimensions and operationalizations. Hence, we take a three-stage approach to distil measurement items from the literature, using four samples to do so. Ultimately, this leads to a 30-item five-dimensional scale (i.e., equipment, task execution, interaction, team composition, and temporal SMMs) which provides scholars with a tool which enables the measurement, and comparison, of SMMs across diverse team contexts. It offers practitioners the option to straightforwardly assess SMMs in their teams, allowing them to more readily identify challenges in their teams and design appropriate interventions for improvement.

Paper is Available to Meeting Registrants Only.

MOC: **Shared or Divergent Mental Models? The Role of Key Employees in Problem Solving**

Author: **Michela Carraro**, *Department of Economics and Management, U. of Padova*

Author: **Andrea Furlan**, *Department of Economics and Management, U. of Padova*

We conduct a multi-agent simulation to understand how key employees contribute to team problem solving by leading the identification of effective responses to emerging issues. We find that placing a central coordinator, i.e. key employee, at the head of teams composed by individuals holding divergent mental models allows to avoid mutual confusion and enhances their likelihood of selecting compatible high value alternatives. Similarly, when teammates share their cognitive structures, we find that the presence of a key employee tends to increase the team probability of achieving superior solutions to problems. However, when team members with similar mental models fail to recognize jointly effective options early in the process, they are unable to select viable responses. Our findings suggest that the presence of a key employee is not sufficient to avoid joint myopia: on the contrary, it may become detrimental to team problem solving, amplifying "groupthink" effect and impeding teammates to explore potentially working – even though suboptimal – options.

Paper is Available to Meeting Registrants Only.

MOC: **Cognitive Fit in Recruitment and Group Dynamics**

Author: **Gayanga Bandara Herath**, *U. of Southern Denmark*

Author: **Davide Secchi**, *U. of Southern Denmark*

This study presents a cognitive perspective on the recruitment and selection of new employees in small teams. In doing so the article builds on a distributed cognitive theoretical framework and is inspired by current Person-environment fit (P-E fit) measurements. At the same time, the work presented in this article is an attempt to move forward traditional P-E fit measures by emphasizing the dynamic nature of a constantly evolving team environment. To explore the utility of such a perspective and to investigate its feasibility, the article presents an Agent-Based computational simulation Model (ABM). The results indicate that such an approach may be advisable for recruitment, particularly when dealing with a highly docile team environment and highly docile potential candidates.

Paper is Available to Meeting Registrants Only.

Author: **Aniruddha Chatterjee**, *Macquarie U., Sydney & XLRI, Jamshedpur*

Author: **Kyle Bruce**, *Macquarie Graduate School of Management*

Although research shows that collective mindfulness may have significant organizational consequences, studies have not adequately addressed how collective mindfulness is manifested in organizational sub-units such as groups and teams. Nor have these studies addressed the question- what affects collective mindfulness in teams. Using survey data from a housing finance organization, we explore how 'team mindfulness' is affected by two antecedents, namely- organizational constraints, and the connectedness of team members with people outside the team. We find that constraints, particularly those which are interpersonal in nature, negatively affect team mindfulness, while connectedness moderates these relationships. By exploring the antecedents of team mindfulness, we contribute to a deeper understanding of collective mindfulness in organizations. We discuss the implications of this study for theory and practice. Keywords: team mindfulness; constraints; connectedness

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **618** | Submission: **16852** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Novel Workplace Innovation & Adaptation Research

Digital Session Chair: **Emil Oscar Åkesson**, *Lund U.*

MOC: Business Model Innovation in Established Firms: Conceptual Challenges and How to Manage Them

Author: **Emil Oscar Åkesson**, *Lund U.*

Author: **Kajsa Ahlgren Ode**, *Lund U.*

Author: **Lars G. Bengtsson**, *Lund U.*

Technology leaps and demands for environmental sustainability are putting increasing pressure on managers to change not just their way of doing business but also their thinking. As cognitive constructs, business models are at the core of these challenges. But successfully innovating business models is not easy. New models are not conceived fully formed, but emerge from a lengthy process of developing components in a structurally meaningful way. In this paper, we recognize these components as concepts and investigated their role empirically in interviews with managers engaged in business model innovation at five established firms. Our findings suggest that the conceptual challenges that managers face are not primarily individual, but manifest critically on a collective level, implying difficulties in 'hand-over' of new business models between those actively engaged in their formulation and others who are nevertheless key to their implementation. In this light, we have reviewed what tools are available to managers, and conclude that the business model literature should focus more on a category of procedural tools we label 'model-based facilitation'; a category of tools that have been developed in parallel in strategic management and system dynamics, but as we discuss, needs adaptation to appropriately fit the business model context.

Paper is Available to Meeting Registrants Only.

MOC: Different Curvilinear Trajectories of Individual Knowledge Bases in the Innovation Process

Author: **Siwei Zhu**, *Minnesota State U., Moorhead*

Author: **Baris Morkan**, *Stevens Institute of Technology*

Knowledge depth and knowledge breadth, as the two dimensions of individual knowledge bases, serve as the most fundamental source of innovation. Following a mixed-method approach with both qualitative and quantitative phases, we collect first-hand data from top chemical scientists in the R&D department of a leading US oil & gas company and investigate how individuals leverage their knowledge bases in the innovation process. In analyzing the findings of the qualitative study, we present the innovation process as multi-stage innovation outcomes and label two distinct groups of individuals as "Young Geniuses" with high knowledge depth and "Old Masters" with high knowledge breadth. In the quantitative phase, our analysis shows two different curvilinear trajectories toward the innovation process: the diminishing return between knowledge depth and early-stage knowledge combinations for "Young Geniuses" is characterized by an early inflection point; the curvilinear relationship between knowledge breadth and late-stage commercialization for "Old Masters" is characterized by a late inflection point. Our study further shows that expanding knowledge breadth shifts the early inflection point of knowledge depth to the right in the innovation process. We demonstrate that individuals, who better comprehend the timing and relative pace of innovation activities, can navigate the innovation process to achieve fruitful outcomes.

Paper is NOT Available. Please contact the author(s).

MOC: Dynamic Managerial Cognitive Capabilities: Exploring the Micro Foundation of a Firm's Innovation

Author: **Shufeng Xiao**, *Peking U.*

Author: **Ting Xiao**, *Peking U.*

Author: **Zhixue Zhang**, *Peking U.*

Despite research begin to investigate the micro-macro link between a very important yet under-investigated capabilities—a firm's dynamic managerial cognitive capabilities—and its macro-level outcomes, they focus on particular types of cognitive capabilities, offering a partial picture for the working mechanisms of dynamic managerial cognitive capabilities. In this study, we systematically investigate how a firm's dynamic managerial cognitive capabilities are decomposed into different subdimensions respectively and functioning as a whole in affecting an entrepreneurial firm's innovation. By conducting three studies including simulation, content analysis, survey, and second-hand data, the consistent results show that cognitive-related sensing capability negatively, while cognitive-related seizing and reconfiguring capabilities positively affect an entrepreneurial firm's innovation performance. Our findings provide a more complete and fine-grained view of the effects of micro-level dynamic managerial cognitive capabilities on a firm's macro-level innovation.

Paper is Available to Meeting Registrants Only.

MOC: Focusing On Learning Or Performance? How Goal Orientation Influences BMI In Dynamic Environments

Author: **Maria Rita Micheli**, *IESEG*

Business model innovation (BMI) is a radical innovation process, requiring managers to focus on specific goals and to implement complex choices over time. In this paper, we explore the consequences of managers' learning and performance orientation on BMI, explaining their relevance in dynamic environments. We explore these themes in the context of creative industries, delivering a survey to managers across the sectors of design, architecture and gaming. We show the positive influence of learning orientation on BMI, and we explain how the dynamism in the environment stimulates this positive effect. Our study mainly contributes to business model innovation research, exploring the triggers of BMI and showing its specific characteristics as innovative process. In addition, we contribute to goal orientation research, showing the consequences of different goal orientations for radical innovation processes in dynamic environments.

Paper is NOT Available. Please contact the author(s).

Author: **Yusaku Takeda**, *Harvard U.*

This article theorizes how top management's strategic frame evolves over the lifespan of technology and how such frame evolution transforms the organization over time. Combining proprietary archival and extensive interview data, this study traces the historical transformation of Fujifilm, a Japan-based multinational company, over the thirty-three years of the rise and fall of the digital photography industry. Fujifilm, as one of the largest color film manufacturers in the world, not only survived from the growth of the digital imaging technology but also reoriented its existing capabilities in diverse industries such as industrial materials, document solutions, pharmaceuticals, and even cosmetics—resulting in its highest revenue in 2018. Analysis found four modes of frame alteration—incorporating, expanding, shifting, and focusing—that top management underwent and corresponding cognitive mechanisms that shaped each of the four modes of frame alteration and Fujifilm's resulting adaptive strategies. These findings highlight the critical role of continuous and flexible revisions and adjustments of predominant strategic frames to ensure incumbent organizations' long-term competitiveness; and invite future studies on frame evolution that treats strategic frames as dynamic, rather than static, strategic managerial assets.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **619** | Submission: **17207** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Developments in Organizational Identity

Organizational Identity

Digital Session Chair: **Ying Li**, *U. of Illinois at Urbana-Champaign*

OMT: **The Role of Organizational Values in Art Houses' Identity-violating Transformation during COVID-19**

Author: **Ying Li**, *U. of Illinois at Urbana-Champaign*

Winner of the OMT Division Best Student Paper Award

Literature has established that organizational change is challenging when it is deemed as contradictory to “who we are as an organization.” Consequently, rarely do organizations carry out changes that violate their identity. However, organizations must change or die when sudden and dramatic restructuring of environmental conditions make it impossible for an entire organizational form to continue business in taken-for-granted ways. The important question is how organizations quickly revise their cognitive beliefs to embrace identity-violating changes. This qualitative study, with data collected in real time on American art house theaters’ response to COVID-19 pandemic, reveals one mechanism that organizations rely on when carrying out identity-violating changes. Organizations decouple their identity into values and technology and consider their identity-violating changes as violating only the technological part of their identity while preserving the more important, value-based part of identity. Committing to values (as opposed to technology) enables organizations to experiment with a new, identity-violating technology and enact it in a way that can be consistent with values and be complementary with their previous technology. This study sheds light on the motivating and guiding role of values in navigating identity-violating organizational changes. It also has practical implications for organizations transforming under extraordinary circumstances.

Paper is Available to Meeting Registrants Only.

OMT: **We Do What We Are: How Companies Use Organizational Identity Agentially for Strategy Making**

Author: **Luca Manelli**, *Politecnico di Milano School of Management*

Author: **Josip Kotlar**, *Politecnico di Milano School of Management*

Author: **Federico Frattini**, *Politecnico di Milano School of Management*

Most of organizational identity research has emphasized the constraining mechanisms on strategy making, such as path dependence and the sclerotization of cognitive frames. Considerably less research has studied the generative aspects that bind organizational identity and strategy making. Our paper aims at studying the socially constructed mechanisms that enable companies to leverage organizational identity for the development of novel strategies and the agentic reconfiguration of conventional market boundaries. In order to do so, we develop a single case study of Moleskine, the Italian brand company, which, during its history, successfully spanned across different and distant product categories because of its organizational identity. Our findings unearth the generative potential of organizational identity through two mechanisms: symbolic distancing and symbolic resemblance. Furthermore, we also show the double role that “spiritual founders” have in enabling these mechanisms: on the one hand, by infusing value and translating their personal identity into the company and its products, and, on the other hand, by imagining potential, multiple expressions of the same strategic self.

Paper is NOT Available. Please contact the author(s).

OMT: **Incongruent Patterns of Organizational Identity Crafting by Different Organizational Actors**

Author: **Franziska Hein-Pensel**, *Ilmenau U. of Technology*

Author: **Karin Knorr**, *Chair of Organizational Behavior, U. of Paderborn*

Author: **Simon Oertel**, *TU Ilmenau*

Author: **Kirsten Thommes**, *Chair of Organizational Behavior, U. of Paderborn*

Organizational identity research emphasizes that multiple identities can coexist in an organization. With a qualitative study of four firms in the German watchmaking industry, we analyze how and why multiple identities emerge. Our findings show that the orchestration of organizational identity claims differs regarding the organization as a social actor and the organizational members. Moreover, we find that differences in the conceptualization of identity claims by both levels of actors are less competing but rather have a symbiotic relationship in the sense of reinforcing the firm’s uniqueness. Exploring this finding in more detail, we observe that rhetorical history is not only applied by incorporating different episodes but also that episodes are emphasized differently with respect to the rhetorician.

Paper is NOT Available. Please contact the author(s).

OMT: **Since Albert and Whetten: The Dissemination of their Conceptualization of Organizational Identity**

Author: **Karin Knorr**, *Chair of Organizational Behavior, U. of Paderborn*

Author: **Franziska Hein-Pensel**, *Ilmenau U. of Technology*

Since the seminal work by Albert and Whetten (1985) organizational identity has become a widely spread concept that is of high relevance in several fields. This study provides a systematic review on how Albert and Whetten’s (1985) seminal work has disseminated within business as well as into other research fields. Combining quantitative and qualitative text analysis, we analyze a sample of 793 papers that cite the study by Albert and Whetten (1985). Results show that the conceptualization of organizational identity by Albert and Whetten (1985) is often only partially adopted. By conducting a systematic literature analysis, we can show the dissemination of specific elements introduced by them and in this way shed light on elements that have so far gained less attention in research. Based on these findings, our study contributes to organizational identity research by offering further research questions based on the organizational identity conceptualization of Albert and Whetten (1985).

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **620** | Submission: **17270** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Board Activism and Inclusiveness *Board Activism & Inclusiveness*



Digital Session Chair: **Anna Eileen McKean**, *Northwestern U.*

OMT: **Moving Towards a Stakeholder Orientation: Evidence from the Analyses of Chief Executive Dismissal**

Author: **Shoonchul Shin**, *Richard Ivey School of Business*
Author: **Juyoung Lee**, *Ivey Business School*
Author: **Pratima Bansal**, *Ivey Business School*

In the recent two decades, U.S. business has been increasingly taking a stakeholder orientation, which poses an ideological challenge to the shareholder value logic. However, little is known about how this challenge affected the way corporations are governed. We study the historical evolution of the determinants of chief executive officer (CEO) dismissal in large U.S. firms during 1980-2015. Using event history models, we test for changes over time in the role prior engagement in shareholder-oriented practices (such as business refocusing and workforce downsizing) or corporate social responsibility (CSR) plays in the relationship between poor financial performance and CEO dismissal. We find that, in the late 1980s and 1990s, CEOs were less heavily penalized for poor performance when refocusing and downsizing the corporation and more heavily penalized for CSR activity. In the post-Enron era, CEOs were less heavily penalized for CSR activity, and were not rewarded for refocusing and downsizing. We provide evidence of the evolution of U.S. corporations from a shareholder primacy model towards a more stakeholder-oriented one. We discuss implications for the literatures on institutional theory, performativity, and corporate governance.

Paper is Available to Meeting Registrants Only.

OMT: **When Ideologies Align: Examining Factors Behind Progressive Corporate Activism**

Author: **Anna Eileen McKean**, *Northwestern U.*
Author: **Brayden G. King**, *Northwestern U.*

This paper examines the recent trend in corporate political activism in which firms actively and publicly support progressive causes. In particular, it focuses on firm participation in letter campaigns related to legislative proposals regarding social and environmental causes. Unlike other forms of corporate political activity, this form of activism is not directly linked to companies' core business operations. We suggest that this phenomenon reflects the ideological views of both the upper echelon leaders of the firm as well as those of the broader organizational membership. Our findings indicate that progressive activism is a result of alignment between a firm's top management's and employees' political ideologies. The paper concludes with a discussion of implications for our understanding of corporate progressive activism and nonmarket strategy.

Paper is Available to Meeting Registrants Only.

OMT: **Managerial Short-Termism, Board Gender Diversity, Analyst Coverage and Their Effects on CSP**

Author: **Didier Cossin**, *International Institute for Management Development - IMD*
Author: **Stephen Smulowitz**, *International Institute for Management Development - IMD*
Author: **Abraham Lu**, *International Institute for Management Development - IMD*

While commentators have long decried managerial short-termism, no prior research has examined the deleterious effects of managerial short-termism on corporate social performance (CSP), nor how to ameliorate that negative effect. Moreover, due to the difficulty of unobtrusively measuring what is fundamentally a cognition in firms, empirical evidence at the organizational level of short-termism's effect on firm outcomes is relatively sparse. Here, we measure managerial short-termism by content analyzing firms' publicly filed annual reports (10-Ks). Using a combined dataset for 1,703 U.S. firms for the period 2000-2013, we show that managerial short-termism is negatively associated with CSP. However, we also show that this effect can be reduced through increased monitoring by important stakeholders who value CSP, specifically through increasing board gender diversity and analyst coverage.

Paper is Available to Meeting Registrants Only.

OMT: **Foreign Competition Threat and Ethnic Minority Inclusion in the Board**

Author: **Yonghoon Lee**, *Hong Kong U. of Science and Technology*
Author: **Heejung Jung**, *Imperial College London*
Author: **Jim Goldman**, *U. of Toronto*

The underrepresentation of ethnic minorities among directors of corporate boards has been widely recognized as a challenging issue for Corporate America. In this paper, we draw on a branch of social categorization theory and argue that competition threat from a foreign source enhances ethnic minority inclusion in the board by lowering existing intergroup bias. Foreign competition threat blurs the boundaries between ingroup (white directors) and outgroup (minority directors) and makes the common domestic identity and fate more salient. Leveraging the exogenous shock that increased foreign competition threats — that is, China's accession to the WTO in late 2001 and the predetermined industry variation in the importation costs — we devise a difference-in-differences study where we predict that the U.S. manufacturing firms facing greater competition threats from Chinese imports are more likely to have minority directors on their boards. The results support our theory, where firms exposed to high foreign competition threats are 15% more likely to include minority directors on their board than the unconditional probability. In line with the theory, our supplementary analysis shows that those exposed firms also express more "oneness" after the shock as they increase the usage of the collective pronoun "we" in their annual report. A series of robustness tests and supplementary analyses support our theory on ethnic minority inclusion and address potential alternative explanations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **621** | Submission: **17328** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 1:30PM - 3:00PMET (UTC-4)**

Status Hierarchies: Dynamics of Ties

Status Hierarchies and Ties



Digital Session Chair: **Lisha Liu**, *Cornell U.*

OMT: **Matchmaking Only for Equals? Cross-Network Influence of Status Distance on Triadic Closure**

Author: **Lisha Liu**, *Cornell U.*

Finalist for the OMT Division Best Student Paper Award

This paper examines the cross-network influence on triadic closure in interorganizational networks. In particular, I theorize status distance as a crucial antecedent of triad closure: from the status distance between a pair of potential partners the common third party infers how sustainable their future cooperation is likely to be, which influence the common third party's decision on whether to facilitate triadic closure. Using a longitudinal dataset of interlocking directorates and loan guarantees between Chinese publicly listed firms in the period 2007-2016, I find that triadic closure in the loan guarantee networks is less likely to happen when the indirectly connected parties have a large status distance in the interlocking directorate network. The weakening effect of status distance on triad closure is attenuated when the common third party has more alternative partners – because the common third party is less concerned about potential damages to its relationships with the two parties. I also find that pairs of status distance are less likely to have reciprocal guarantees, showing why common third parties use status distance to infer the likelihood of sustainable cooperation. If a common third party facilitated triadic closure in the first place, the focal pair is then more likely to follow the cooperative norm of reciprocity. This study instills a greater appreciation for the forward-looking orientation of common third parties in evaluating potential challenges in the cooperation between its partners, and thus its decision on whether to help with closing an open triad.

Paper is Available to Meeting Registrants Only.

OMT: **How Status Inconsistency Leads to Avoidance of Status-Threatening Ties in NCAA Basketball**

Author: **Keehyuk Ra**, *Yonsei U.*
Author: **Bo Kyung Kim**, *Yonsei U.*

This study examines the effect of status inconsistency on an organization's status-conscious behavior. We argue that status inconsistency stemming from the nesting nature of status positions, in which an organization's status is composed of not only individual-level status, but also group-level status, is likely to restrict organizations from attempting to reduce status inconsistency. Status inconsistency in both directions—cases in which the actor's status is below and above the belonging group's status—triggers status anxiety and avoidance of status-threatening ties because of the pressure to justify occupying the social position that the organization believes it deserves. We also argue that how a prestigious-group membership and a recent outstanding achievement weaken the negative effect of status inconsistency by making organizations less status-anxious. We test our hypotheses in NCAA Division I men's basketball from 2000 to 2019. The statistical analyses support our arguments that the difference between a team status and its conference status led to a lower likelihood of scheduling games with non-Division I teams, one of status-threatening activities. Moreover, these effects of status inconsistency were weaker both for teams belonging to the "Power Six" conferences and for teams recently having played in the NCAA Tournament.

Paper is NOT Available. Please contact the author(s).

OMT: **Status Homophily in Negative Strategic Interactions**

Author: **Aneesh Datar**, *Bocconi U.*
Author: **Mario Daniele Amore**, *Bocconi U.*
Author: **Fabrizio Castellucci**, *Bocconi U.*

We examine how firm status determines patent litigation and its consequences for firms. Literature on social status has demonstrated numerous benefits associated with a high-status position and that status transfers through affiliations. Taken together, high-status firms generally engage in transactions with each other rather than with low-status firms. Therefore, we argue that status homophily in firms, i.e. similarity in status, will also occur in patent litigation, i.e. a negative interaction. Consistent with status literature, we argue that uncertainty amplifies the effect of status: uncertainty from the plaintiff side negatively moderates status homophily in patent lawsuits. Research on alleged wrongdoing has demonstrated negative penalties such as decreased evaluations for firms accused of wrongdoing. Moreover, as audiences have a level of uncertainty about the wrongdoing, which the accusers' status will likely decrease. Thus, we argue that a firm faces financial loss soon after a high-status firm files a patent infringement lawsuit against it. We find support for our hypotheses, suggesting that status homophily has negative outcomes and belonging to an elite group does not protect firms from penalties from audiences.

Paper is Available to Meeting Registrants Only.

OMT: **Hazardous Connections: Conflictual Ties, Common Intermediary, and Tie Dissolution**

Author: **Brian Kim**, *Emory U., Gozuieta Bus Sch*

Although the positive role of a common third-party organization in the formation and the maintenance of relationships between two organizations is well documented, recent studies reveal that connections to a common third-party organization may sometimes be perceived as liabilities. In this paper, I explore interorganizational conflict between two organizations as a key driver that propels them to negatively evaluate their existing connections to the common third-party organization. Conceptualizing interorganizational ties as informational conduits, I argue that connections to a common third-party organization may serve as indirect channels of leaking private and sensitive information to the opponent organization in on-going conflict. I hypothesize that organizations will subsequently engage in a defensive strategy to sever their connections to a common third-party organization when it is also connected to the opponents in conflict. I test my idea in the empirical context of corporate litigation events among U.S. public firms and the subsequent termination of their relationships with intermediary firms in the market for political influence (i.e., lobbying firms) between 1998 and 2018.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

New Applications, Techniques, and Concerns in Content Analysis



Digital Session Chair: **Lakshmi Balachandran Nair**, *Luiss Guido Carli U.*

RM: **Roles of Online Spaces in Management Research Data Collection**

Author: **Lakshmi Balachandran Nair**, *Luiss Guido Carli U.*

Management researchers nowadays use digital data and online spaces in their investigations to understand various managerial phenomena. However, the terms “digital” and “online spaces” subsume various applications and features, which make their meaning and use in management research very diverse and often ambiguous. We clarify this ambiguity by content analyzing qualitative management research articles published over two decades (2000-2019). Based on our qualitative content analysis, we develop a categorization of online spaces, focusing mainly on the roles played by the spaces in management research data collection. In addition, we explore the overlaps between the roles of these online spaces in individual studies. The roles played by researchers in these online spaces are also investigated peripherally. Lastly, based on our findings, we provide a four-step road map for guiding management researchers who are interested in using online spaces in their data collection. Our categorization and the resultant road map will help management researchers in understanding and adapting the use of online spaces in their research.

Paper is NOT Available. Please contact the author(s).

RM: **Using Text Analysis and Machine Learning to Classify U.S. Governors’ COVID-19 Press Briefings**

Author: **Jason Marshall**, *Binghamton U.-State U. of New York*
Author: **Francis J. Yammario**, *Binghamton U.-State U. of New York*
Author: **Srikanth Parameswaran**, *Binghamton U.-State U. of New York*
Author: **Minyoung Cheong**, *Pennsylvania State U., Great Valley*

Increased computing power and greater access to online data have led to rapid growth in the use of computer-aided text analysis (CATA) and machine learning methods. Using “Big Data”, researchers have not only advanced new streams of research, but also new research methodologies. Noting this trend, while simultaneously recognizing the value of traditional research methods, we lay out a methodology to bridge the gap between old and new approaches. With a combination of web scraping, CATA, and supervised machine learning, using ground truth data, we train a model to predict CIP (Charismatic-Ideological-Pragmatic) leadership styles from running text. To illustrate this method, we apply the model to classify U.S. state governors’ COVID-19 press briefings according to their CIP leadership style. In addition, we demonstrate content and convergent validity of the method.

Paper is Available to Meeting Registrants Only.

RM: **You Say Potato and I Say Potahto: Making Sense of Management Content Analysis Research**

Author: **Rhonda K. Reger**, *U. of North Texas*
Author: **Paula Ann Kincaid**, *U. of North Texas*

Content analysis is burgeoning in management research as researchers seek to study complex and subtle phenomenon. Our review of almost 300 studies published over the last four decades in eleven top tier management journals uncovered many promising trends, but also identified some inconsistent and potentially confusing terminology that may be impeding research progress. We provide an overview of how content analytic methods have been used in management research including qualitative analyses (such as grounded theorizing, narrative analysis, discourse analysis, rhetorical analysis, and multimodal analysis) and quantitative analyses (such as dictionary-based approaches, topic modelling, and natural language processing). We contribute to methodology research by 1) suggesting key criteria for choosing content analytic methods to answer a variety of research questions; 2) categorizing data collection and analysis approaches, 3) reviewing steps in a prototypical content analysis, and 4) discussing issues in creating coding manuals and dictionaries. Our goal is not to impose one set of terms and procedures across all of management research, but rather, to increase understanding of best practices across the abundance of content analytic methods available to management scholars.

Paper is Available to Meeting Registrants Only.

RM: **Exploring Structural and Discursive Boundaries: Combining Blockmodeling and Word Embedding Analysis**

Author: **Charles Kirschbaum**, *Inspire Institute of Education and Research*
Author: **Fabio Ayres**, *Inspire Institute of Education and Research*
Author: **Gabriela Luz Antibas**, *Inspire Institute of Education and Research*

The success of social network analysis within management research has also attracted criticism concerned with the lack of acknowledgement of meaning as constitutive of ties. Recent advances in digital data collection and analysis have provided an opportunity to rekindle this discussion, as online data frequently entails both relational and textual data. Specifically, computer-based approaches have enabled researchers to escalate their analyses to large textual corpora, offering the prospect of unearthing hidden meanings associated to online behavior. Throughout this research, we offer a roadmap to combine blockmodeling techniques to social networks with word embedding (word2vec). We complement our study with an in-depth analysis of selected documents. We illustrate this protocol by applying its steps on a corpora collected with Facebook’s users’ comments on Fashion brands. We conclude the paper by discussing the contributions and implications for the interfaces between network, computer-based text, and in-depth discursive analyses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **623** | Submission: **16069** | Sponsor(s): **(SIM, CMS, GDO, ONE, MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

Racial Justice and Business Ethics   
Racial Justice and Business Ethics

Organizer: **Robbin Derry**, *Dhillon School of Business, U. of Lethbridge*
Organizer: **Paul Terrance Harper**, *U. of Pittsburgh*
Organizer: **Gregory Fairchild**, *U. of Virginia*

Business schools are being called upon, along with universities more broadly, to address systemic racism and other forms of injustice. As business scholars, we have the opportunity to look more deeply into the ways that our teaching and scholarship have neglected honest scrutiny of racial injustice within our educational institutions as well as in the business and organizational structures that we study. In this workshop we aim to provide guidance for researchers to integrate greater awareness of racial justice issues, to critically assess contemporary approaches to managing diversity, to interrogate dominant theories of justice, and to conceive racial justice interventions as scholars and educators.

The first hour of this PDW on Racial Justice will include presentations and discussions about what we are looking for in the Journal of Business Ethics Special Issue on Racial Justice (submissions due Oct 1, 2021), along with Q & A. The first hour is open to anyone. The second hour will consist of small group meetings with editors, reviewing draft papers submitted in advance. Draft manuscripts are due by June 15 to robbin.derry@uleth.ca. Confirmation of inclusion of draft papers to be reviewed in the second hour will be sent by June 30. We encourage Ph.D. students, as well as experienced scholars, to submit, attend and participate. Participation in this PDW is NOT a requirement for submission to the JBE Special Issue.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **624** | Submission: **11948** | Sponsor(s): **(STR, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 1:30PM- 3:00PMET (UTC-4)**

The Influence of Shareholder Activism on Boards
The Influence of Shareholder Activism on Boards



Organizer: **Eugene See**, *U. of Massachusetts, Amherst*
Discussant: **Christine Shropshire**, *Arizona State U.*
Panelist: **Michael C. Withers**, *Texas A&M U.*
Panelist: **Christine Shropshire**, *Arizona State U.*
Panelist: **Arun Upadhyay**, *Florida International U.*
Panelist: **Wei Shi**, *U. of Miami*
Panelist: **Mary Triana**, *Owen Graduate School of Management Vanderbilt U.*
Panelist: **Kendall Cox Park**, *Vanderbilt U.*

Recent years have seen an upsurge in shareholder activism, or the actions taken by shareholders to influence firm policies and practices. As boards of directors are responsible for fundamental decisions that affect change in a firm's strategy, activist shareholders rely on board representation as the primary mechanism for promoting their vision in the firms they target. However, despite the prevalence of activist board representation, management research has thus far lagged behind in addressing theory regarding its implication for firms. This panel symposium aims to expand the theoretical conversation surrounding shareholder activism and boards to new and interesting areas, as well as to promote dialogue regarding how we may advance our understanding of this phenomena.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **626** | Submission: **13869** | Sponsor(s): **(CM, OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 8:00PMET (UTC-4)**

Negotiating Your Job Offer   
Negotiating your job offer

- Organizer: **Ruchi Sinha**, *U. of South Australia*
Organizer: **Laura L. Rees**, *Queen's U.*
Panelist: **Abdifatah Ahmed Ali**, *U. of Minnesota*
Panelist: **Donald E Conlon**, *Michigan State U.*
Panelist: **Randall S Peterson**, *London Business School*
Panelist: **Esther Sackett**, *Santa Clara U.*
Panelist: **Laurie R. Weingart**, *Carnegie Mellon U.*
Panelist: **Marie Wilson**, *Griffith U.*
Panelist: **Andrew Yu**, *U. of Melbourne*
Panelist: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*

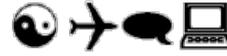
This session is open to all Academy members interested in learning how to navigate the final stages of the job search process. Formalized training to navigate these stages is rarely provided. Instead, doctoral students negotiating their first academic position or faculty moving to a new institution often rely on their personal network of peers and advisors to seek advice. Moreover, job candidates are often reluctant to negotiate with prospective colleagues (new Department Chair or Dean) for fear of appearing aggressive. Without a systematic understanding of all the issues that can be negotiated and how to address one's unique needs creatively and professionally, job candidates may accept an offer that leaves them wondering if they could have done better or inadvertently offended a prospective new colleague by the tactics used. This PDW is designed to demystify the negotiation process for doctoral students and current junior faculty beginning a job search process. The focus of this PDW is to 1) generate awareness of features of the job offer that are negotiable, 2) learn from techniques used by our panelists and their successes and challenges, 3) gain insight on effective and ineffective tactics as perceived by Department Chairs and individuals in the Dean's office, and 4) learn the basics of negotiation planning, preparation, and strategies that can be productively applied to this important personal context. The format will include short presentations, Q&A, small group discussions, and an experiential exercise.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **627** | Submission: **15886** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 4:30PMET (UTC-4)**

**A Knowledge Café To Discuss The Development of
Research That Impacts the Entrepreneurial Ecosystem**
Research that Impacts the Ent. Ecosystem



Host: **Kenneth A. Grant**, *Ryerson U.*
Presenter: **Erik Monsen**, *U. of Vermont*
Organizer: **Lincoln Brown**, *Southwestern Oklahoma State U.*
Organizer: **Gilberto Sarfati**, *FGV-EAESP*
Participant: **John Martin Mueller**, *St. Edward's U.*
Participant: **Thomas J. Mierzwa**, *U. of Maryland*

This Professional Development Workshop will help entrepreneurship scholars develop research of relevance to the entrepreneurial ecosystem. It supports the overall theme of this year's conference by considering the needs of all the players in the entrepreneurial ecosystem, with particular relevance to responses to the impacts, both positive and negative, of the COVID-19 Pandemic. It uses the Knowledge Café approach, a technique demonstrated to maximise the involvement and personal development of its participants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **628** | Submission: **12362** | Sponsor(s): **(ENT, OB, SIM, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 4:00PMET (UTC-4)**

**Family Entrepreneurship in the Age of Digitalization:
Balancing Proximity and Performance**
Digitalizing Family Entrepreneurship



Chair: **Kathleen Randerson**, *Audencia Business School*
Chair: **Esra Memili**, *U. of North Carolina, Greensboro*
Chair: **Clay Dibrell**, *U. of Mississippi*
Speaker: **Mattias Nordqvist**, *Stockholm School of Economics*
Speaker: **Massimo Bau'**, *Jonkoping International Business School*
Speaker: **Pramodita Sharma**, *U. of Vermont*
Speaker: **Nupur Pavan Bang**, *Indian School of Business*
Speaker: **Nadine Kammerlander**, *WHU - Otto Beisheim School of Management*
Speaker: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*
Speaker: **Eric Clinton**, *Dublin City U.*
Speaker: **Luis Diaz Matajira**, *U. de los Andes*
Speaker: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*
Speaker: **Sherri Noxel**, *Portland Community College*
Speaker: **Claudio G. Muller**, *U. of Chile*
Speaker: **Kimberly A. Eddleston**, *Northeastern U.*
Speaker: **Carol Wittmeyer**, *St John Fisher*
Speaker: **Marleen H. Dieleman**, *National U. of Singapore*
Speaker: **Dianne HB Welsh**, *U. of North Carolina, Greensboro*
Speaker: **Torsten Michael Pieper**, *U. of North Carolina, Charlotte*
Speaker: **Donald Neubaum**, *Florida Atlantic U.*
Speaker: **Claire Seaman**, *Queen Margaret U.*
Speaker: **Rania Labaki**, *EDHEC Business School*
Speaker: **Natalia A. Vershinina**, *Audencia*
Speaker: **Céline Barredy**, *CEROS - U. of Paris Nanterre*
Speaker: **Mosolygó-Kiss Ágnes**, -
Speaker: **Gigi Timar**, *Budapest Business School*

Our goal in this PDW is to offer tools to teachers, researchers and outreach actors of Family Entrepreneurship (FE) in their endeavors to support the digitalization of Family Businesses (FBs), while at the same time remaining true to their core values. Indeed, the proper of FBs is the involvement of the family, and the operations of many FBs reflect a dedication to proximity with employees and external stakeholders. As a consequence, FBs are often less digitalized than their non-family counterparts, which can ultimately lead to decreased performance and jeopardizing the firm's longevity. Keeping the manager in management while digitalizing the firm is a paradox that must be managed on the long run, but its urgency is crucial at the present moment due to the pandemic and accelerated digitalization that ensued. Finding a balance requires bringing this paradox to light and offering means to change mentalities, from trade-off to synergy. In order to support this, our PDW will have two parts. In a first part (asynchronous), attendees will view pre-recorded videos by representatives of FE (teaching, research, and outreach) who share their tips and best practices. In a second part (synchronous), attendees will discuss in themed break out rooms with experts and with each other. This session will provide first an excellent opportunity for current actors of FE to connect and second to collectively create a foundation of tools and practices to manage this paradox, in order to support the digitalization of FBs while keeping the manager in management.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **629** | Submission: **13430** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:30PMET (UTC-4)**

Leading Employee Learning

Leading Employee Learning

Organizer: **Michele Rigolizzo**, *Montclair State U.*
Presenter: **Jean-François Harvey**, *HEC Montreal*
Presenter: **D Christopher Kayes**, *George Washington U.*
Discussant: **Raymond A Noe**, *Ohio State U.*
Discussant: **Kurt Kraiger**, *U. of Memphis*
Presenter: **Phil Wirtz**, *George Washington U.*

If one thing has been made clear in the events of 2020, it is that organizations, teams, and individuals must continually adapt to change. In other words, the need for continual learning is in high demand. This session will focus on the understudied role of the manager in leading employee learning. In the first presentation, Rigolizzo, Zhu & Cruz evaluate the role that perceptions of school have on employees' motivation to engage in learning behaviors. Traditionally, when managers consider employees' time in school, they focus solely on the degree achieved and the content of the learning. However, this empirical study demonstrates that, in school, individuals develop attitudes towards learning that influence their behavior in learning tasks years later. The second presentation provides new insight into the managerial factors that impact effective team feedback. Team feedback research has traditionally focused on feedback valence as a predictor of team outcomes, though with inconclusive and contradictory findings. In this paper, we propose that the informational content of the feedback may play a vital role in the effect of constructive feedback on teams. Finally, Kayes & Bürgi-Tian will present a paper that explores learning-based experiences, which are attitudes that individual employees associate with progress and frustration in learning situations. We use qualitative and quantitative data on learning-related experience 'episodes' to provide a better understanding of experiences that are associated with progress on learning and frustration with learning to provide insights into how to sustain learning and improvement efforts.

Leading Employee Learning Overview

Author: **Michele Rigolizzo**, *Montclair State U.*

The Lasting Effects of School Experiences: How perceptions of school impact managers' learning

Author: **Michele Rigolizzo**, *Montclair State U.*
Author: **Zhu Zhu**, *Montclair State U.*
Author: **Adrianna Cruz**, *Montclair State U.*

Constructive Feedback: When Leader Agreeableness Stifles Team Information Processing

Author: **Jean-François Harvey**, *HEC Montreal*
Author: **Paul Isaac Green**, *U. of Texas at Austin*

Learning-based Experiences at Work: How Leaders can Enhance Employee Learning

Author: **D Christopher Kayes**, *George Washington U.*
Author: **Jing Tian**, *George Washington U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **630** | Submission: **17142** | Sponsor(s): **(MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:30PMET (UTC-4)**

Corporate Social Responsibility, Trust, and Using History to Develop Managers



Digital Session Chair: **Andrew D A Smith**, *U. of Liverpool*

MH: Effective Strategies to Promote the Teaching of History in Business Schools  

Author: **Andrew D A Smith**, *U. of Liverpool*
Author: **Suwen Chen**, *U. of Edinburgh business school*
Author: **John Millar**, -

The recent historic turn in management has seen scholars debate whether, why, and how history can be useful to managers (Wadhvani, Suddaby, Mordhorst, & Popp, 2018; Argyres, De Massis, Foss, Frattini, Jones, & Silverman, 2019). Many business schools, including elite ones in the United States, now include history in the curriculum at the undergraduate, postgraduate, and MBA levels (Friedman & Jones, 2017). Much of the extant research on the place of history in the management school curriculum is informed by the belief that the acquisition of at least some types of historical knowledge is useful because it improves the ability of managers to make decisions. Unfortunately, the existing literature on the teaching of history in business schools does not give us a clear understanding of precisely how and why teaching history would improve the subsequent job performance of management learners. Moreover, we currently lack an understanding of how business-school students and their prospective employers perceive the inclusion of different types of history in the business-school curriculum. This paper remedies these important gaps in the literature. In this paper, we discuss a major initiative to promote the teaching of history to management students in a number of countries. This project is worthy of an extended and systematic study because it has survived a number of market tests and has attracted students in different national contexts. We used interviews with the teachers and students to learn more about why management learners value the course associated with this project. We also offer an explanation as to why this initiative to teach history to management learners has been successful. We then establish broader lessons for the ongoing debate about whether, why, and how history should be taught to future and current business people. We tentatively conclude that student and external stakeholder support for an increase in the amount of historical instruction in management schools will be maximized if curriculum designers focus on the teaching of domain-specific historical knowledge.

Paper is Available to Meeting Registrants Only.

MH: Who do you trust? Human Relations and Social Embeddedness

Author: **Jeffrey Muldoon**, *Emporia State U.*
Author: **Laura Singleton**, *Eckerd College*
Author: **Richard H. Jonsen**, *Rowan U.*

Our purpose is to compare the thinking of Chester Barnard and Elton Mayo, two of the major figures in the Human Relations movement. Drawing upon their writings and correspondence, as well as prior work by others, we focus on their ideas regarding the development and maintenance of cooperation, a key theme of their writings. Against the context of labor strife, both men recognized the need for the establishment of incentives and routines to build trust between management and labor. Much of their work underlies arguments that later organizational behavior theorists have used, especially in their criticisms of economic incentives as a sole stimulus for cooperation. From their arguments, we can see the importance of social embeddedness as an important consideration in determining cooperation.

Paper is Available to Meeting Registrants Only.

MH: The Historicity of Corporate Social Responsibility in the United States and Britain 

Author: **Michael Heller**, *Brunel U.*
Author: **Kevin D. Tennent**, *U. of York*
Author: **Jeffrey Muldoon**, *Emporia State U.*

Our purpose is to examine the historical nature of Corporate Social Responsibility (CSR), a pillar of business practice, strategy, and research. Traditional narratives place the development of CSR as a response to the post-World War II world, where an educated public demanded business to pursue more ethical policies. The genesis of this movement is Bowen's seminal book on CSR, published in 1953. However, we offer a counter-narrative. We argue that the real genesis of CSR in both Great Britain and the United States was an attempt by business to gain legitimacy from employees as the work relationship switched from transitory workers to permanent employees at the end of the nineteenth century. Early CSR was an attempt to reduce information asymmetries, gain worker loyalty and trust, and reduce labor costs such as theft, destruction of property and absenteeism. This was not an altruistic response, but an example of enlightened self-interest, as well as a more nefarious response to reduce industrial action among workers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **631** | Submission: **17378** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 3:30PMET (UTC-4)**

Creativity, Interruptions, and Time Pressure



Digital Session Chair: **Theodore Charles Masters-Waage**, *Singapore Management U.*

OB: Zen and the Art of Interruptions: The Role of Mindfulness in Buffering Against Interruptions 

Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*

Author: **Charis Loo**, *Singapore Management U.*

Author: **Jochen Matthias Reb**, *Singapore Management U.*

Author: **Eva Peters**, *Singapore Management U.*

Author: **Sophie Leroy**, *U. of Washington, Bothell*

In the post-pandemic work context, one of the key challenges employees face is managing interruptions while working from home – whether that be childcare duties, impromptu family interactions, or notifications from social media. Work interruptions can have several negative consequences including the loss of productivity, decreased well-being, and an impaired capacity to flourish in these challenging times. This paper examines whether mindfulness could buffer against these negative impacts. By adopting a bi-dimensional view of mindfulness, we hypothesized that mindful monitoring (i.e. awareness) would moderate the effect of interruptions on individual's work impairment (i.e. their inability to maintain focus on work tasks) and thus perform effectively (Hypothesis 1) and mindful acceptance would moderate the effect of interruptions on negative affect and thus job satisfaction and work engagement (Hypothesis 2; see Figure 1). Study 1 (N=197) provided support for both hypotheses using a two-wave field survey in which between-subject differences in dispositional mindfulness moderated the effect of interruptions on workplace outcomes in the expected directions. Study 2 (N=121) tested the same model using an experience-sampling approach run over 10 days (pre-registered at <https://osf.io/98rk7>). Results from multi-level modeling analyses found consistent support for the complementary role of mindful awareness and acceptance in reducing the negative impacts of interruptions on individuals. Taken together, these studies provide evidence for the distinct and complementary role of the two mindfulness dimensions on managing interruptions at work, suggesting that mindfulness may play an even more important role in promoting flourishing in the “new normal”.

Paper is Available to Meeting Registrants Only.

OB: An Alter-Centric Perspective on Employee Creativity

Author: **Rohit Subhash Piplani**, *U. of Connecticut*

Author: **Travis Grosser**, *U. of Connecticut*

Most social network research on employee creativity and innovation has solely examined focal employees' (egos) network structure, leaving us largely uninformed about the role that network characteristics of employee's social network contacts (alters) play in impacting his or her creativity. Therefore, this paper conceptualizes an alter-centric perspective to understand how alters with relevant network characteristics can facilitate ego's creativity in the various phases of the creative process (i.e., idea generation, idea development, and idea championing). Drawing on social resources theory, we propose that 1) alters with external structural holes (secondhand external brokerage) facilitate the generation of creative ideas by ego, 2) alters with internal structural holes (secondhand internal brokerage) facilitate the development of those ideas, and 3) alters with a degree of internal network oscillation between brokerage and closure (secondhand network oscillation) facilitate ego's idea championing. Additionally, we identify pertinent boundary conditions (ego's integrative complexity, ego's psychological ownership, and scope of idea), which are critical in deciding whether the creative idea successfully moves from one phase to another. By integrating the social network and creativity literatures, this article advances our understanding of each of the phases of the front end of the creative process and highlights the importance of well-connected alters in enhancing employee creativity.

Paper is NOT Available. Please contact the author(s).

OB: Creative through Time Pressure? A Cross-Level View on Creative Self-Efficacy & Knowledge Sharing 

Author: **Niklas Dreyman**, *U. of Göttingen*

Author: **Lea-Therese Strobel**, *Technical U. of Munich*

Creative ideas – and the innovations they enable – are key competitive advantages for organizations. However, as organizations need to innovate faster than their competitors in order to survive, the creative processes of individuals and teams are increasingly subject to time constraints. Drawing on the social cognitive theory and the social exchange theory, we investigate the relationship between time pressure and creativity at the individual and team level integrating two opposing mechanisms. We propose that at the individual level a motivational mechanism (namely creative self-efficacy) leads to a positive influence of time pressure on creativity, while on the team level a social mechanism (namely the lack of knowledge sharing) leads to a negative influence. We collected multi-source data from 138 team members and 27 supervisors participating in two product development programs. A multilevel analysis approach did not yield significant results, potentially due to insufficient statistical power. However, exploratory post hoc analyses revealed promising results: The individuals' creative self-efficacy partially mediated this relationship. Team time pressure had a negative indirect effect on team creativity via team knowledge sharing. We discuss the implications of the findings for future research and organizations.

Paper is Available to Meeting Registrants Only.

OB: Pressure to Be Creative: How Organizational Creativity Pressure Influences Employee Work Engagement

Author: **Hye Jung Eun**, *Singapore Management U.*

Author: **Roy Yong Joo Chua**, *Singapore Management U.*

Creativity and innovation are vital for organizational growth and success, driving many organizations to increase pressure for employee creativity. Yet, researchers have neglected investigating how employees respond to creativity pressure at the workplace. This paper introduces the concept of organizational creativity pressure – the pressure on employees to continually develop novel and useful ideas and solutions – and investigates how employees respond to this pressure. Drawing on the transactional theory of stress (Lazarus & Folkman, 1984) and the need-based theory of work motivation (Green, Finkel, Fitzsimons, & Gino, 2017), we theorize that organizational creativity pressure, as a form of workplace stressor, is appraised as a challenge stressor and promotes work engagement in employees. Building on the emerging research on gender and creativity, we further theorize that the positive effects of organizational creativity pressure on challenge appraisal and work engagement are stronger for men than for women. An experimental study and a field survey found evidence consistent with our theory. Unexpectedly, the pattern of interaction is such that men are significantly less engaged than women at low organizational creativity pressure. At high organizational creativity pressure, there is no significant gender difference in engagement. These findings have important theoretical contributions for research in creativity, gender and workplace stress as well as practical implications for modern organizations in which creativity is an important performance imperative.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Digital Technologies and Ethical Issues

Digital Session Chair: **Dawei Wang**, *Northwestern Kellogg School of Management*

OCIS: **Algorithmic Face-ism: Uncovering and Mitigating Algorithmic Bias in Facial Recognition Systems**

Author: **Dawei Wang**, *Northwestern Kellogg School of Management*
Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

How do some of the most advanced machine learning facial recognition algorithms make important decisions, such as whom to hire or who is considered a leader? Existing research suggests advances in machine learning methods can use facial features in an image—facial morphology—to accurately and objectively predict answers to such questions. We show, however, that even after implementing state-of-the-art models, decision-based facial recognition algorithms are not as objective as previously claimed. Unpacking the “black box” of an existing facial recognition algorithm revealed the algorithm did not rely on facial morphology to make decisions. Instead, when covariates such as attractiveness were accounted for, the algorithm relied mostly on “leftover” transient features, such as clothing, hairstyle, or background lighting for decision-making. We identify the specific stages—sampling, preprocessing, model implementation, and model functioning stage—in which algorithmic focus bias and interpretation bias are likely to arise in facial recognition algorithms. These results suggest that decision-based facial recognition algorithms are biased in ways that researchers have overlooked, with troubling implications for their use by governments, organizations, and researchers. We introduce the concept of “algorithmic face-ism,” in which (1) machine learning algorithms unfairly express an inherent preference for specific facial morphologies, and (2) researchers mistakenly attribute behavioral predictions to facial morphologies. This paper thus demonstrates how leading decision-based facial recognition systems are biased and how previously taken-for-granted factors contribute to this pattern of bias. We conclude by discussing how bias can be mitigated in such facial recognition algorithms.

Paper is Available to Meeting Registrants Only.

OCIS: **Liability Attribution in the Context of AI Use**

Author: **Jingyao Li**, *Bentley U.*

AI (artificial intelligence) systems represent a double-bladed sword. AI brings both benefits and harms to our society. When adverse consequences are produced by AI use in practice, responsibility gaps emerge, due to the opacity and complex nature of these sociotechnical systems. In this study, we propose that assigning liabilities collectively among AI actors can bridge the responsibility gap, hence promoting justice and ethical uses of AI in society. We do so by drawing on the field of philosophy and attempting to answer the question of how (to whom and to what extent) responsibility can be allocated to reduce accountability gaps in the AI context. We generate a set of propositions that lay out the ground for future research this important interdisciplinary domain.

Paper is Available to Meeting Registrants Only.

OCIS: **Crowdsourcing Behavior in Reporting Civic Issues: The Case of Boston's 311 Systems**

Author: **Myeong Lee**, *George Mason U.*
Author: **Jieshu Wang**, *Arizona State U.*
Author: **Shawn Janzen**, *U. of Maryland, College Park*
Author: **Susan Winter**, *U. of Maryland*
Author: **John Harlow**, *Emerson College*

Many cities in the United States use civic technologies like 311 systems as part of their public service systems for monitoring non-emergency civic issues. These systems have enhanced the city's monitoring capability by diversifying communication channels. However, the data created through these systems is often biased because of differences in people's use of technology (i.e., digital divide) and individuals' behavioral patterns in providing types of information to the systems. If civic data is used by local governments in making informed decisions, these data-driven services could be skewed towards the heavy technology users, and not reflect citizens' diverse needs. If individuals share similar behavioral patterns or cultural norms by neighborhood in reporting civic issues, socio-economic or regional inequality could be exacerbated due to the uneven provision of service. This paper aims to explore these aspects of civic technologies by examining the relationship between community characteristics, individuals' data contribution behavior, and the formation of data types. We report results based on Boston's 311 data as a case study.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **633** | Submission: **11254** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 3:00PMET (UTC-4)**

STR Social - Europe PM Time Zone (all global regions invited)
STR Social - Europe PM Time Zone

Participant: **Michael J. Leiblein**, *Ohio State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **634** | Submission: **14135** | Sponsor(s): **(STR, TIM, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 4:00PMET (UTC-4)**

Formal Modeling in Management Research: Generating Insights for Theory and Practice



Formal Modeling in Management Research

Organizer: **Elena Plaksenkova**, *The Ohio State U. Fisher College of Business*

Organizer: **Liyue Yan**, *Robert H. Smith School of Business, U. of Maryland*

Speaker: **Olivier Chatain**, *HEC Paris*

Speaker: **Nan Jia**, *U. of Southern California*

Speaker: **Richard Makadok**, *Purdue U., West Lafayette*

Speaker: **Michael D Ryall**, *U. of Toronto*

Speaker: **Brian Wu**, *U. of Michigan*

The purpose of this PDW is to enhance participants' understanding of formal modeling, examine the role of formal modeling in management research, and explore how formal models can contribute to both management theory and practice. The PDW aims to promote the effective use and consumption of formal modeling to a larger audience, identify future avenues for the use of formal modeling in management research, examine the ways formal models can generate managerial implications, facilitate a conversation between experts and learners, and create a community of learning for those interested in formal modeling. The PDW consists of two parts: a 90-minute panel session and a 30-minute breakout room session. Invited participants are scholars who have extensive experience in formal modeling as producers, consumers or reviewers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **635** | Submission: **16620** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM - 3:30PMET (UTC-4)**

**TIM Distinguished Scholar Keynote-Patents, Innovation and Development:
Honoring Bronwyn Hall**
TIM Distinguished Scholar Keynote

Participant: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*

Presenter: **Hall Bronwyn**, -

Presenter: **Brian Silverman**, *U. of Toronto*

Presenter: **Megan MacGarvie**, *Boston U.*

Presenter: **Christian Helmers**, *Santa Clara U.*

Presenter: **Arvids A. Ziedonis**, *KU Leuven*

Presenter: **Rosemarie Ziedonis**, *Boston U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **636** | Submission: **12788** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:00PMET (UTC-4)**

Strengths and perils of hybrid teaching for international classrooms

Hybrid teaching for international classrooms



Presenter: **Katarzyna Bachnik**, *Hult International Business School*

Presenter: **Pamela Campagna**, *Hult International Business School*

Presenter: **Tessa Misiaszek**, *Hult International Business School*

Presenter: **Robert Neer**, *Hult International Business School*

Presenter: **Rajendra Shirole**, *Hult International Business School*

The global pandemic created unparalleled challenges for higher education – causing the majority of institutions to have to pivot to an online teaching format for the remainder of the Spring 2020 semester. Teaching at an international college with 85% of our students from outside the United States, we faced additional obstacles from evolving policies related to student visas to students zooming into class from time zones around the world. In the Fall, we launched a hybrid format of teaching undergraduate students, defined as students in the classroom and simultaneously on Zoom in multiple time zones around the world. The session will focus on actual teacher behavior inside a classroom that generates increased student satisfaction and its concomitant higher motivation and engagement. The goal of the session is to convey the collective learnings from our experiences – challenges and successes - over the past year teaching undergraduate students in hybrid format, which we will be accomplishing by delivering the session using the same technology from our technologically advanced classroom and using the teaching tools we leveraged in our teaching. We will also focus on ways we converted traditional “live” teaching experiences such as field trips, improving classroom engagement, and efforts used to ensure an equitable experience for the online and classroom-based students. The outcome of the session for participants will include a toolkit for how to create an engaged classroom environment in a hybrid setting with tactical ways to create learning experience for online students, as well as those in the classroom.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **637** | Submission: **11039** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:00PMET (UTC-4)**

The Student Case Writing Project: A How-To Guide for Instructors

The Student Case Writing Project

Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*
Presenter: **Karin Schnarr**, *Wilfrid Laurier U.*
Presenter: **Karen MacMillan**, *Wilfrid Laurier U.*
Presenter: **Brent D. Beal**, *U. of Texas at Tyler*

In this session, we will examine how to use case writing as a pedagogical tool to increase student engagement and learning. Case writing as a student assignment asks students to move from a mostly passive analyst role to take on a variety of roles – researcher, interviewer, writer, and, ultimately, teacher. We will address each component of the student case-writing process including: preparing students for case writing, customizing the assignment to fit class learning objectives, requiring incremental work, addressing unique challenges associated with case writing as a student project, facilitating peer critique, providing feedback on incremental assignments, grading finished cases, managing student teams, and assessing publication options. Importantly, we will outline how this project can be completed through remote learning.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **638** | Submission: **11237** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:00PMET (UTC-4)**

The Art Gallery Classroom: Using Art for Experiential Learning

The Art Gallery Classroom

Facilitator: **Anita Boey**, *Wilfrid Laurier U.*

Facilitator: **Binhua Eva Huang**, *Wilfrid Laurier U.*

Oftentimes, educators and students find it difficult to teach and learn abstract or challenging concepts. This session will explore the benefits of using art to teach and learn such abstract and challenging course concepts. Arts allow educators and learners to access abstract concepts, express personal connections to course concepts, all the while building a stronger community with peers. This session will feature the qualitative arts-informed methodology as a teaching and learning approach to undergraduate and/or graduate courses, highlighting its potential for contribution and limitations. Participants will be encouraged to join with the presenter for an interactive, hands-on activity, putting to practice arts-informed methodology in their own courses. Participants will take away from this session several strong approaches for integrating arts into their (virtual) classes, for example the “art gallery” activity that will be conducted in the session. Participants’ first-hand experience of creating art and teaching through their own artwork will be a valuable takeaway as they can leave the session with new ideas and inspiration for their own classes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **639** | Submission: **11880** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:00PM- 3:00PMET (UTC-4)**

Equity, Diversity, & Inclusivity Planning: Advancing Inclusive Management Skills Begins Internally
Equity, Diversity, & Inclusivity Planning



Presenter: **Aimee Williamson**, *Suffolk U.*
Presenter: **Brenda J. Bond**, *Suffolk U.*

Calls for racial justice, equity, and diversity have become more widespread and urgent for individuals, communities, businesses, and other organizations during recent years. Widely shared videos of police brutality against Black men and women, along with the disproportionate impact of the COVID-19 pandemic on communities of color, have shined a bright light on racial injustice issues, sparking more pervasive recognition, condemnation, and related calls to action. Organizations are making commitments to further their efforts through strategic planning efforts and dedicated Equity, Diversity, and Inclusion (EDI) plans. As management educators, we must ensure our students are prepared to equitably and inclusively manage and lead organizations in this environment. Doing so requires that we focus internally, ensuring our own academic department services and education practices are in line with our EDI values. This workshop will share with participants how to construct, implement, and track an EDI Plan at the department level, across curricula and non-curricular efforts, to work towards a more equitable, diverse, and inclusive environment for students, faculty, staff and community partners.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **640** | Submission: **11934** | Sponsor(s): **(CAR, OB, HR, RM, MOC, CM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:30PM - 4:30PMET (UTC-4)**

**Psych'ed Up for Business School: Preparing I-O
Psychologists for Business School Careers**
I-O Psychologists in Business Schools



Chair: **Kaitlin Busse**, *Baruch College & The Graduate Center, CUNY*
Chair: **Wiston Alexander Rodriguez**, *The Graduate Center & Baruch College, CUNY*
Chair: **Yochi Cohen-Charash**, *Baruch College & The Graduate Center, CUNY*
Chair: **Manuel F. Gonzalez**, *Baruch College*
Panelist: **Abby Corrington**, *Providence College, School of Business*
Panelist: **C. Allen Gorman**, *U. of Alabama at Birmingham*
Panelist: **Amy L. Kristof-Brown**, *U. of Iowa*
Panelist: **Lorianne D. Mitchell**, *East Tennessee State U.*
Panelist: **Frederick Morgeson**, *Michigan State U.*
Panelist: **Miguel Quinones**, *U. of Richmond*
Panelist: **Paul E. Spector**, *U. of South Florida*
Panelist: **Logan Macray Steele**, *U. of South Florida*

Given the substantial overlap between I-O psychology and various business areas (e.g., organizational behavior, human resource management, research methods), industrial-organizational (I-O) psychologists are increasingly pursuing business school careers (Aguinis, Bradley, & Brodersen, 2014). Despite the interest in this career path, there are limited resources to help prospective I-O psychologists learn about the nuances of working within a business school. I-O psychologists, who are typically trained within psychology departments, may encounter different requirements and culture when transitioning to business school environments. In this session, we seek to aid I-O psychologists interested in business school careers on these differences by providing insights on identifying and navigating such challenges. To this goal, we assembled a diverse panel of business school faculty with a psychology educational background who represent various ranks (i.e., Assistant, Associate, Full Professor), roles (i.e., faculty, Chair, Dean), and foci (i.e., from research, teaching institutions). The session will include short introductions, roundtable discussions, and a question-and-answer (Q&A) session, focusing on various aspects of working within a business school. We aim to benefit both job candidates and business schools by providing a realistic job preview of this career path, and a recognition of the differences between the disciplines both parties can expect to encounter.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **641** | Submission: **10634** | Sponsor(s): **(MSR, MED, SIM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 2:30PM- 4:00PMET (UTC-4)**

Bringing the wise, ethical manager back into management
Bringing the ethical manager back into management



Chair: **Payal Kumar**, *Indian school of hospitality*
Chair: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Speaker: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*
Speaker: **Richard Peregoy**, *U. of Dallas*, *Satish & Yasmin Gupta College of Business*

We are both rational and emotional. As far back as 2002, John Kotter emphasized the critical role of emotions in successful change programs and in business education. In 2004, Mintzberg proposed that MBA programs need to rebalance teaching in the classroom with greater emphasis on the emotional, caring, feeling side of our nature. Yet a majority of programs continue to focus on developing logical and analytical left-brain thinking, rather than intuitive and emotional right-brain thinking. The Covid-19 pandemic has shown us that managers need to manage teams even when high turbulence hits our eco-systems, in ever-changing contexts, which requires creative thinking and emotional intelligence beyond exclusively pursuing the bottom line. What can we, as educators, do to bring the wise, ethical manager back into management, a manager who uses her full cerebral hemisphere as per contextual requirements? Through this PDW we aim to contextualize research that suggests that this is an essential stepping stone for leaders to grow and succeed in our current globalized economy and society. The purpose and expected outcome of this PDW is to advance participants' competency in developing self-awareness and working with emotions skillfully. Presenters will share experiential pedagogies that can be enriching such as meditation, emotional intelligence exercises and journaling. Furthermore, participants will be encouraged to delve into an emotional space through demonstrations of vulnerability, which is critical for developing self-awareness. By modeling these learnings in the classroom, it is hoped that faculty will favorably influence business students to draw on left and right-brain thinking, and to apply this as future leaders. Key words: Ethical leader, MBA pedagogy, self-awareness, left and right brain, TPN, DMN

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **642** | Submission: **11274** | Sponsor(s): **(RM, OB, MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 2:30PM - 4:00PMET (UTC-4)**

Interventions in Organizational Research: Lessons Learned, Best Practices, Future Directions

Interventions in Organizational Research

Organizer: **Elizabeth Trinh**, *U. of Michigan, Ross School of Business*
Organizer: **Susan J. Ashford**, *U. of Michigan*
Organizer: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
Organizer: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Panelist: **Allison S. Gabriel**, *U. of Arizona*
Panelist: **Theresa M. Glomb**, *U. of Minnesota*
Panelist: **Ellen Ernst Kossek**, *Purdue U.*
Panelist: **Klodiana Lanaj**, *U. of Florida*
Panelist: **Amy Wrzesniewski**, *Yale U.*
Panelist: **Kimberly A Wade-Benzoni**, *Duke U.*

Research in management and organizations aims to produce work that is theoretically grounded and practically useful. One promising and increasingly popular research method that strikes a balance between theory and practice is intervention-based research. Despite the potential of intervention-based research, several challenging questions currently limit the promise of this methodology: When should researchers use an intervention study? How do researchers design and implement good interventions? And how do researchers evaluate their results and make sound conclusions? In this symposium, we seek to provide important insight into the practice of intervention-based organizational research. Our symposium consists of a panel of six leading researchers who have rich and diverse experiences with designing and conducting empirical research using interventions. Our intent is that an audience interested in doing this kind of research will benefit from hearing about the choice points and reasoning of these scholars who have profound knowledge of and deep experiences with conducting interventions. This symposium will highlight important insights into the issues confronting scholars interested in using interventions in their research and provide guidelines and tips on effective intervention-based research, which we hope will guide future organizational research using interventions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **643** | Submission: **12906** | Sponsor(s): (AAT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 5:00PMET (UTC-4)**

**The Professional Doctorates Consortium for "Bringing the
Manager Back in Management"**
Professional Doctorates Consortium



Chair: **Emmanuel Monod**, *Shanghai SUIBE U.*
Chair: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Chair: **Christof Backhaus**, *Edinburgh Napier U.*
Distinguished Speaker: **Thomas G. Cummings**, *U. of Southern California*
Distinguished Speaker: **Denise M. Rousseau**, *Carnegie Mellon U.*
Panelist: **Anthony F. Buono**, *Bentley U.*
Panelist: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Panelist: **Robert P. Gephart**, *U. of Alberta*
Panelist: **Mark Hillon**, *Lafayette Institute*
Panelist: **Omayya Kuran**, *U. of Balamand*
Panelist: **Todd Matthews**, *Cabrini U.*
Panelist: **John Mooney**, *Pepperdine Graziadio Business School*
Panelist: **Tyrone Pitsis**, *Durham U.*
Panelist: **Maïte Rateau**, *ISEOR*
Panelist: **Aline Scouarnec**, *IAE CAEN NORMANDIE U.*
Panelist: **Peter Sorensen**, *Benedictine U.*
Panelist: **Therese F. Yaeger**, *Benedictine U.*
Panelist: **George W. Hay**, *Chicago School of Professional Psychology*

The objective of this PDW session is to respond to the call for relevance of the 2021 theme – Bringing the Manager Back in Management – through providing a platform sharing and conceptualizing the practices and scholarly work of professional doctorates. As professional doctorates gather executives from companies and institutions willing to increase their knowledge about research in management, they stand as an ideal platform for bringing the manager back to management research. Doing so, professional doctorate programs provide an opportunity for management researchers to understand the current challenges faced by managers in person, rather than reading surveys always liable to methodological bias. In a way, professional doctorates are giving voice to the managers in management research. They provide an occasion for management researchers to become the advocate of the managers in management research, starting research programs with the current problems faces by companies. However, despite the potential of professional doctorates for overcoming the gap between academic discourse and managerial realities, academic communities have made little attempts to engage with and establish relationships with professional doctorate students in a structured way. Through a doctoral consortium format, this PDW aims at providing a platform upon which academics and professional doctoral students can engage in a dialogue for mutual benefit. More precisely, the format intends to stimulate discussions of challenge-led professional doctorate research with leading academics from the AOM community. Furthermore, this platform would also increase the AOM impact on the practitioner world by attracting a growing number of companies and institutions to engage with AOM through professional doctorates.

In this PDW workshop, Professional Doctorate and DBA students will be given the opportunity to receive feedback from experienced academics with a particular view on publishing their work in academic and practice-oriented outlets. Participation is by invitation only, and requires an abstract to be submitted to the organizers by June 1st, 2021. For further information, please send an email to c.backhaus@napier.ac.uk, bonnet@iseor.com, or monod@suipe.edu.cn.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **644** | Submission: **12189** | Sponsor(s): **(AAT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM- 6:00PMET (UTC-4)**

Publishing Responsible Research in Management: Celebrating Accomplishments and Passing the Torch
Publishing Responsible Research in Management



Organizer: **Alan D. Meyer**, *U. of Oregon*
Organizer: **Andrew H. Van de Ven**, *U. of Minnesota*
Organizer: **Anne S. Tsui**, *U. of Notre Dame*
Organizer: **Carrie R. Leana**, *U. of Pittsburgh*
Organizer: **Richard J. Klimoski**, *George Mason U.*
Organizer: **Jacqueline A-M. Coyle-Shapiro**, *London School of Economics*
Organizer: **Howard Thomas**, *U. of Warwick*
Organizer: **Donald Siegel**, *Arizona State U.*
Facilitator: **Denise M. Rousseau**, *Carnegie Mellon U.*
Facilitator: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Facilitator: **Blake E. Ashforth**, *Arizona State U.*
Facilitator: **Frances J. Milliken**, *New York U.*
Facilitator: **Jane E. Dutton**, *U. of Michigan*
Facilitator: **Thomas G. Cummings**, *U. of Southern California*
Facilitator: **Roy R. Suddaby**, *U. of Victoria*
Facilitator: **Bori Borbala Csillag**, *U. of Minnesota*
Facilitator: **Eryue Teng**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Facilitator: **Sadek Showkat**, *U. of Louisville*
Distinguished Speaker: **Jianwen Liao**, *Illinois Institute of Technology*
Distinguished Speaker: **Allan H. Church**, *PepsiCo, Inc*

Celebrating Winners: This is a two-part PDW. Part 1 will announce and celebrate the 21 winners and finalists of the 2021 Responsible Research in Management Awards, sponsored by AOM Fellows Group. [Click here](#) to view winning authors and links to their award-winning works. Authors of winning papers and books will summarize their work and engage in dialogue with PDW participants about the challenges and rewards of conducting research that is beneficial to society, credible, and useful to practitioners. Two executives who helped select the winners will explain what made these research studies especially valuable to them.

Passing the Torch: In part 2 of the PDW, participants will interact in small groups with authors of award-winning research studies, AOM Fellows, and executive reviewers. Discussions will address how important problems were chosen, challenges faced in doing and publishing the work, surprising or inspiring outcomes, and impacts on authors' research identity. Panels of award winners and Fellows who evaluated the works nominated for the award will reflect on lessons learned. Please join us to celebrate management research that changes the world for the better.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **645** | Submission: **17622** | Sponsor(s): **AAA**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

The Big Scam? What's Wrong with Business Schools, Business School Faculty, and the Study of Management *The Big Scam?*

Distinguished Speaker: **Sydney Finkelstein**, *Dartmouth College*
Program Chair: **Amy Hillman**, *Arizona State U.*

Industry after industry has seen disruption and transformation, yet business schools and business school faculty continue as they have for decades. The unfortunate result is our business model is dangerously out of tune with the expectations and demands of key stakeholders. The research we do seldom connects to the real challenges that managers encounter in their work, but even if it did these managers would barely know what the business school research enterprise is up to. The teaching we do continues to be seen by too many academics as a necessary evil, characterized by “commodity” teaching and a fundamental inattention to communicating and disseminating our ideas to wider audiences. And our employers – business schools – have enabled all of this via outmoded incentives systems and cultural norms while simultaneously ignoring warning signs of how our competitive advantage is eroding. The result: we are happily ensconced in our protective bubble while our schools, our jobs, and our research enterprise are in crisis.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **646** | Submission: **12801** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

**Authentic Leadership and the Stages of Career Development: A
Diverse Perspective**
Authentic Leadership, Diversity and Careers



Participant: **Louise Kelly**, *U. of La Verne*
Participant: **Karl Moore**, *McGill U.*
Participant: **Syed Eissa Hassemi**, *The Chicago School of ProfPsych*
Participant: **PABLO RUIZ-PALOMINO**, *U. de Castilla-La Mancha*

This symposium will explore how authentic leadership choices change according to the stage of life and career development of the leader as well as the organizational context. The symposium will consider the challenges and opportunities for authentic leadership that executives grapple with throughout their careers. We will use an interview format and in the actual panel, one of the professors will engage two CEOs in an interview on their authentic leadership choices throughout their career. One of the CEOs will be a senior Indigenous leader from the First Nations of Canada, and the other will be the former CEO of one of the world's largest aviation multinationals. The panelists will also consider issues of identity and authentic leadership for example in the context of women entrepreneurs. Many women entrepreneurs opt-out of corporate or industry positions to lead more authentically as entrepreneurs. However, female authentic leaders, as well as other underrepresented groups, both in corporate, or entrepreneurial contexts, face unique challenges. The panel will also consider issues of crucibles and life triggering events that contribute to authentic leadership development. Finally, the panel will discuss the building blocks of authentic leadership, specifically looking at emotional intelligence, mindfulness, and resiliency.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **647** | Submission: **13281** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

Methodological innovations for socio-political risk research
Methodological innovations for SPR research



Organizer: **Crystal Xiangwen Jiang**, *Bryant U.*
Participant: **Asda Chintakananda**, *National Institute of Development Administration (NIDA)*
Participant: **George O. White**, *U. of Michigan, Flint*
Participant: **Irem Demirkan**, *Loyola U. Maryland*
Participant: **Andreea Mihalache-O'Keef**, *Roanoke College*
Participant: **Aierken Gulidanan**, *Southern New Hampshire U.*
Participant: **Qin Yang**, *Robert Morris U.*
Organizer: **Tatiana Vashchilko (Lukoianova)**, *Haskayne School of Business, U. of Calgary*
Participant: **Yong Wang**, *Western New England U.*

This caucus targets to bring together scholars whose research include discipline-specific and interdisciplinary methodologies for studying socio-political risks (SPRs) and to provide a more granular understanding of methodological issues in complex, unpredictable and fast-changing global contexts.

This caucus meeting intends to offer a platform and forum for scholars to facilitate an interdisciplinary conversation over novel methodologies in examining SPRs and MNE strategic responses to the complexities of international and national operating environments. Considering the strong research interest in socio-political risks among AOM members, we'd like to use this caucus to connect the scholars who are specifically interested in the (1) the systematic examination of pros and cons of a range of novel qualitative and quantitative methodologies for advancement of SPR knowledge; (2) the identification of state-of-the-art analytical tools across disciplines to study different types of SPR in diverse contexts; and (3) theoretical enrichment of SPR scholarship with appropriate choices and applications of innovative methodological approaches.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Strategic Change, Adaptation, & Adjustment

Digital Session Chair: **Andrew Sarta**, *Ivey Business School*

MOC: **Technological Prisms: A Fuzzy-Set Analysis of Cognition, Robo-Advice, and Adaptation**

Author: **Andrew Sarta**, *Ivey Business School*

Directions of attention, particularly when directed toward new technology, is a critical component of incumbents adapting to technological change; however, new technology is often ambiguous at its core, skewing the interpretations associated with attending to technological change. As a result, organizations may attend to emerging technologies, but attention may differ between organization depending on how a single technological change is interpreted. Technological changes, therefore, are analogous to prisms that emit different signals with organizations recognizing few, but not all signals. Unique interpretations by organizations subsequently impact the adoption of technology and the degree to which organizations sufficiently adapt to technological change. I study the complex combinations of attentional direction, interpretations, and technological adoption by combining the computational method of topic modeling with a fuzzy-set Qualitative Comparison Analysis to uncover unique cognitive and decision-making combinations that lead to organizational adaptation. In the context of the Canadian Wealth Management industry, I outline unique cognitive interpretations of robo-advice, a technology that automates financial advice, among 15 incumbent organizations in combination with technological adoption decisions and find 3 unique paths to adaptation. The results highlight that not all directions of attention toward emerging technologies are fruitful for adaptation and that organizations hold the capacity to creatively adapt in the absence of both attention and technological adoption.

Paper is Available to Meeting Registrants Only.

MOC: **Understanding the Complexities of Psychological and Sociocultural Factors in Expatriates' Adjustment**

Author: **Sana Mumtaz**, *FAST National U. of Computer and Emerging Sciences, Islamabad*
Author: **Sadia Nadeem**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*

The literature has predominantly focused on socio-cultural factors for understanding expatriates' adjustment. The current study extends this discussion by incorporating the role of psychological factors in the expatriates' adjustment process using the anxiety uncertainty management (AUM) model. It also contributes towards understanding the mechanism of expatriates' adjustment over time. Using generalized qualitative methods, semi-structured interviews were conducted of 55 Chinese expatriates working in Pakistan. After the verbatim transcription of all the interviews, data were double coded by two researchers in the NVivo software, and analyzed using thematic analysis. The results highlighted the various socio-cultural and psychological factors that facilitated or inhibited the Chinese expatriates in their adjustment in Pakistan. The main psychological factors impeding adjustment included a lack of, or delay in, building cognition-based trust, identity crisis, and negative impact on self-esteem, while the factors facilitating psychological adjustment consisted of future career prospects, emotional support from host country nationals (HCNs), and affect-based trust. The current study contributes to the literature in the fields of sociology, psychology and international business by presenting two complementary models – the general model of adjustment and the AUM model of adjustment – for bridging the gap between socio-cultural and psychological adjustment factors of expatriates' adjustment in a cross-cultural context. In view of the findings, the researchers suggest 'mindfulness' as the optimum stage of adjustment for expatriates working in ethnocentric organizations.

Paper is NOT Available. Please contact the author(s).

MOC: **Navigating paradoxical tensions through the interplay of temporal structures**

Author: **Jack Lewis Fraser**, *Saïd Business School*

Organizations at the boundary of two institutional fields are often required to meet contradictory but interrelated demands. While transcendence – accepting both sets of demands as necessary and complementary – has been shown to be an important response to such paradoxes, achieving it places significant cognitive and behavioural strain on managers. Despite the importance of 'and/both' approaches for the survival of institutionally pluralistic organizations, we still know little about the practices that managers resort to when initial efforts to achieve transcendence break down. Through a longitudinal study of a joint-venture spanning two institutional fields, we demonstrate that managers can address otherwise insurmountable paradoxical tensions through an emphasis on the interplay of their temporal structures. By deconstructing conflicting demands into their respective temporal qualities of temporal depth – defined as the span into the past and future that they typically consider – and temporal horizons – measured by the frequency of milestones within this span – managers can process paradoxical demands in novel ways. Through a process of temporal work, managers on both sides of the institutional divide were able to negotiate a new, shared temporal depth that accommodated the temporal horizons of both sides. We show that this process enabled managers to achieve a form of transcendence, providing a structure within which to consider the demands on both sides as necessary and complementary, which was not previously possible. We suggest that 'zooming in' to focus on the complexity of temporal structures can unveil novel and surprising sensemaking processes amongst managers navigating paradoxes.

Paper is Available to Meeting Registrants Only.

MOC: **The Reputational Consequences of M&As**

Author: **Tian Han**, *Henley Business School, U. of Reading*
Author: **Abby Ghobadian**, *Henley Business School, U. of Reading*

In this study we theorise and test the mechanism through which mergers and acquisitions (M&As) affect the corporate reputation of acquiring firms. We theorise two channels – the outcome- and the intention-based channel. Further we argue that the announcement returns of M&As provide stakeholders with the outcome cues to make reputation judgements, and that M&As' deal characteristics signal the acquirers' intentions. Hence, the corporate reputation of acquiring firms will be enhanced if the acquisition outcomes or signalled intentions coincide with the stakeholders' interests. By conducting a content analysis on news articles, we produce firm-level reputation indexes based on the tone of news related specifically to the analyst comments. The empirical results largely support the hypotheses. We find that announcement returns are positively related to the corporate reputation of acquiring firms following the acquisition announcements. We also find that diversifying deals and acquisitions with a relatively larger size are likely to generate reputation gains for acquirers. As such, this study develops the reputation antecedent research, moreover, provides a more balanced assessment for M&A success by investigating the "soft" (i.e. reputational) consequences of M&As.

Paper is Available to Meeting Registrants Only.

Author: **Aoife Brophy Haney**, *U. of Oxford*

Author: **Fanny Frei**, *ETH Zürich*

Author: **Joern Hoppmann**, *U. of Oldenburg*

We investigate the drivers of individuals' perception of organizational capabilities in times of environmental change. Prior research suggests that organizations need to reconfigure their capabilities in times of environmental change and that the outcome of this process is strongly affected by which (potential) capabilities organizational members are aware of in the process of organizational change. Thus far, however, there is a lack of studies that provide systematic, quantitative evidence of how organizational members differ in their perception of organizational capabilities and why. To address this shortcoming, we draw on unique data from a two-stage survey among 357 organizational members of an incumbent electric utility company during the energy transition to test which factors influence whether organizational members perceive capabilities associated with the new versus the old world. We show that individuals who perceive changes in organizational routines and a more exploratory ideal organizational identity are more likely to perceive novel capabilities. Contrary to expectations, we do not find evidence that differences in the perception of the current organizational identity explain differences in capability perception. Our study advances the literature on the micro-foundations of capabilities, which has started to investigate the relationship between cognition and capabilities. Moreover, by shedding light on the antecedents of capability cognition, our study bears important implications for the literatures on organizational change and identity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Dark-side Leadership Research: Humility, Narcissism, Dark Triad Traits, & Immorality

Digital Session Chair: **Dritjon Gruda**, *National U. of Ireland, Maynooth*

MOC: Leader Narcissism and Follower Engagement - A Machine Learning Approach  

Author: **Dritjon Gruda**, *National U. of Ireland, Maynooth*
Author: **Dimitra Karanatsiou**, *Aristotle U. of Thessaloniki*
Author: **Paul Hanges**, *U. of Maryland*
Author: **Jennifer Goldbeck**, *U. of Maryland*
Author: **Athena Vakali**, *Aristotle U. of Thessaloniki*

Although research interest in the dark triad traits, and in particular, leader narcissism, has been on the rise over the past few years, the prior literature has predominantly discussed leader narcissism from a leader-centric perspective. In this paper, we provide a relational-based perspective of leader narcissism by examining the interaction between follower personality traits and leader narcissism on follower engagement in an online context. We apply a machine learning (ML) approach to predict the personality traits of 424 leaders and 43,633 engaged followers and analyze hypothesized interactions using multilevel regressions, also accounting for leader demographic moderation effects, namely leader gender. Firstly, we find that the interaction between leader narcissism and follower agreeableness and follower neuroticism positively predicts follower engagement, while the interaction between leader narcissism and follower openness negatively predicts follower engagement. We do not find a significant interaction between narcissistic followers and narcissistic leaders with regard to follower engagement. Thirdly, we find that leader gender plays an important moderating role, in that male narcissistic leaders seem to benefit from more follower engagement from highly agreeable and neurotic followers. Limitations and implications are discussed and recommendations for future studies are outlined.

Paper is Available to Meeting Registrants Only.

MOC: Distinguishing Between Dark Triad Leaders Using Influence and Organizational Citizenship Behaviors   

Author: **Alexander Marbut**, *U. of Alabama*

Current trends in research suggest that the trait approach to leadership is in great peril. Theoretical divergence within personality psychology has generated a schism wherein some researchers claim that broader traits are best for predicting behavior, while others claim that narrower traits are best for predicting behavior. This divergence is herein identified as an argument that has been ongoing for nearly a century. It is argued that both sides have their merits and that the true danger lies in ignoring the other side, with special attention given to arguments that theoretically distinct traits are not distinct. These conceptual arguments are paired with Nicomachean Ethics to invert the dark triad and argue for the utility in distinguishing between how dark triad leaders exercise their leadership and impact their organizations through propensities toward different forms of prosocial behavior.

Paper is Available to Meeting Registrants Only.

MOC: Leaders on a moral pedestal     

Author: **Shiyu Yang**, *U. of Illinois at Urbana-Champaign*
Author: **Qiongjing Hu**, *Zhejiang U.*
Author: **Jihyeon Kim**, *Purdue U.*

Morality has long been recognized as critical to leadership. However, compared to a leader's (im)moral conduct in the professional domain (i.e., professional morality), there has been relatively less attention paid to leadership morality in the personal domain (i.e., private morality); whether and how much lay people care about the (im)morality in a leader's personal life remains largely underexplored. Drawing upon a culturally attuned perspective on leadership, in six studies (N = 1668) we found that compared to the individualistic culture of North America, the collectivistic culture of East Asia tends to place greater emphasis on a leader's private morality. Using both measurement of mediation and controlled experiments, we identified people's conception of an organization (i.e., declarative cultural knowledge) and thinking style (i.e., procedural cultural knowledge) as the mechanisms underlying the differences. Specifically, we found that compared to the North Americans, East Asians are more likely to adopt a relational (vs. transactional) view of an organization and think more holistically (vs. analytically), which in turn lead to greater importance ascribed to leadership private morality. This paper extends prior theory by advancing our understandings of how cultural knowledge shapes people's lay theories of leadership.

Paper is Available to Meeting Registrants Only.

MOC: The Potential Dark Side of Humble Leader Behavior: A Decision-making Perspective

Author: **Zhang Yue**, *Fudan U., School of Management*
Author: **Wei Hu**, *Renmin U. of China*

Extant research has demonstrated the positive effect of leader humble behavior is beneficial for employees, teams, and organizations. However, based on resource allocation theory, our research challenges previous wisdom by identifying the potential dark side of humble leader behavior. We propose that when environmental dynamism is high, humble leader behavior is negatively related to team decision-making speed, which in turn decreases team capability. Data from a multi-time and multi-source survey of 210 leader-follower dyads supported our hypothesized model. Our research reveals the perils of leader humble behavior and highlight the importance of examining environmental dynamism in this unique leadership process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **650** | Submission: **10386** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

OB Division Executive Committee Meeting
OB Division Executive Committee Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **651** | Submission: **17294** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

Managing Diversity in Organizations

Managing Diversity



Digital Session Chair: **Aleksandra Joanna Kacperczyk**, -

OMT: The Double-Edge Sword of a Female Political Leader: Diversity-Enhancing and Reducing Effect  

Author: **Aleksandra Joanna Kacperczyk**, -

Author: **Sukhun Kang**, *London Business School*

Author: **Yongwook Paik**, *KAIST College of Business*

A firm's ability to attract and sustain diverse employees with respect to gender is critical to a firm's performance and long-term competitive advantage. Despite the potential influence of female political leadership on women's representation in the workplace, surprisingly little research has considered the effects of outside-firm female leadership. In this study, we theorize that the election of a top female political leader is a double-edged sword, leading to two countervailing effects. On the one hand, electing a top female political leader will generate a diversity-enhancing effect, thereby leading to a higher representation of women in upper-level positions in organizations. On the other hand, electing a top female political leader can also generate a diversity-reducing effect, thereby leading to a disproportionate outflow of women from wage employment to entrepreneurship. Finally, the strength of the two effects, diversity-enhancing and diversity-reducing, will arise differently under different conditions depending on employment experience. We test our theoretical arguments using a plausibly exogenous election result (i.e., the election of the first female president in South Korea) and find broad support for our hypotheses. Our study contributes to a nuanced understanding of the relationship between women's leadership and female representation in the workplace.

Paper is Available to Meeting Registrants Only.

OMT: The Impact of National Culture on Firm Gender Diversity   

Author: **Tatiana Lluent**, *ESMT Berlin*

Extant literature in organizational inequality shows that environmental forces affect firm gender equality outcomes. While there is evidence that national gender culture affects individual economic outcomes, little is known about the influence of national gender culture at the firm-level. In this article, I use the context of cross-border acquisitions to study how national culture shapes firms' arrangements towards gender equality as I explore how foreign acquisitions affect workplace gender equality at acquired firms. I use restricted-access employer-employee data from France matched to M&A data. I use a generalized differences-in-differences approach to estimate the impact of acquirer national gender culture on gender equality outcomes at acquired firms after an acquisition. I find that firms acquired by acquirers from more gender egalitarian countries see a larger increase in female representation in management and larger decrease in gender pay gap post-acquisition, compared to firms that get acquired by acquirers from less gender egalitarian countries. This main effect is stronger when the post-acquisition integration process is more thorough and when a new CEO is appointed at the acquired firm.

Paper is NOT Available. Please contact the author(s).

OMT: Are We Welcome or Not? Institutional Contradiction in Diversity and Inclusion Programmes     

Author: **Tania Jain**, *London School of Economics*

This paper examines the limited success of diversity and inclusion programmes in organisations in recent times. In particular, we conceptualise a multi-level manifestation of the institutional contradiction between empowerment and marginalisation emerging from D&I programmes. The setting for this ethnographic study is a private school in New Delhi, India with class, gender, and religious desegregated classrooms. The intersectional actors we focus on are female Muslim worker class students for whom the institutional contradiction is most salient. In contextually theorising this contradiction, the paper contributes to the organisational diversity and institutional theory literatures. We propose an explanation for the failure of diversity programmes by revisiting the deterministic foundations of institutional theory and studying the institutional theory foundations of inequality.

Paper is NOT Available. Please contact the author(s).

OMT: Board Diversity as Firms' Adaptation to Stakeholder Norms: The Roles of Social Embeddedness in India

Author: **Suyash Garg**, *PhD Student*

Author: **Zhiang Lin**, *U. of Texas at Dallas*

Stakeholder norms influence firms' board composition including board diversity. However, less is known on how firms in emerging economies, specifically India—a heterogeneous institutional context where selection of directors exhibits distinct social embeddedness in firm-related network relations as well extra-network affiliations (e.g., religion/caste). Bridging the stakeholder perspective with the institutional perspective, we study Indian firms' board diversity as a strategic adaptation to stakeholder norms from developed economies. Using panel regression analyses on 842 firm-year observations between 2013 and 2018, we find that in the Indian institutional environment, such an adaptation is subject to social embeddedness in ongoing relationships between firms and governments/public agencies, as well as firms' positions in the interlocking network. The findings have important implications for corporate governance in emerging economies.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **652** | Submission: **13983** | Sponsor(s): **(ONE, SIM, MED)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 5:00PMET (UTC-4)**

Multi-Level Sustainability and Climate Management

Multi-Level Sustainability and Climate Management

Moderator: **Mark Starik**, *U. of Wisconsin System*
Panelist: **Patricia Kanashiro**, *Loyola U. Maryland*
Panelist: **Gordon P. Rands**, *Western Illinois U.*
Panelist: **Cathy A. Rusinko**, *Thomas Jefferson U.*
Panelist: **Eva Marie Collins**, *U. of Waikato*
Panelist: **Yipeng Liu**, *Henley Business School, U. of Reading*
Panelist: **Gabriela Gutierrez Huerter O**, *Assistant Professor, King's Business School*

Sustainability, or meeting the needs of the present without compromising the ability of future generations to meet their own needs, can be perceived to occur at many levels of human experience and scale. From the level of personal/individual sustainability in which a sole person's values and actions are considered, through United Nations Sustainable Development Goals and behaviors of our entire species globally, human decisions and actions about sustainability appear ubiquitous and present at many levels. How much, if any, fossil fuel should be consumed in one's home or workplace, community, nation, or anywhere on the planet, given the fossil fuel/global greenhouse gas-induced climate emergency the planet faces now and into the foreseeable future? Individual efforts to address climate and other sustainability issues seem paltry and their vast global challenges seems so daunting that resolution, if even possible, can be elusive. One approach to prevent being stymied into inaction and despair is to identify how problems can be managed at multiple levels of human organization, learning lessons at one level to be applied at others. For example, the health issue of tobacco smoking has been addressed at the individual level (via psychotherapy), at the organizational level (through the designation of non-smoking areas), and at the societal level (with public information campaigns of medical associations as examples). This workshop highlights several multi-level sustainability management values, practices, and outcomes, focusing a significant amount of attention on how the participants propose that the climate emergency issue be managed on at least two levels.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **653** | Submission: **13556** | Sponsor(s): **(STR, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

Health Care Meets Strategy: Examining Reconfiguration and Innovation in the Health Care Sector

Health Care Meets Strategy



Presenter: **Ambar La Forgia**, *Columbia U.*
Organizer: **Ambar La Forgia**, *Columbia U.*
Presenter: **Julia Bodner**, *Copenhagen Business School*
Organizer: **Julia Bodner**, *Copenhagen Business School*
Presenter: **Navid Asgari**, *Fordham U.*
Presenter: **Ram Ranganathan**, *U. of Texas at Austin*
Presenter: **Vivek Tandon**, *Fox School of Business, Temple U.*
Presenter: **Mathijs De Vaan**, *U. of California, Berkeley*
Presenter: **Jillian Chown**, *Northwestern Kellogg School of Management*
Presenter: **Dylan Boynton**, *Northwestern Kellogg School of Management*
Presenter: **Colleen Cunningham**, *London Business School*
Presenter: **David Hall**, *McKinsey & Company*
Discussant: **William G. Mitchell**, *U. of Toronto*
Discussant: **Thomas D'Aunno**, *New York U.*

The challenges facing the health care sector are not just clinical: strategic and organizational factors play a crucial role in the provision of effective and high-quality health care. This symposium investigates how health care processes, outcomes, and innovation are influenced by organization-level strategic decisions and corporate reconfiguration, and by physician-level decisions, such as referral relationships and adoption of new practices and technologies. The five papers showcase research that applies strategic and organizational management theory and methods to study the health care sector. Ultimately, this symposium helps develop a research agenda at the intersection between health care and strategy.

Divestment of Relational Assets following Acquisitions: Evidence from the Biopharmaceutical Industry

Author: **Navid Asgari**, *Fordham U.*
Author: **Ram Ranganathan**, *U. of Texas at Austin*
Author: **Vivek Tandon**, *Fox School of Business, Temple U.*

Seed Funding: Private Equity Investment, Fertility Clinic Reconfiguration, and Patient Outcomes

Author: **Ambar La Forgia**, *Columbia U.*
Author: **Julia Bodner**, *Copenhagen Business School*

Strong Ties and Vital Outcomes

Author: **Mathijs De Vaan**, *U. of California, Berkeley*

What Facilitates the Use of New Practices within Professional Specialties?

Author: **Jillian Chown**, *Northwestern Kellogg School of Management*
Author: **Dylan Boynton**, *Northwestern Kellogg School of Management*

The Limits of User Innovation: Physician Inventors, Medical Device Inventions, and AI

Author: **Colleen Cunningham**, *London Business School*
Author: **David Hall**, *McKinsey & Company*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **654** | Submission: **13932** | Sponsor(s): (STR, OMT, HCM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:30PMET (UTC-4)**

Prescription for Healthcare Delivery: New Directions for Organizational Learning in Hospitals

Organizational Learning in Hospitals



Organizer: **John Joseph**, *U. of California, Irvine*
Organizer: **Alex James Wilson**, *U. of Minnesota*
Organizer: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*
Distinguished Speaker: **Amy C. Edmondson**, *Harvard U.*
Presenter: **Shirish Sundaresan**, *U. of North Carolina*
Presenter: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Participant: **John Joseph**, *U. of California, Irvine*
Presenter: **Alex James Wilson**, *U. of Minnesota*
Participant: **Jay (Jinwon) Park**, *U. of California, Irvine*
Presenter: **Jillian Chown**, *Northwestern Kellogg School of Management*
Presenter: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Jisoo Park**, *Carnegie Mellon U. - Tepper School of Business*

Now more than ever it is critical for scholars to deepen their understanding of organizational learning in hospitals: a setting that enables us to explore conditioning factors that make organizational learning especially difficult. Our symposium addresses both the theoretical and empirical gaps in our understanding of organizational learning in this crucial context. Our keynote speaker, Amy Edmondson (Harvard Business School), an expert on organizational learning in healthcare organizations, will explore key trends and issues for this important area of research going forward. The four empirical papers included in this symposium will examine the relationship between technology, structure, employee-driven innovation, failure experience, and learning in hospitals. We aim to open up new avenues of research for scholars interested in organization learning and healthcare.

Please reach out to Sunkee Lee (sunkeele@cmu.edu) for any questions on this symposium.

Decision Support Technology and Organizational Learning in U.S. Hospitals

Author: **Shirish Sundaresan**, *U. of North Carolina*
Author: **Isin Guler**, *U. of North Carolina, Chapel Hill*

Information Processing, Collective Learning, and Organization Design in Healthcare

Author: **John Joseph**, *U. of California, Irvine*
Author: **Alex James Wilson**, *U. of Minnesota*
Author: **Jay (Jinwon) Park**, *U. of California, Irvine*

The Risks of “Empowering” Frontline Professionals to Solve Organizational Problems

Author: **Jillian Chown**, *Northwestern Kellogg School of Management*

Curvilinear Effects of Failure Experience on Individual Learning in the Context of Heart Surgeons

Author: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Jisoo Park**, *Carnegie Mellon U. - Tepper School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **655** | Submission: **13653** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:00PMET (UTC-4)**

Techniques for increasing meaningful connections in the remote learning environment
Meaningful connections in remote learning



Participant: **Kyle Ingram**, *U. of California, Riverside*
Participant: **Hodar Lam**, *U. of Amsterdam*
Participant: **Jonathan Lim**, *U. of California Riverside*

In an effort to increase meaningful connections with students during a forced period of remote learning, the authors draw on social penetration theory, social exchange theory, and social presence theory in the design and implementation of techniques used in their respective courses. We theorize and discuss evidence revealing the capacity for mental health, assessment design, and technology to improve upon the student-professor relationship. Preliminary results reflecting the relationship between assessment design and student engagement will be unveiled.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **656** | Submission: **17619** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:00PMET (UTC-4)**

Active Learning Pedagogies in Management Education and Development Post-Pandemic: Mapping the Links and Looking Ahead *Active Learning Pedagogies*

Facilitator: **Lise Aaboen**, *NTNU*
Facilitator: **Belgin Okay-Somerville**, *U. of Glasgow*
Presenter: **Kate Elgayeva**, *U. of Minnesota, Duluth*
Presenter: **Ricardo Gabriel Flores**, *U. of Victoria*
Presenter: **Brett Paul Matherne**, *Georgia State U.*
Presenter: **Jon W. Beard**, *Iowa State U.*
Presenter: **Andrew Pueschel**, *Ohio U.*
Facilitator: **Karen MacMillan**, *Wilfrid Laurier U.*
Facilitator: **Vicki L. Taylor**, *Shippensburg U.*

Presenters will simulate active learning classroom components by infusing the session with experiential activities that connect learning technologies and social-emotional contexts of management education and development. Through the lens of evidence-based practices, participants will gain a better understanding of how to (1) structure active learning approaches in evolving classroom modalities, (2) leverage learning technologies supporting these approaches, and (3) cultivate a mindset for teaching effectiveness in a post-pandemic landscape.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **657** | Submission: **11020** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:00PMET (UTC-4)**

A How-To Guide for Taking the Case Method Live *Live Cases*

Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*

Presenter: **Karin Schnarr**, *Wilfrid Laurier U.*

Presenter: **Brent D. Beal**, *U. of Texas at Tyler*

This session will introduce case writers to the concept of live cases, clearly describe how they differ from traditional case writing, provide a step-by-step guide to creating a live case, and suggest how they are most effectively used in a classroom. Our session will cover both live cases based solely on secondary data as well as those based on proprietary data provided by a live case partner company. Writing live cases with companies provides opportunities for live case writers to tailor the case to mimic real world examples, better preparing business students for scenarios they could face upon entering the workforce. Importantly, we will outline how live cases can be done remotely via ZOOM.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **658** | Submission: **13123** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM- 4:00PMET (UTC-4)**

Reimagining an Introductory Management Course: Lessons from a Self-Managed Teaming Impact Initiative
Self-Managed Teaming Impact Initiative



Participant: **Matthew Eriksen**, *Providence College, School of Business*
Participant: **Arati Srinivasan**, *Providence College*
Participant: **Thomas R. King**, -
Participant: **Morgan Perry**, *Providence College*
Participant: **Elyse Pereira**, *Providence College*

Teamwork, collaboration and interpersonal communication skills have been consistently ranked as the top skills companies look for in job applicants. We believe that in order to develop these teaming skills, faculty need to employ experiential learning opportunities in realistic settings that enable students to experience team development and management processes. Our primary objective in this session is to present how faculty can move away from lecture-based, content-centered learning to an experiential student-centered learning environment, one that facilitates students' development as managers, leaders, and team members. We will present the experience and impact of the introductory course we piloted including a discussion of possible faculty concerns and fears and how they could overcome these to incorporate a similar experience into their courses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **659** | Submission: **13259** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 3:00PM - 4:00PMET (UTC-4)**

Engaging Students Using Social Media and Aristotelian Rhetoric as a Tool for Critical Thinking *Discovering Your Inner Aristotle*

Presenter: **Lucy Gill-Simmen**, *Royal Holloway, U. of London*

Abstract 'It is the mark of an educated mind to be able to entertain a thought without accepting it'. - Aristotle Critical thinking is knowing when to ask questions and knowing what questions to ask. Daniel Kahneman, in *Thinking: Fast and Slow*, suggests we are predisposed to jump to conclusions and employ cognitive bias, or selective hearing, to defend such conclusions (Kahneman, 2011). Indeed, many students are hesitant to think critically, yet such skills are highly sought after in the workplace. As such, this begs the question, as educators, how do we teach students critical thinking skills and how can we do this in an engaging and inspiring way? One way to do this is to draw on the work of Aristotle's rhetoric. Rhetoric is based on proofs, syllogisms and arguments, which activate the mental ability of humans and therefore promote creative and critical thinking. This session introduces a fun and out of the box technique to engage students in critical thinking drawing on Aristotelian rhetoric as a framework.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Earnings Over Time

Digital Session Chair: **Lusi Wu**, *U. of Electronic Science and Technology of China*

HR: The Moderated Curvilinear Relationship Between Work Experience diversity and salary

Author: **Lusi Wu**, *U. of Electronic Science and Technology of China*

Author: **Jian Gao**, *Northwestern Kellogg School of Management*

Author: **Tao Zhou**, *U. of Electronic Science and Technology of China*

Prior research on work experience diversity yields inconsistent findings regarding its effects on employment outcomes: some conclude that experience diversity discounts (e.g., Ferguson & Hasan, 2013; Zuckerman, Kim, Ukanwa, & Rittmann, 2003), whereas some highlight its benefits (e.g., Lazear, 2004; Custodio, Ferreira, & Matos, 2013). Using resume data of over one million individuals, the current study aims to account for this inconsistency by first differentiating functional diversity and industrial diversity in evaluating work experience diversity, and proposing an inverted U-shaped relationship between functional diversity and salary, which is moderated by industrial diversity. Specially, we focus on the socio-cognitive distances between different job functions and industries in assessing diversity. With all hypotheses supported by the results, our study provides a finer-grained understanding on how work experience diversity influences salary.

Paper is NOT Available. Please contact the author(s).

HR: Altruism and Inequality: How Pro-social Pay Discounts Offset the College Pay Premium

Author: **Nathan Wilmers**, *Massachusetts Institute of Technology*

Author: **Letian Zhang**, *Harvard Business School*

In an era of substantial labor market inequality, employers increasingly invoke pro-social mission, corporate responsibility and organizational purpose. Many commentators criticize these prosocial commitments as ineffectual and insincere. In this paper, we argue on the contrary that these employer commitments inadvertently reduce earnings inequality. Building on research on job values, we hypothesize that college graduates are more willing to sacrifice pay for pro-social impact. So employers' increased emphasis on pro-social job amenity will lower pay disproportionately for higher skill workers. We test this theory with data on the near-universe of online US job postings. We find that pro-social jobs which require a college degree post 10 percent lower wages than standard postings with exactly the same job requirements. Wages at pro-social, but low-education jobs, are no different from comparable regular jobs. This gap reduces the aggregate college wage premium by around 5 percent. We present a variety of supplementary evidence using resumes, survey data and an online experiment with hiring managers. The findings show that employers' embrace of pro-social messages can offset macro-level inequality.

Paper is Available to Meeting Registrants Only.

HR: Ties That Bind but Pay: The Consequences of Noncompete Agreements on Compensation

Author: **Kwan Seung Lee**, *U. of Houston, Victoria*

The author conducts an organizational-level analysis of how noncompete agreements (NCAs) and employee hiring paths may affect compensation. Instead of relying on a proxy measure of organizational NCA use, the author collected 423 instances of NCAs between Standard & Poor's 500 firms and their CEOs appointed during 1996-2015. Findings show that CEOs who signed an NCA receive more compensation than others without one and that among those who signed an NCA, external hires receive more compensation than internally promoted counterparts. More importantly, their compensation increase due to NCAs shows different patterns by hiring path. Compensation increases for NCA-signed external hires includes more cash but less equity compensation than those for internally promoted CEOs with an NCA. Revealing the separate and collective impacts of restrictive employment practices and employee careers on compensation, the author contributes to the literature on employee mobility and growing NCA research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **663** | Submission: **16665** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 4:30PMET (UTC-4)**

How to Get the Most of Your AOM Member Benefits (Sunday) *Member Benefit of the Day (Sunday)*

Organizer: **Terese Loncar**, *Academy of Management*

Organizer: **Julia Vesei**, *Academy of Management*

Speaker: **Kerry Ignatz**, *Academy of Management*

Speaker: **Elisa Lovergine**, -

Speaker: **Steve Whalen**, *Academy of Management*

A daily overview of AOM member benefits and how to obtain them including overviews and Q&A about Publications, Meetings, DIG online communities, Career Services and more

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **664** | Submission: **16607** | Sponsor(s): **(MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 6:00PMET (UTC-4)**

Management History Executive Meeting *Management History Executive Meeting*

Program Chair: **Patricia McLaren**, *Wilfrid Laurier U.*
Division Chair: **Andrew Cardow**, *Massey U.*
Division Chair-Elect: **Roy R. Suddaby**, *U. of Victoria*
Professional Development Workshop Chair: **Leon Prieto**, *Clayton State U.*
Participant: **Daniel Wadhvani**, *U. of Southern California*
Participant: **Regina Greenwood**, *Nova Southeastern U.*
Participant: **Andrew D A Smith**, *U. of Liverpool*
Participant: **Jay J. Janney**, *U. of Dayton*
Participant: **Nicholous Mark Deal**, *Saint Mary's U., Canada*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **665** | Submission: **16555** | Sponsor(s): **(STR, TIM, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 6:30PMET (UTC-4)**

Strategy and Innovation Field Experiments: How to Design and Run Experiments with Firms

Strategy and Innovation Field Experiments



Organizer: **Hyunjin Kim**, *INSEAD*
Organizer: **Rembrand Michael Koning**, *Harvard Business School*
Speaker: **Charlotte Blank**, -
Speaker: **Eva Guinan**, *Harvard Medical School*
Speaker: **Karim R. Lakhani**, *Harvard U.*
Speaker: **Grace Lee**, *AES*
Speaker: **Lamar Pierce**, *Washington U. in St. Louis*
Speaker: **Nina Teng**, *London Business School*
Participant: **Jasjit Singh**, *INSEAD*

In this PDW, participants will receive practical insights on how to design field experiments with companies for strategy and innovation research. This 2.5-hour workshop will consist of two parts: (1) a 100-minute panel and Q&A session where 4 scholars in dialogue with 4 representatives from firms they have collaborated with successfully will share their experiences working together to design and run field experiments; (2) a 30-minute session where pre-registered PhD students and faculty will receive feedback on ideas for field experiments and advice on challenges that they are experiencing in collaborating with companies. By providing scholars with insights on how to collaborate on field experiments with firms and building connections between researchers who are interested in running experiments, this PDW aims to build and grow a community around field experimental research in strategy.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **666** | Submission: **14792** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:30PMET (UTC-4)**

Open Innovation in Science: Involving Crowds in Setting Research Agendas? *Involving Crowds in Setting Research Agendas*



Organizer: **Susanne Beck**, *LBG OIS Center & Copenhagen Business School*
Organizer: **Marion Kristin Poetz**, *Copenhagen Business School*
Organizer: **Henry Sauermann**, *ESMT European School of Management and Technology*
Panelist: **Kévin Boudreau**, *Northeastern & NBER*
Panelist: **Linus Dahlander**, *ESMT European School of Management and Technology*
Panelist: **Louise Gunning-Schepers**, *U. of Amsterdam*
Panelist: **Muki Haklay**, *U. College London*
Panelist: **Simon Moberg Torp**, *U. of Southern Denmark*
Panelist: **Katrin Vohland**, *Natural History Museum Vienna*
Discussant: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Scientific research has for a long time been the domain of professional scientists, often working within the confines of academic or corporate labs. However, there are increasing calls from funding agencies, policy makers, and civil society to involve “crowds” and “citizens” in the research process. The hope is that such involvement can increase the productivity of research as well as the relevance and societal adoption of the knowledge that is produced. A growing number of crowd science projects now operate in fields as diverse as astronomy, biology, history, medicine, and physics. Results have been published in top tier journals such as Nature, Science, and PNAS. However, most of these projects “use” crowds for empirical tasks such as collecting and coding data (e.g., Zooniverse), or for problem solving (e.g., Foldit). There are only few efforts to involve crowds in earlier, “agenda setting” stages of scientific research such as the identification of research questions, the selection of problems that should be investigated, or the development, evaluation and funding of research proposals. To gain a deeper understanding of this emerging topic, distinguished panel members including scholars of science and science policy, as well as experts on crowdsourcing and open innovation, organizers of real-world efforts to involve citizens in agenda setting and interested AoM members discuss why crowd involvement in setting research agendas is, so far, more limited, whether crowds should get more involved in setting research agendas and if so, how this could be organized, and what the boundary conditions for crowd involvement in setting research agendas are.

Workshop experience will be best if participants use a computer with a keyboard to engage in the collective brainwriting part of the symposium.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **667** | Submission: **10556** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:00PMET (UTC-4)**

Using a 360-degree performance appraisal method to a cultivate high-performance learning culture
The 360-degree appraisal method in remote teaching



Facilitator: **Binhua Eva Huang**, *Wilfrid Laurier U.*
Facilitator: **Anita Boey**, *Wilfrid Laurier U.*

Remote teaching has posed a challenge for instructors to engage students and build a high-performance learning culture. In a face-to-face class, students' class engagement can be easily observed. In a remote class, it is often quite hard to tell whether students are fully engaged. This dynamic and interactive session will provide practical suggestions on how to build a high-performance culture and engage students using a 360-degree performance appraisal method in remote teaching. Through various activities of poll, chat, class discussion and breakout room, participants will learn how to: 1) set up different management roles in class; 2) design performance criteria; 3) conduct class manager evaluation, group leader evaluation, students self-evaluation, and instructor evaluation; 4) provide training to students in different roles; and 5) facilitate feedback and enhance communication between teachers and students. Participants will take away slides and samples of performance criteria, evaluation forms for the class manager, group leader, and students as well as some constructive feedback and communication examples between the instructor and students. These takeaways will help participants develop a tailored 360-degree appraisal approach which can enhance class engagement in a virtual class setting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **668** | Submission: **13706** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:00PMET (UTC-4)**

Entrepreneurship: A Strategic Approach

Entrepreneurial Strategy

Chair: **Erin L. Scott**, *Massachusetts Institute of Technology*

Chair: **Scott Stern**, *Massachusetts Institute of Technology*

Panelist: **Abhishek Nagaraj**, *U. of California, Berkeley*

Panelist: **Vera Rocha**, *Copenhagen Business School*

Panelist: **Michael J. Leiblein**, *Ohio State U.*

Panelist: **Joshua Gans**, *U. of Toronto*

Building on over two decades of award-winning research, more than a decade of classroom development, and working with hundreds of start-ups, the Entrepreneurial Strategy framework not only synthesizes but reconceptualizes and reorients practical and academic insights to focus squarely on the practical and grounded choices facing founding teams. These course materials offer students and entrepreneurs a practical and systematic approach for how to undertake the process of exploring and evaluating the core choices that entrepreneurs need to make as they translate their ideas into a reality. By putting founder choices center stage, Entrepreneurial Strategy offers a guide for entrepreneurs as they make the key decisions shaping their ventures, and a process for making choices in a way that enhances the potential for venture scalability and success. This TLC@AOM session will introduce a range of new tools and techniques, including tools for the process of entrepreneurial decision-making (Test Two Choose One) and a novel start-up strategy template (The Entrepreneurial Strategy Compass). After an introduction to the framework and course materials, leading entrepreneurship and strategy educators will share their perspectives on incorporating these resources into their courses – a junior faculty who successfully launched the full course as a first teaching experience, experienced scholars who supplemented their established entrepreneurship and innovation strategy courses to enhance their courses, and an academic leader within an entrepreneurship program who used these materials to guide seed-stage, science- and technology-based startups. A series of breakout tracks will provide ample opportunity for participants' engagement and discussion.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **669** | Submission: **14218** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:00PMET (UTC-4)**

High Impact Practices: Preparing Students for the Global Workplace

High Impact Practices

Presenter: **Maureen Andrade**, *Utah Valley U.*
Presenter: **Rebecca Lindsay**, *Utah Valley U.*

This session will explore how High Impact Practices and their underlying elements can be implemented in management education to help students develop employer-valued skills such as communication, teamwork, critical thinking, and application of knowledge to real-world settings. Participants will analyze assignment examples, reflect on their current practices, and consider how to redesign an assignment to incorporate the elements of HIPs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **670** | Submission: **15757** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:00PM - 5:00PMET (UTC-4)**

Short Bursts: Quick Pedagogical Interventions for In-class Team-Skill Development



Quick Interventions for In-class Team-skills

Presenter: **Kimberly Carlson**, *Virginia Tech*
Presenter: **Elizabeth Jamison**, *Virginia Tech*

Many classes within business majors rely on team projects to prepare students for their future careers where most of them will work in teams. However, few faculty members can afford to spend much, if any, time teaching their students teamwork skills when "teamwork skills" fall outside the course curriculum. Relatedly, students often report struggling in team projects and report negative experiences from working in teams, such as poor communication and uneven workloads across team members. This is important because critical team skills have been found to have positive effects on team performance (Hanson 2006, Mennenga 2012). In Spring semester 2019, we conducted a study to test if it was possible to increase positive outcomes in students' team-based skills and satisfaction by providing several short interventions delivered throughout a semester. We surveyed participants in sixteen sections of a capstone business course with seven participating faculty. Four of the sixteen sections required six short (ten minutes or less) interventions designed to encourage positive team behaviors. All sections completed a survey at the end of the semester. Results indicate that treatment groups had greater positive impact with their team experience than the control groups in team-based concepts of trust, conflict, accountability, and satisfaction when compared to non-treatment groups. In this teaching and learning session, we will share our short-burst interventions to demonstrate how to incorporate these small but meaningful tools to improve team dynamics and management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **671** | Submission: **10388** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:30PM - 5:30PMET (UTC-4)**

OB Division Making Connections Committee Meeting
OB Making Connections Committee Meeting

Participant: **Elizabeth Margaret Campbell**, *U. of Minnesota*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **672** | Submission: **17278** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:30PM - 6:00PMET (UTC-4)**

Managing Stakeholder Pressure

Managing Stakeholder Pressure



Digital Session Chair: **Georg Wernicke**, *HEC Paris*

OMT: One China: When Do Multinational Corporations Concede to Nationalistic Activism

Author: **Huidi Lu**, *Hong Kong U. of Science and Technology*
Author: **Kaixian Mao**, *Hong Kong U. of Science and Technology*
Author: **Lori Qingyuan Yue**, *Columbia Business School*

We extend King's (2008) corporate-context perspective that explains corporations' concessions to social movement activists into the international context in order to explain multinational corporations' concessions to nationalistic activists in their host countries. While King argues that both the market and nonmarket pressures in the corporate context make corporations more willing to concede to activists' requests, we suggest that the influence of nonmarket pressure can be divergent from that of market pressure because the former develops from a specific geopolitical context while the latter is universal. Conceding to nationalistic activism from an authoritarian country can be a liability to corporate reputation, and thus multinational corporations with good reputation or those facing non-market pressures from democratic countries are less likely to concede. We find support for our theory in a 2018 quasi-field experiment of the Global Fortune 500 firms that were targeted by Chinese nationalists for violating the "One China" principal in the regional indications on their websites. While targeted corporations that experience market performance declines are more likely to change their websites according to activists' requests, those with better reputation and those facing activism challenges from more democratic countries are less likely to do so.

Paper is Available to Meeting Registrants Only.

OMT: Policies Without Plans? Sequential CSR Responses and the Role of Resources for Policy Implementation

Author: **Nikolas Rathert**, *Tilburg U.*
Author: **Georg Wernicke**, *HEC Paris*

Research on organizational responsiveness to stakeholder pressure has often assumed that firms are capable of intentionally selecting symbolic or substantive responses as such pressures occur. As such, decoupling – gaps between policy adoption and implementation – results from strategic considerations by managers. In this paper, we rethink these assumptions and develop a theory of sequential responses to stakeholder pressure. We show that sequential responses – whereby firms exhibit time gaps between policy adoption and their implementation and decoupling is temporary – are a common empirical occurrence. Focusing on the key role of organizational resources, we hypothesize that the likelihood of sequential responses and the timing of implementation depend on the availability of structural and attentional resources that enable firms to implement policies faster. We find considerable support for our hypotheses using a sample of US firms in the issue domain of consumer safety.

Paper is NOT Available. Please contact the author(s).

OMT: Getting Ahead of Yourself: How to Close the Gap Between What Organizations Say and Do

Author: **Marlon Fernandes Rodrigues Alves**, *Federal Institute of Education, Science and Technology of São Paulo*
Author: **Larissa Marchiori Pacheco**, *Northeastern U.*
Author: **Nahyun Kim**, *Ivey Business School*
Author: **Oana Branzei**, *Ivey Business School*
Author: **Adriana Cristina Ferreira Caldana**, *U. of Sao Paulo (FEA-RP/USP)*
Author: **Neusa Santos**, *PUCSP*

In response to stakeholder pressures, organizations make public commitments to CSR and often fail to keep their promises. Much of the research on this topic is focused on decoupling activities, originating from the gap between CSR communication and CSR implementation. Little is known regarding whether and when the discrepancy between the two might be an instrument to improve or create future CSR. Departing from the idea that firms must stretch their time-horizons to match the scale of environmental issues, we take advantage of a setting that resembles a natural experiment and investigate the organizational responses to the Sustainable Development Goals Compass in the energy sector, from 2014 to 2018. Based on a multi-case investigation, we applied computer-aided text analysis to track CSR communication and fuzzy-set qualitative comparative analysis to track CSR implementation. We find three configurations that close the gap between communication and implementation: tempered exploration, tempestuous exploration, and turbulent exploration. Also, we find that increased long-term orientation and decreased continuity in communication predicts successful CSR implementation. Overall, our study suggests that communication is a stronger driver of attentional engagement patterns and that integration is a key activity for CSR implementation. Boundary conditions and future research suggestions are further discussed.

Paper is NOT Available. Please contact the author(s).

OMT: A Longitudinal Analysis of Board of Director Busyness and Firms' Ambidextrous Orientation

Author: **Mariano L.M. Heyden**, *Monash Business School*
Author: **Ralf Wilden**, *Macquarie Business School*
Author: **Sebastian Fourne**, *Wilfrid Laurier U.*
Author: **Valentina V. Tarkovska**, *U. of Witten/Herdecke*
Author: **Lane Matthews**, *Queen's U. Belfast*

Although studies highlight the informational upside of a board's connections to its external environment, we develop the idea of "busyness" as an important boundary condition in directors' (in)ability to apply their external knowledge to assist a focal firm. We relate this notion to the extent to which strategy is characterized by an ambidextrous orientation, which research links positively to performance, yet is also a particularly complex strategic orientation that imposes greater information processing demands (i.e., knowledge exchange and integration) on directors. Our results from a longitudinal panel analysis of publicly listed UK firms provide novel and robust evidence that busy non-executives have a negative influence on the ambidextrous orientation of firms, whereas busy executive directors do not seem to exert an influence. We further find that busy women directors show an inverted U-shaped relation with ambidextrous orientation. We discuss implications for busy boards as a microfoundational antecedent of ambidextrous orientation, the hidden cost of high-quality boards, cascading influences of different types of directors on firms' ambidextrous orientation, and managing the external workloads of different directors.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **673** | Submission: **16616** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 4:30PM - 5:30PMET (UTC-4)**

2021 TIM Emerging Scholar Award
2021 TIM Emerging Scholar Award

Participant: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

This session features the 2021 recipient of the highly competitive TIM emerging school award. The selected scholar will be announced. The session will feature a presentation by the award winner. There will be discussion about the award and selection criteria. Untenured scholars are encouraged to attend to learn more about applying for this award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **674** | Submission: **15490** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 7:00PMET (UTC-4)**

Entrepreneurship Division Executive Committee Meeting
ENT Executive Committee Mtg

Organizer: **April Franco**, *U. of Toronto*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **675** | Submission: **12596** | Sponsor(s): (**MSR, OB, ODC**)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 7:00PMET (UTC-4)**

**Toward Mindful Management: On Mental Models, Implicit Biases,
and Spiritual Reflections**
Toward Mindful Management



Facilitator: **Joan F. Marques**, *Woodbury U.*
Participant: **Christina Walker**, *Lenoir-Rhyne U.*
Participant: **Svetlana S. Holt**, *Woodbury U.*
Participant: **Susan Brownlee**, -
Participant: **Adam Wood**, *Woodbury U.*
Participant: **Ayesha Sengupta**, *Ph.D. Candidate at Maharishi International U.*

The societal concerns of our times are not new, but have become painfully amplified in light of a global pandemic that changed everything we used to take for granted. As the managers of our lives, and in every setting where we exert a supervisory role, we now have an opportunity to elevate our awareness and induce constructive change. This PDW assumes that all participants to the annual AOM conference are managers, whether pertaining to their own lives or to supervisory positions of others. The PDW will explore in an interactive mode, three phenomena that impact human interactions, and therefore also managerial decisions: mental models, implicit biases, and spiritual reflections. The first two concepts are interrelated, and will be briefly discussed at the beginning of the session, after which some existing examples of these concepts will be discussed, followed by a process of deliberation on spiritual models toward improvement through greater mutual respect, acceptance, and inclusion.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **676** | Submission: **17440** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 6:30PMET (UTC-4)**

Ecology of Digital Platforms and Open Source Communities



Digital Session Chair: **Maximilian Schreieck**, *The Wharton School, U. of Pennsylvania*

OCIS: **Building Blocks of Digital Platform Ecosystems and Their Implications for Inter-Platform Governance**

Author: **Maximilian Schreieck**, *The Wharton School, U. of Pennsylvania*
Author: **Manuel Wiesche**, *TU Dortmund U.*
Author: **Jan Ondrus**, *ESSEC Business School*
Author: **Helmut Kremer**, *TUM School of Management, Technische U. München*

Digital platform ecosystems—sets of organizational actors that form around one or more digital platforms—have become hugely successful. However, there is still confusion about what digital platform ecosystems are and how they can be governed successfully by their orchestrators. What seems to be clear is that the most successful digital platform ecosystems such as the ones driven by Google, Apple, and Tencent include many digital platforms and not just one. To better understand digital platform ecosystems, we suggest breaking them down into three building blocks: (1) exchange platforms, (2) innovation platforms, and (3) community platforms. While only one of those could be enough to form a digital platform ecosystem, most successful digital platform ecosystems combine all three. This has implications for the orchestrator's approach to platform governance, which no longer addresses one digital platform but needs to consider the various digital platforms—a phenomenon we term inter-platform governance. By using the example of Tencent, we illustrate how breaking down the overall digital platform ecosystem into a system of inter-linked digital platforms helps to get a better understanding of platform governance.

Paper is Available to Meeting Registrants Only.

OCIS: **Understanding the Reactive Practices of Third-party Developers**

Author: **Jiali Qi**, *Stevens Institute of Technology*
Author: **Aron Lindberg**, *Stevens Institute of Technology*

Increasingly, building software systems by using third-party modules is recognized as a crucial success factor for the software industry. Much research looks at how software platforms should be configured to stimulate the development of third-party software. Yet, there is a lack of research on third-party software developers' actual activities in relation to the platform ecosystem they work within. As a result, our understanding of the platform-centric ecosystem is limited. This paper aims to understand the nature of third-party software developers' work by conducting a systematic investigation of this workforce from a practice perspective. In particular, we pay close attention to third-party software developers' behavioral responses towards platform changes. Through a case study, we identify four reactive practices enacted by third-party developers: recognizing, processing, adapting, and influencing. We generalize the observation into a model of the reactive mechanism. The study contributes to the theorizing of platform-centric ecosystems by highlighting the critical role of third-party developers.

Paper is Available to Meeting Registrants Only.

OCIS: **Network Effects in Public Blockchain Ecosystems: A Layer-Subsystem Perspective**

Author: **Yukun Yang**, *Georgia State U.*
Author: **Likoebe Maruping**, *Georgia State U.*

Existing research on platform-enabled ecosystems has placed a great deal of emphasis on platforms with centralized forms of authority while paying less attention to ones with highly decentralized forms. To unfold the functioning of decentralized platform-enabled ecosystems, we introduce layer-subsystems as an important structure of the public blockchain ecosystem. Informed by the theoretical perspective of value co-creation, we theorize how activities within each subsystem react to each other with distinct value co-creation processes and how subsystems interact on the same layer or across different layers. We collect weekly data of a leading public blockchain ecosystem and use a time-series analysis to examine our hypotheses. Our findings reveal that the network effects in the public blockchain ecosystem are unbalanced (mutual vs. unidirectional) and asymmetric (short-term vs. long-term). We also find that the within-subsystem effects tend to show immediately, while the between-subsystem across layers usually take time to manifest. We discuss both the theoretical and practical implications of these findings.

Paper is Available to Meeting Registrants Only.

OCIS: **Centralized Vs. Distributed Governance of Platform Ecosystems**

Author: **Zhen Zhu**, *China U. of Geosciences (Wuhan)*
Author: **Xinlin Tang**, *Florida State U.*
Author: **Ping Wang**, *U. of Maryland*

Platform-based ecosystems attract diverse independent actors to pool their creativity and generate complementary innovations that may bring more value to the users than they get from conventional, vertically integrated organizations. Yet, the generativity of platform ecosystems may also increase the variance in product quality, leading to user dissatisfaction and poor sales. This so-called "generativity tension," between innovation and quality, may be eased by effective governance. The literature on ecosystem governance focuses primarily on centralized control by platform owners. We contend that control may be distributed so ecosystem participants can also help control product quality. By analyzing international package tours at Trip.com, we have found that both centralized control (e.g., platform-assessed quality ratings) and distributed control (e.g., customer-generated quality ratings) can be effective in improving sales. Further analysis indicates that centralized control complements distributed control and their relative effectiveness reverses when the volume of customer reviews changes. This finding demonstrates that the utility of control in platform ecosystem governance lies in not just the intensity but also the spread of control among platform owner and ecosystem participants. Hence, the study expands the concept of distributed governance from its original focus on decision rights partitioning to the realm of control portfolio configuration, where managers can pursue opportunities to foster innovations without compromising quality in platform ecosystems.

Paper is NOT Available. Please contact the author(s).

Author: **Sabine Brunswicker**, *Purdue U., West Lafayette*

Author: **Satyam Mukherjee**, *Indian Institute of Management, Udaipur*

In Open Source Software (OSS) communities, coordination happens based on artifact-mediated interactions among geographically dispersed individuals. Prior literature on OSS and software evolution argues that the coordination structures that emerge from dyadic coordination relationships may emerge from endogenous non-random relational mechanisms. The objective of this research is to understand whether and how relational endogenous mechanisms predict the formation of coordination relationships in evolving networks of software developers. We implemented an Exponential Random Graph Model (p^*) and studied the significance of antecedent factors of coordination patterns among software developers. Our empirical analysis encompasses five years of development activity between 2012 and 2016 involving 619 developers in Nova, one of the oldest packages in OpenStack. In contrast to other network formation process, we find evidence of non-linear rather than linear preferential attachment among software developers. Knowledge similarity of two developers also has a significantly positive effect on the formation of coordination relationships. Both mechanisms unfold differently over time: While non-linear preferential attachment explains the formation of coordination relationships across different evolutionary periods, does knowledge similarity only sustain its effect in the early stages of OSS coordination. Our findings contribute to the scholarship on OSS and online communities more broadly.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **677** | Submission: **16711** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 6:30PMET (UTC-4)**

ONE Awards

ONE Awards

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **678** | Submission: **12163** | Sponsor(s): **(RM, HR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 7:00PMET (UTC-4)**

Getting Managers Better Data to Help Them Manage: A Workshop on Scale Development and Validation *Scale Development Workshop*



Organizer: **Stephanie L. Castro**, *Florida Atlantic U.*
Panelist: **Claudia Cogliser**, *Texas Tech U.*
Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Larry J. Williams**, *Texas Tech U.*

In all scientific fields, accurate measurement of the constructs we study is critical to the advancement of knowledge. Over the years, multiple reviews have criticized research in management for a general lack of attention to construct measurement validity, with particular criticism of survey measurement scales. We believe this criticism is accurate, and hope to improve the state of our field by providing researchers a simple, psychometrically-sound programmatic approach to help them establish construct validity for new scales (and evaluate the validity of existing scales). The first half of the session will focus on establishing a general understanding of construct validity as well as best practice approaches to evaluating construct validity. The second half of the session will be “hands-on”, conducted in small break-out groups, providing participants an opportunity to apply this information and work on their own measures as well as the ability to pose any questions they may have to facilitators.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **679** | Submission: **13541** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 6:00PMET (UTC-4)**

Discussions that Build Community, not just a Letter Grade - How to Stop being 'Darth Grader'

Discussions that Build Community



Presenter: **Tawnya Means**, *U. of Nebraska, Lincoln*
Presenter: **Brian Verdine**, *Yellowdig*

Creating and fostering a dynamic learning environment in management curricula is of paramount importance in today's management education. Unlike other business disciplines, management's multidisciplinary nature beseeches instructors to engage students on a variety of core competencies, all while trying to connect what is happening "in the text" to what the students are seeing from the "real world." Consequently, "discussion" becomes a crucial component of such courses. Whether it be via the LMS discussion boards, external tools or asynchronous platforms, and/or virtual synchronous sessions, many of the widely adopted practices are still leaving faculty looking for more opportunities to engage with students, especially ways to build social presence and encourage more student to student interaction. In this interactive session, the lead presenter will share experiences from teaching undergraduate and graduate management courses to solve the challenges of facilitating a community of conversations without micromanaging students. The resulting data from these courses (and other courses) will be used to highlight the differences in student behavior in different discussion paradigms. The session is especially relevant for any professor who finds they are spending too much time grading weekly discussions, for faculty teaching in courses who are struggling to engage with learners at-scale or at a distance, or for administrators exploring options to enhance online, remote, blended, and technology-enhanced synchronous and asynchronous courses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **680** | Submission: **15775** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM - 6:00PMET (UTC-4)**

**Introducing Failure As A Deliberate Instruction Design Strategy For
Enhanced Learning Outcomes**
Failure As A Deliberate Strategy For learning



Participant: **Sandeep Rambhatla**, *Amrita School of Business*

Participant: **Deepak Gupta**, *Amrita School of Business, Amrita Vishwa Vidyapeetham*

Engaging the 21st-century learner and measuring their competency requires an approach that is akin to the corporate world's practices. Traditional methods of direct assessments only measure what a student has learnt or not learnt and typically tap students recall or utmost basic demonstration of skills. They fail to capture the students learning progress along the epistemic frame of a profession. While in startups and large organisations failure is seen as an important ingredient for learning and success, in academia it generally has a negative connotation. I would like therefore showcase the possibilities of introducing failure as a deliberate instructional design strategy in classroom settings by designing epistemic games. The session would be a hands-on workshop, where participants will get an idea of designing a simple epistemic game, understand design considerations, and process of embedding failure opportunities for measuring learning outcomes. Participants will get an end to end of view of translating a managerial problem into an epistemic game that allows for failure and measures learning outcome.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **681** | Submission: **15996** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM- 6:00PMET (UTC-4)**

The Global Experience Initiative 
The Global Experience Initiative

Participant: **Iris Berdrow**, *Bentley U.*

This presentation describes a comprehensive curriculum design for global experiences that can be offered across all programs to all students. The Global Experience Initiative is a comprehensive program that supports faculty and students in offering and completing global experiences in a variety of modalities. The Global Experience Initiative incorporates the following components: Three student requirements: 1. A Culture in Business & Society Workshop 2. One of 5 suggested Global Experience Options 3. An End of Program Reflection Module Four supporting elements: 1. Global Experience Coaches for students on Study Abroad 2. Global Experience Workshop for faculty running Faculty Led Programs and Modern Languages Experiences 3. Program Coordinator for International Service Learning Experiences 4. End of Program Reflection coordinator This session will present the mandate for designing transformational learning experiences, describe each component of this initiative, and allow participants to consider how this might be useful in their own institutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **682** | Submission: **16045** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 5:00PM- 6:00PMET (UTC-4)**

An Experiential Learning Group Project for Virtual or In-person HRM Courses
HRM Group Project



Presenter: **Jennifer Komar**, *Wilfrid Laurier U.*
Presenter: **Shawn G. Komar**, *Wilfrid Laurier U.*
Presenter: **Samantha Hancock**, *Wilfrid Laurier U.*

In this session, the authors will present an experiential learning group project primarily designed for introductory Human Resource Management (HRM) courses, but which can be adapted for specialized HRM courses. The project facilitates “hands-on” learning of the core concepts of an intro to HRM course (e.g., recruitment, selection, and performance appraisal) through an engaging and dynamic term-long process that sees students design and execute their own mini HRM system within the context of the classroom environment. The authors will describe the format of the project activities, reflection paper, and feedback needed to facilitate a successful experience for students both remotely and in-person. Key learning outcomes of the project include understanding the inter-connected nature of human resource activities, appreciation for the challenges involved in designing effective human resource practices that are valid and legally defensible, and practice of competencies required of human resource professionals. Session participants will take away a copy of the materials needed to facilitate the project and a rubric for grading the reflection paper.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Firm Identity, Values, and Climate

Digital Session Chair: **Katie Sinclair**, *U. of Dundee*

HR: Internal Employer Branding in Global Organisations: An Identity Perspective

Author: **Katie Sinclair**, *U. of Dundee*

Author: **Graeme Martin**, *U. of Dundee*

Author: **Stacey Bushfield**, *Edinburgh Napier U.*

An increasing number of organizations are turning to employer branding to attract and recruit potential applicants, as well as engage and retain existing employees. But what we know about the impact of employer brands on current employees and their organizational experience is limited. This study expands both theoretical and practical understandings of the employer brand concept by focusing on the experience of current employees. Through a qualitative case study situated in a global Medical Technology organization, our findings show how existing employees socially construct employer brands through their personal identity motives and identity work, leading to collective organizational identity work. By developing a process model, we found that industry identity can cause organizational members to form divergent views towards their employing organization as a place to work. We explore causes for these differences, and the process by which individuals experience employer brands through their personal, social and collective identity membership.

Paper is NOT Available. Please contact the author(s).

HR: Work Values in 21st Century Europe: Impact of Age and Generation

Author: **Iveta Ludviga**, *RISEBA U. of Business Arts and Technologies*

Author: **Joanna Niezurawska**, *WSB U. in Torun*

Author: **Nelson Duarte**, *Porto Politechnic*

Author: **Carla Pereira**, *CIICESI, ESTG, Politécnico do Porto*

Author: **Inese Sluka**, *RISEBA U. of Business Arts and Technologies*

The nature of work has changed over the last decades and a new generation of workers have entered the workplace. Understanding individuals' work values would help organizations to gain insight into what motivates their workers and create work environments that will enable their employees to be more productive. We aim to update the Minnesota Importance Questionnaire by adding new items related to the contemporary work values and to test it in the selected European countries Poland, Latvia, and Portugal (n=1195). Exploratory factor analysis found that seven workplace-related value dimensions: achievement, supervision, comfort, altruism, independence, excitement, and technologies. Our results show that the traditional work-related values of the four studied generations are similar. Only three out of seven values are impacted by generation - Independence is more important for older generations, while Excitement and Technologies are more important for younger generations.

Paper is Available to Meeting Registrants Only.

HR: "U-Turn not a Road-bump": Adaption and Validation of Group-level Safety Climate Scale

Author: **Muhammad Zeeshan Mirza**, *National U. of Sciences & Technology*

Author: **Mumtaz Ali Memon**, *NUST Business School National U. of Sciences & Technology*

Author: **Muhammad Umair Javaid**, *Lahore Garrison U.*

Author: **Masood Raza**, *National U. of Sciences & Technology*

Zohar's (2000) scale of group-level safety-climate has extensively been employed in a number of studies. However, contemporary literature raises serious questions on the inclusion of negatively worded items in a positive construct like safety climate. Despite these reservations, limited efforts have been made to address such a shortcoming. The present study aims to adapt and empirically validate Zohar's group level safety climate scale by converting the five negatively worded items into a positive tenner. First, an exploratory factor analysis (EFA) was conducted using one hundred thirty-five samples (135). The results showed good reliability of the revised scale. Subsequently, the revised scale which was also translated in Malay was then used in a time-lagged study on safety climate (T1) and safety behaviors (T2) with a sample of one hundred and seventy-three (173) production workers from six (6) oil and gas organizations operating in Malaysia. Partial Least Squares Structural Equation Modeling was used for data analysis. The results showed strong support for our hypotheses and confirmed the authenticity of our revised safety climate scale. The limitations of the study and future research directions are also discussed.

Paper is Available to Meeting Registrants Only.

HR: Employer Attractiveness from an employee perspective: A systematic literature review

Author: **Anke Dassler**, *Vrije U. Amsterdam*

Author: **Evgenia Lysova**, *Vrije U. Amsterdam*

Author: **Svetlana Khapova**, *Vrije U. Amsterdam*

Author: **Konstantin Korotov**, *ESMT European School of Management and Technology*

There is a growing interest in the concept of employer attractiveness. Yet, research appears to be unsystematic in how it conceptualizes and studies the phenomenon. In this paper, we argue that thus far most research on employer attractiveness has combined perspectives about employer attractiveness of both prospective employees and for exiting employees, making there-fore little differentiation with a reference to the question: For whom is the employer attractive? In this paper, we argue that this is problematic considering existing evidence signaling that there are differences in the employer attractiveness attributes between the two groups. With this paper, we aim to extend the literature on employer attractiveness by shifting the conversation to the perceptions of employees. We systematically review 48 articles on employer attractiveness from the employee perspective, and offer a model, capturing Inputs, Mediators and Outputs (IMO) of the concept. The paper concludes with a discussion of what our findings mean for future research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **684** | Submission: **16170** | Sponsor(s): (AAT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM - 2:00PMET (UTC-4)**

**Nevertheless She Persisted: Succeeding as a Woman
Academic**
Nevertheless She Persisted



Chair: **Sara B. Soderstrom**, *U. of Michigan*
Chair: **Maria Teresa Farkas**, *Imperial College Business School*
Speaker: **Vibha Gaba**, *INSEAD*
Speaker: **Sargam Garg**, *California State U. Sacramento*
Speaker: **Beth Ann Livingston**, *U. of Iowa*
Speaker: **Rena Seltzer**, *Leader Academic*
Speaker: **Ileana Stigliani**, *Imperial College Business School*
Speaker: **Bobbi Thomason**, *Pepperdine Graziadio Business School*
Speaker: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*
Facilitator: **Deirdre Anderson**, *Cranfield School of Management*
Facilitator: **Mane Beglaryan**, *College of Business and Economics, American U. of Armenia*
Facilitator: **Valentina De Marchi**, *Department of Economics and Management, U. of Padova*
Facilitator: **Lin Dong**, *U. of Birmingham*
Facilitator: **Elana Feldman**, *UMass Lowell*
Facilitator: **Hooria Jazaieri**, *Levey School of Business, Santa Clara U.*
Facilitator: **Kim Jausi**, *Binghamton U.-State U. of New York*
Facilitator: **Felice Klein**, *Boise State U.*
Facilitator: **Chia-yu Kou**, *Cranfield School of Management*
Facilitator: **Maura Mills**, *U. of Alabama*
Facilitator: **Shelley F. Mitchell**, *Hult International Business School*
Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
Facilitator: **Sarah M. G. Otner**, *Kingston Business School*
Facilitator: **Jo-Ellen Pozner**, *Santa Clara U.*
Facilitator: **Esther Sackett**, *Santa Clara U.*
Facilitator: **Shoshana Schwartz**, *Christopher Newport U.*
Facilitator: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Facilitator: **Katharina Stefanie Spraul**, *Technische U. Kaiserslautern*
Facilitator: **Laurens Bujold Steed**, *Miami U.*
Facilitator: **Gisa Todt**, *LMU Munich*
Facilitator: **Anna Katherine Ward**, *Virginia Tech*
Facilitator: **Elaine M. Wong**, *U. of California, Riverside*

Women academics face challenging circumstances in their professional lives. Relative to their male colleagues, they can expect longer review times (Hengel, 2016), less credit for their research contributions when working in a team (Sarsons, 2017), biased evaluations of their teaching from students (Mengel, et al., 2017; Boring, et al., 2016), and cultures that are more likely to frame men through a professional lens and women through personal and physical lenses (Wu, 2017; Wolfers, 2017; Rivera, 2017). In the face of this rough terrain facing women in academia, it can be easy to lose sight of the institutionalized barriers to success as a women academic and personalize negative experiences. Through this PDW, we offer a three-pronged approach to helping women academics and allies broaden their sight to develop and grow a feeling of community, support, and self-efficacy. This approach has proven effective in overcoming barriers that prevent clear understanding of bias in business schools: barriers of isolation, ignorance, shame, and silence. This PDW builds off the success of the past three years of “Nevertheless she persisted” PDWs to bring focus on how we manage our own careers. Further, many speakers and facilitators will reflect on how success as a woman academic informs managerial practice and vice versa.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Innovations that Fly

Digital Session Chair: **Robert Anthony Edgell**, *State U. of New York Polytechnic Institute*

TIM: Innovation under Regulatory Uncertainty and the Role of Expectations: Evidence from the Drone Market

Author: **Virginia Herbst**, *Technical U. of Munich*
Author: **Joachim Henkel**, *Technical U. of Munich*

The regulatory uncertainty that characterizes many nascent markets is known to affect innovation activities. However, what we observe in studying the U.S. commercial drone industry, a sector that has recently seen the introduction of new regulations and that shows considerable innovation activity, contradicts existing theory. By combining quantitative analyses of 727 firms in the U.S. drone market with qualitative insights from interviews, we provide evidence that innovative startups enter the market despite uncertainty while established firms are hesitant to innovate, and that upon resolution of uncertainty the locus of innovative activity shifts to established firms that frequently acquire startups. We argue that firm type – startup vs. established firm – moderates the expectations that firms build in phases of uncertainty regarding future regulation, and how firms act on their expectations.

Paper is NOT Available. Please contact the author(s).

TIM: Institutionalizing Outer Space: A sociotechnical explication of the Comsat-Intelsat actor-network

Author: **Robert Anthony Edgell**, *State U. of New York Polytechnic Institute*
Author: **Jeffrey Olney**, *Oregon Health and Science U.*

Humans once again stand poised to institutionally transcend possible harmful economic and social stagnation arising from earthbound limitations by becoming a space faring species. The resurgent public interest in the economic and cultural potential of outer space reflects the convergence of actants such as advancements in technology, deepening public interest in expanding human presence, and concern about the earth's sustainability. Yet there exists limited institutional research about this important phenomenon. The aim of our sociotechnical research is to explicate critical institutionalizing effects of the historic Comsat actor-network since it was the first-ever attempt by humans to commercialize outer space. We use actor network theory (ANT) coupled with discourse analysis as our method. Our findings suggest that the Comsat-Intelsat network is a positive deviant case in that it is a unique public-private network which successfully initiates an institutional pathway to outer space. Our work provides a robust typology of institutions, syndicates, and actors involved in space commercialization. We highlight several Insights about various translation phases, actor relations, and assembling challenges. Moreover, we delineate and describe a framework of fourteen controversies then construct an anatomy of institutional work with five discourse topics and embedded narrative themes: Commercialization, stabilization, prognostication, systematization, and universalization. We theorize that successful space commercialization initiatives require all five discourses to be robustly and concurrently activated across multi-constituent heterogenous actor-networks.

Paper is Available to Meeting Registrants Only.

TIM: From Early Curiosity to Space Wide Web: Emergence of the Small Satellite Innovation Ecosystem

Author: **Yue Song**, *Auburn U.*
Author: **Devi R. Gnyawali**, *Virginia Tech*
Author: **Lihong Qian**, *Portland State U.*

Much of the existing literature on ecosystems has focused on established ecosystems, but we know little about how an ecosystem actually emerges and evolves in the first place. We layout four stages of ecosystem development, integrate two critical ecosystem concepts of multilateral interdependence and non-generic complementarity, and delineate a typical trajectory along which multilateral non-generic complementarity develops across the stages. We develop theoretical insights on how the gradual process of multilateral non-generic complementarity development enables materialization of a coherent, customer-centric, economic value proposition in an innovation ecosystem. To illustrate our theoretical framework, we conduct a longitudinal case study of the modern small satellite innovation ecosystem from its inception to now. Our analysis uncovers the dynamic process of how small satellites evolved from a seed innovation with unclear value proposition to become an innovation ecosystem that delivers strong modern space capabilities. Our paper provides deeper insight on ecosystem emergence and evolution and has important implications for ecosystem strategizing by firms both individually and collectively.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **686** | Submission: **16238** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 7:00PMET (UTC-4)**

**Implementing Free/Open Educational Resources into
Management Education**
Implementing Free/Open Educational Resources



Presenter: **Anthony Alan Pina**, *Sullivan U.*
Presenter: **Kenneth Allen Moran**, *Sullivan U.*

The rising cost of higher education presents challenges to the success of many students—particularly students of color and those from economically disadvantaged backgrounds. One strategy that is proving to be successful is the incorporation of free/open educational resources (OER) in place of expensive textbooks and add-on publisher resources. Emerging research within management education, and many other disciplines, indicates that the use of OER is associated with positive outcomes for students and faculty. Notwithstanding its successes, challenges and barriers to OER implementation remain. In this interactive session, the presenters will share research and best practices and demonstrations to promote the use of OER in management education. Participants will participate in a hands-on activity to help them find relevant OER for their own use. Participants will leave with over 50 sources for free/open educational resources that can be used to enhance education at their institutions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **687** | Submission: **16368** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 7:00PMET (UTC-4)**

Teaching Generation Z in a Post-Pandemic World   
Gen Z in a Post-Pandemic World

Participant: **Fran McKee-Ryan**, *U. of Nevada, Reno*

According to the Pew Center, “Generation Z” (Gen Z) includes individuals born in or after 1997. The typical college-age student today belongs to Gen Z, a generation defined by 9-11, the proliferation of technology and social media, political and racial unrest, and COVID-19. As plans emerge for post-pandemic online and in-person instruction, a return to campus life, and shifting economic and career realities, however, professors and administrators must identify the unique needs of Generation-Z students and formulate focused strategies to ensure their longer term education and career success. This interactive session is designed to 1) present research on the unique characteristics of Gen Z students and to explore the critical role of resilience in Gen Z students, 2) to discuss and identify best practices for Curriculum & Teaching in the post-pandemic world, and 3) to summarize key trends and highlight innovative practices for Career Development & Placement of Gen Z students.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **688** | Submission: **16440** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 7:00PMET (UTC-4)**

Teaching Ideation and Developing a Pitch in a Virtual Setting

Teaching Ideation in a Virtual Setting

Presenter: **Tammi Redd**, *Ramapo College of New Jersey*

This session will demonstrate the teaching technologies used in a virtual classroom for an ideation and innovation course. Developing oral communication skills, idea development, and how to organize an online platform for delivering a team “pitch” for the entrepreneurial classroom will be discussed. Participants will experience an abbreviated version of the ideation process, learn how to give, receive, and store feedback as data, as well as discuss techniques for analyzing the feedback received. By creating sales pitches as a team, participants will learn how incorporating an iterative presentation process which can be beneficial for both idea development and oral communication skills development. Qualitative data from two semesters in the form of student feedback and comments will be shared as well as sample student assignments.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **689** | Submission: **16053** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 7:00PMET (UTC-4)**

**Constructive Deconstruction: Engaging Productive
Discourses on Gender in Management Education**
Discourses on Gender in Management Education



Participant: **Julie Ellen Benesh**, *Chicago School of Professional Psychology*

Established and legitimate complexities of management and gender are reflected in practical problems of how to be an effective manager or report and pedagogical problems of how to provide management education in a way that is truly gender inclusive when organizations may themselves lack this sophistication. This workshop begins to deconstruct leadership as the human side of management, whether dependent or independent of gender, as well as to make gender-based perceptions more conscious and expose them to critical reflection and inquiry. It uses a dynamic, sense-making process that incorporates theoretical and empirical data with experiential learning that models a process that management educators can use in the classroom. Using a series of user-friendly two by two-grids, and a circumplex, augmented with popular media and simple reflective exercises this workshop demystifies conscious and unconscious, social and personal issues related to gender to create a map of a complex and dynamic terrain without oversimplifying or diluting it.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **690** | Submission: **16995** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 7:00PM- 8:30PMET (UTC-4)**

A Positive and Engaged Workplace

Digital Session Chair: **Ayushi Shukla**, -

HR: Developing Work Passion: an interactive study 

Author: **Ayushi Shukla**, -

The purpose of this study is to understand the personal and environmental factors that influence the development of employee work passion. Self-determination theory is used to study the antecedents of employee work passion in the presence of servant leadership. Specifically, this paper demonstrates that servant leadership moderates the relationship between conscientiousness and work passion and the relationship between strengths use and work passion. Both these relationships are also hypothesized to be mediated by employee's work self-efficacy. Data collected from 120 employees of an Indian manufacturing company is used and tested using Stata. This study contributes to the literature in several ways. First, it adds to the literature by establishing a Big-5 personality trait as an antecedent of work passion. Second, this is the first study that examines the influence of an employee-focused leadership style on work passion. Third, it answers calls made by scholars to study how personal and environmental factors together influence work passion.

Paper is Available to Meeting Registrants Only.

HR: Integrating Humanity into Human Resource Practices: Scale Development and Construct Validation

Author: **Qing Qu**, *Tsinghua U.*

Author: **Ping Ping Fu**, *U. of Nottingham Ningbo Chiina*

Author: **Qianqian Hu**, *Tsinghua SEM*

The purpose of this paper is to promote humanity as a key component of human resource practices to fill the gap in the literature and to meet the growing trend to soften human resource practices in the real world. We conducted three studies to explore humanistic human resource practices in companies, develop the full scale of "high humanity human resource practices" (HHHRP) and finally empirically validate the construct. The results show support for the 5-dimension HHHRP scale used as an antecedent of employee well-being and organizational citizenship behavior (OCB) through the mediation of perceived meaningfulness of work. Scale reliability and evidence for construct validity are reported. Implications for future research and practices are also provided.

Paper is Available to Meeting Registrants Only.

HR: Adapting to Organizational Change: The Role of Positive Affect Change 

Author: **Zhonghao Wang**, *Michigan State U.*

Author: **Jason Huang**, *Michigan State U.*

Author: **Xin-an Zhang**, *Shanghai Jiao Tong U.*

Author: **Ke Zhou**, *Shanghai Jiao Tong U.*

Job affect can influence work behaviors, especially in the context of organizational change that is characterized by challenges and uncertainties. As employees navigate the upcoming changes, they may experience changes of affective states in the adaptation process. Based on affective events theory (Weiss & Cropanzano, 1996) and broaden-and-build theory of positive emotions (Fredrickson, 1998, 2001), the present study investigates the role of positive affect change, beyond positive affect level, in providing additional resources to help employees adapt to organizational change initiatives. Using seven waves of monthly longitudinal data collected from 110 full-time sales employees at a Chinese regional bank that was undergoing reforms of its incentive structure, we found that increase in positive affect over 5 months was positively related to employee adaptive performance and negatively related to post-change counterproductive work behavior. Moreover, the joint effect of employee's task-contingent conscientiousness and intrinsic motivation predicted interindividual difference in intraindividual positive affect change, and their indirect effect on employee behavioral outcomes was mediated by positive affect change. The findings provide initial evidence of positive affect change in facilitating the process of employee adaptation.

Paper is Available to Meeting Registrants Only.

HR: Cultivating Thriving Environments: Exploring Self-Worth as a Key to Hiring and Developing Employees  

Author: **Kristen Thornton**, *Zillow Group, Inc*

Author: **Shannon Fletcher**, *Northwest U.*

The purpose of this paper is to present the results of a qualitative study with 17 senior leaders across eight industries exploring which employee behaviors contribute to a thriving work environment (i.e., one that is healthy and productive). The paper outlines six propositions based on prior literature and then examines how the exploratory study aligns and diverges from previous research. Fourteen behaviors emerged that described thriving employees (e.g., Engage the Mess, Play, and Contextual Awareness) and 13 behaviors were coded for non-thriving or toxic behavior (e.g., Manipulation, Entitled, and Isolated). The results of this study seek to close the gap between practical needs of companies to build a strong workforce and tangible behaviors that can be identified and developed.

Paper is Available to Meeting Registrants Only.

HR: In Search of an Ideal Modern Knowledge Worker

Author: **Ilona Toth**, *LUT U.*

Author: **Sanna Heinänen**, *LUT U., School of Business and Management*

Author: **Laura Olkkonen**, *LUT U., School of Business and Management*

What is the role of personal resources and challenging work role demands in work engagement development? We address this question through a mixed-methods research design using two studies. Both studies were conducted among highly specialized knowledge workers. Based on a literature review and a qualitative interview study (Study 1), we identified two personal resources and four challenging work role demands associated with work engagement development. In a consequent quantitative survey (Study 2), we developed and tested a theoretical model proposing that personal resources are positively related to work engagement development and that challenging work role demands moderate these relationships. We used hierarchical cluster analysis to divide our respondents (N = 391) into three work role clusters based on creativity, curiosity, flexibility, and self-reported initiative. Analysis of covariance was applied for testing the influence of entrepreneurial passion and life satisfaction on work engagement with the interaction of work role clusters. Our results confirmed that both personal resources and challenging work role demands are drivers of work engagement and that the drivers of work engagement significantly differ among individual knowledge workers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **691** | Submission: **17620** | Sponsor(s): **(TLC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 7:00PM - 7:30PMET (UTC-4)**

TLC Closing Session *TLC Closing Session*

Presenter: **Stefan Krummacker**, *Queen Mary U. of London*
Presenter: **Sarika Pruthi**, *San Jose State U.*
Facilitator: **Karen MacMillan**, *Wilfrid Laurier U.*
Facilitator: **Vicki L. Taylor**, *Shippensburg U.*

Don't forget to join us at the end of the day to participate in a TLC debrief and a communal farewell.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **692** | Submission: **12666** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 7:30PM- 9:00PMET (UTC-4)**

**Caught in the Middle: Understanding the Spiritual and Religious
Tensions Facing the Middle Manager**
Spiritual/Religious Tensions for Middle Managers



Organizer: **Christina Walker**, *Lenoir-Rhyne U.*
Organizer: **Susan Brownlee**, -
Organizer: **Sharlene Buszka**, *Daemen College*
Panelist: **Joan F. Marques**, *Woodbury U.*
Panelist: **Tim Ewest**, *Houston Baptist U.*

Middle managers occupy an essential position in organizations and have a profound impact on an organization's success. From a strategic perspective, middle managers often must hold organizational tensions. For example, they are responsible for implementing broad strategic plans developed by senior leaders while at the same time ensuring junior staff are accomplishing their tasks and feeling fulfilled in their roles. Research has shown a positive connection between workplace spirituality and employee engagement, employee health, and innovation. However, this may not be good news for middle managers who have to add the task of supporting workplace spirituality efforts to an already full plate of tension filled management. In light of the Academy of Management theme "Bringing the Manager Back in Management," we have gathered a panel to explore how academics and practitioners can respond with research and action to support middle managers as they hold this middle space.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Platforms

Digital Session Chair: **Johannes Meuer**, *ETH Zürich*

TIM: Beyond digital platforms: Exploring the design and competitive dynamics of cyber-physical platforms   

Author: **Johannes Meuer**, *ETH Zürich*
Author: **Giacomo Melegati**, *ETH Zürich*
Author: **Stefano Goiro**, *Enel X e-city*

Interest in platforms has rapidly proliferated during the last decade. Yet, research has thus far exclusively focused on purely digital platforms and has failed to offer insights into so-called cyber-physical platform that integrate the digital space with the physical world. In this paper, we introduce the notion of cyber-physical platforms and contribute to research on platforms by asking what cyber-physical platforms are. Additionally, through an in-depth case study of Yourban, the Enel X cyber-physical platform for municipalities and public administrations to integrate and manage smart city services, we explore how their essential features influence the technological architecture, competitive dynamics and ecosystem management of cyber-physical platforms. Our findings show how the physical components pose a significant entry barrier, protecting incumbents while limiting the growth potential of cyber-physical platforms. We also explain why density rather than network effects appear to be more important for cyber-physical platforms than for digital platforms and why platform openness is a necessity rather than a choice for platform providers. Together, our article provides contributions to research on platforms and outlines possible directions for future research.

Paper is Available to Meeting Registrants Only.

TIM: Local News, UGC and Professionals: Evidence from Citizen Journalism 

Author: **Jörg Claussen**, *LMU Munich & Copenhagen Business School*
Author: **Pedro Ferreira**, *Heinz College - Carnegie Mellon U.*
Author: **Tom Grad**, *Copenhagen Business School*
Author: **Ananya Sen**, *Heinz College - Carnegie Mellon U.*

Today many platforms host user generated content (UGC) and content by professionals side-by-side. However, their behavior is mostly studied in isolation. In this paper we study the spillover effects from UGC on content from professionals in the context of the news industry. We use an exogenous shock to the supply of user generated content to study spillover effects on the output of professionals as well as the implications for the business model of online platforms. Using data from an online news platform, we find that in response to the reduction in supply of user generated news, which mainly is driven by reduced output from experienced users, inexperienced professionals significantly increase their output. However, we find a decrease in overall content on the platform which is especially pronounced for local news. We further show that this likely has detrimental effects on the business model of the online platform with a decrease in viewership and articles as well as an increase in the number of paid professionals. Thus, our work contributes to the literature of user generated content and online platforms as well as the literature on local news.

Paper is Available to Meeting Registrants Only.

TIM: Peer-to-Peer Platforms and the Substitution of Incumbents' Complementary Assets

Author: **Tim Meyer**, *LMU Munich School of Management*
Author: **Erdem Yilmaz**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

In this paper, we study how the entry of peer-to-peer platforms affects incumbents' performance by changing the way incumbents transact with consumers. We argue that the increasing supply of potential substitutes for incumbents' core assets on peer-to-peer platforms results in increasing competitive pressure, which pushes incumbents to find new ways to promote their own core assets. At the same time, with the entry of peer-to-peer platforms, more offerings are available for consumers on digital platforms, and their incentives to look for opportunities to transact through digital platforms increase. Together, these two effects result in a shift towards more business between incumbents and consumers being done on digital platforms. This, in turn, poses a major challenge for incumbents because digital platforms act as a substitute for the complementary downstream assets that many incumbents have traditionally benefited from to capture (and protect) value in the market. Using data from the hotel industry in the state of Texas, we show that peer-to-peer do not only affect incumbents operating in the same market segment, but also those whose complementary downstream assets will become less valuable as more business is shifted to digital platforms.

Paper is Available to Meeting Registrants Only.

TIM: Limits to Decentralized Modular Evolution in Large Digitally Enabled Systems  

Author: **Robert C. Wood**, *San Jose State U.*
Author: **Joel West**, *Keck Graduate Institute*

Recent research on digitally enabled systems has emphasized modular approaches that lead to decentralized innovation. Yet there are reasons to believe that some digital systems cannot evolve optimally under fully decentralized modular architectures, and important opportunities for value creation may exist through building of more centralized systems. We explore the nature of such opportunity by examining the development of systems for cancer radiation therapy, where ability to cure with safety improved dramatically as a leading firm developed a more comprehensive system, taking a considerable degree of control over modular evolution. At least three characteristics of the radiation therapy industry could have slowed advance if modular evolution had not been more centrally directed: first, unmanaged, incompletely specified interfaces coupled with rapid change and the need for increasing doses of dangerous radiation could have caused injuries; second, the inability of players with key capabilities to develop their products and expand adequately could have prevented them from providing full value as independent firms, and third, difficulties in providing comprehensive customer support for a highly modularized system could have reduced customer benefits. We conclude that in today's digital economy, opportunities for firms to achieve strong performance through creation of centrally directed modular systems is likely to be significant.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **694** | Submission: **16639** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00PM - 8:00PMET (UTC-4)**

Careers Division Social - Additional Day/Time
Careers Division Social - Additional Day/Time

Organizer: **Denise Mary Jepsen**, *Macquarie Business School*
Organizer: **Mirit K. Grabarski**, *U. of Western Ontario*
Organizer: **Megha Yadav**, *U. of Wisconsin, Milwaukee*

In the spirit of promoting camaraderie amongst our members to help us all feel more connected, we plan on having an additional social gathering where you can catch up and chat with your CAR friends via Gather.town. This is an informal social event that is open for everyone who wants to join - even if you also to to our other social!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Qualitative Studies of Cognition and Affect

Digital Session Chair: **Koustab Ghosh**, *Indian Institute of Management, Rohtak*

OB: Slackwire While Cleaning the Dirt: How Emotional Caregivers “Make Sense” in Emotional Dirty Work   

Author: **Koustab Ghosh**, *Indian Institute of Management, Rohtak*
Author: **Ayesha Irum**, *Indian Institute of Management, Rohtak*

Though we have witnessed a growing interest in emotional dirty work, little is known about how occupational agents work and construe meaning out of emotional labor mandated by their occupation. The purpose of this study is to examine how the emotional caregivers as the agents of cleaning emotional dirt experience ambivalence related to occupation and make a sense out of it. Undertaking a qualitative inquiry through twenty-one in-depth interviews of counselors, we find that the agents' ambivalence towards the occupation is managed through both individual and collective sensemaking processes which are performed at the personal, occupational-group, and social level respectively. This work as the first of its kind converges the literature on ambivalence, sensemaking and emotional dirt. Additionally, we demonstrate through our study that emotional dirty occupations represent a unique interface between the occupational agents' emotional dirt and emotional labor.

Paper is Available to Meeting Registrants Only.

OB: Consent and dissent among platform-based workers: How symbolism steers Uber drivers' motivation   

Author: **Corentin Curchod**, *U. of Edinburgh*
Author: **Stephanie Giamporcaro**, *Nottingham Trent U.*
Author: **George Kuk**, *Nottingham Trent U.*

Online platforms have opened up new opportunities for workers who strive to become 'their own boss', while creating new constraints and difficult working environments that fall outside traditional, more secure employment relationships. This article investigates the mechanisms through which workers on online platforms consent to their working conditions, and the mechanisms that motivate their dissent. Interviews with 58 actors linked to the expansion of Uber in Cape Town, South Africa, revealed that platforms are loaded with meaningful symbols, and that symbolism plays a great role in the motivation of platform workers. Our findings contribute new theoretical insights about how platforms, by enacting several interactions simultaneously, convey meanings and emotions that either coalesce into workers' positive perception of their working conditions, or collapse into negative behavior and demotivation.

Paper is Available to Meeting Registrants Only.

OB: A Moral Perspective of Performance Pressure: The Role of Moral Decoupling 

Author: **Julie N.Y. Zhu**, *U. of Macau*
Author: **Long Wai Lam**, *U. of Macau*
Author: **Yan Liu**, *Wuhan U.*
Author: **Wenqi Jiang**, *Wuhan U.*

Performance pressure is becoming prevalent among employees. Previous studies have yielded important insights about how performance pressure influences employees. However, they did not take moral mechanisms into account. Our research attempts to extend the understanding of performance pressure from a moral perspective. Specifically, we hypothesize that performance pressure is related to employee expediency via moral decoupling. We further hypothesize dialectical thinking and moral identity as moderators for the mediating role of moral decoupling. The analyses of data collected from 229 employees in three waves support all the hypotheses but one (the moderating role of moral identity). Our research makes several contributions to deeper understandings of performance pressure and unethical behavior, and have implications for management as well.

Paper is Available to Meeting Registrants Only.

OB: Life in Limbo: Identity Bootstrapping in the Kutupalong Refugee Camp 

Author: **SMMusa**, *Erasmus U. Rotterdam*
Author: **Luca Berchicci**, *Erasmus U. Rotterdam*

Drawing on extended ethnographic fieldwork in the Kutupalong Rohingya Refugee camp in Bangladesh, we use grounded theory approach to develop a process model of identity bootstrapping observed amongst some refugees. Refugees face continuous challenges to keep their lives meaningful and identities vital. When most refugees fall victim of mortification, some come out successful in constructing a positive identity against the totalitarian assaults on their self-concepts. To the Rohingya refugees, identity bootstrapping involves their active search for a 'dignified' and 'meaningful' identity that differentiate themselves from thousands nameless others. We theorize that a successful identity bootstrapping requires constructing a figured world in presentism that inspires agentic actions to develop identity resistance to face identity assaults and elaborate on prospective identities to claim a valued identity in the camp. We show that to construct a positive identity and keep it alive in the camp context one needs to continuously improvise one's ideational as well as material resources and at the same time create new identity resources to secure an identity. We argue that in the contested space, that is a refugee camp, identity bootstrapping becomes refugees' expression of resistance, resilience, and an attempt to regain some lost sense of self-worth. While not every refugee manages to engage successfully in identity bootstrapping, we document several cases in which individuals manage to reconstrue a positive identity even amongst the deleterious conditions found in Kutupalong. Keywords: Refugee Camp, Total Institution, Identity Bootstrapping, Identity Resistance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **696** | Submission: **17428** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 8:00PM - 9:30PMET (UTC-4)**

Autocratic and Ethical Leadership

Digital Session Chair: **Sirio Lonati**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

OB: Support for Autocratic Leadership: Context, Culture, and Transmission 

Author: **Sirio Lonati**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Differences in national culture are commonly invoked to explain cross-country variability in the support for autocratic leaders, that is, leaders who concentrate all decision power in their hands. However, national culture—broadly defined as the prevailing beliefs that are transmitted across generations in a country—correlates with many other contextual factors (e.g., formal institutions), making it complex to isolate purely cultural effects from related confounds. To model how national culture affects the support for autocratic leadership over time and across contexts, this study employs an empirical strategy based on migrants' data, that is, individuals with different cultural backgrounds who now live in the same country. I first construct a novel measure of support for autocratic leadership using secondary data, showing its correlation with validated measures of autocratic organizational leadership, centralized organizational structures, and acceptance of hierarchy. Then, I show that migrants' support for autocratic leadership correlates with the culturally-endorsed autocratic implicit leadership theories prevalent in migrants' countries of birth. Additional analyses on children of migrants confirm a similar pattern, suggesting also an inter-generational transmission of the support for autocratic leadership. These relationships—based on more than 7,000 individuals representing more than 50 national cultures—hold after controlling for several covariates and country fixed effects, and indicate that deeply held cultural beliefs can affect the support for autocratic leadership even in the case of substantial and swift contextual changes.

Paper is NOT Available. Please contact the author(s).

OB: The Choice of a Leader: CEO Sociopolitical Activism as a Signal of Authentic leadership  

Author: **Moritz Appels**, *U. of Mannheim*

Moral approaches to leadership have flourished mirroring employees' increasing demand for meaningful work. Yet, extant theory provides little guidance on how employers could signal such leadership to job seekers. To fill this void, this paper focuses on CEO authentic leadership and investigates the signaling efficacy of salient value expressions by the most externally visible leader of a company. Drawing from signaling theory and the literature on follower attributions of authentic leadership, the authors propose CEO sociopolitical activism as an effective signal for CEO's authentic leadership. Two experiments, including a parallel design for causal mediation inferences, support that authentic leadership attributions to the CEO mediate the positive impact of CEOs' activism on employer attractiveness perceptions by job seekers. Value congruence of the CEO and job seeker is further identified as a contingency to this mediation, thus illuminating its role both for CEO activism and authentic leadership perceptions. This paper contributes to signaling theory and leadership research as well as to practitioners seeking to benefit a social cause without jeopardizing their bottom line.

Paper is NOT Available. Please contact the author(s).

OB: Moral identity: why perceived self-interested work environment facilitates leaders to omit rewards 

Author: **Jih-Yu Mao**, *Southwestern U. of Finance and Economics*

Author: **Xinyan Mu**, *Southwestern U. of Finance and Economics*

Author: **Fong T. Keng**, *Nanyang Technological U.*

Author: **Jack Ting-Ju Chiang**, *Peking U.*

A self-interested work environment is characterized by employees prioritizing personal interests and gains before those of the organization and the larger collective. Although it is not uncommon for employees to act self-interestingly, self-interested values are largely against those of moral leaders who have a high regard for organizational and others' welfare. The current study draws on moral development and person-environment fit theories to examine how leaders with a strong moral identity are likely to react to perceptions of a self-interested environment. We suggest that perceptions of a self-interested environment are likely to result in moral dissatisfaction for leaders with a strong moral identity, who subsequently omit employees' rewards in order to remedy the self-interested values that pervade the work environment. The results of a time-lagged, multi-source survey study provide support for our hypotheses. Insights for theory, practice, and future studies are also discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovative Power of Digital Platforms and Ecosystems



Digital Session Chair: **Jiantao Zhu**, *U. of Science and Technology of China*

OCIS: Unraveling the Effects of Experience-Based Faultlines in E-Sports Teams: An Empirical Analysis

Author: **Jiantao Zhu**, *U. of Science and Technology of China*
Author: **Zhao Cai**, *U. of Nottingham Ningbo China*
Author: **Fei Liu**, *Copenhagen Business School*
Author: **Yijing Li**, *UNSW Sydney*
Author: **Eric.T.K. Lim**, *UNSW Sydney*
Author: **Chee-wee Tan**, *Copenhagen Business School*
Author: **Hefu Liu**, *U. of Science and Technology of China*

Carolyn Dexter Award Nominee

Electronic sports (e-Sports) is gaining popularity with more and more individuals participating as players or spectators. To win in professional tournaments, the deliberate selection of team players with diverse experience is necessary to ensure an element of surprise while maintaining a certain degree of coordination. Building on the faultlines perspective, we posit experience-based faultlines as a focal determinant of team performance in e-Sports tournaments. Through a comprehensive review of extant literature, we derive a typology of experience attributes that are implicit to e-Sports teams and from which experience-based faultlines could emerge. Analyzing data gathered from a leading e-Sports platform on 71,195 teams, this study yields novel insights into how experience-based faultlines affect team performance. Particularly, we discovered an inverted U-shaped relationship between experience-based faultlines and team coordination effectiveness, which in turn exerts a significantly positive impact on team performance. Additionally, results revealed an inverted U-shaped relationship between experience-based faultlines and team coordination instability, which in turn exerts a significantly negative impact on team performance. Implications for faultlines theory, experience, and team coordination research are discussed.

Paper is Available to Meeting Registrants Only.

OCIS: Establishing And Maintaining Legitimacy For Digital Platform Innovations

Author: **Julian Lehmann**, *Vrije U. Amsterdam*
Author: **Karl Werder**, *U. of Cologne*
Author: **Yash Babar**, *U. of Wisconsin, Madison*
Author: **Nicholas Berente**, *U. of Notre Dame*

Platform organizations continually seek novel ways to generate value for multiple sides of their markets and need to attract different stakeholder groups to become and remain successful. As such, they continually generate new innovations and need to establish these innovations as viable and legitimate. The introduction of new innovations, however, poses new challenges to platform organizations as they need to legitimize them towards various, diverse stakeholders. In this study, we conduct a qualitative case study of a highly innovative and fast-growing esports platform to unpack four distinct processes through which the platform organization draws on its existing legitimacy to generate legitimacy for new innovations. These four processes are legitimacy by inheritance, legitimacy by association, legitimacy through amplification, legitimacy through recombination. This research unpacks these processes how platform organizations establish and manage legitimacy for novel innovations towards various stakeholders, and theoretical implications for the literature on digital platforms and organizational legitimacy.

Paper is Available to Meeting Registrants Only.

OCIS: How Do Boundary-Shifting Moves in Digital Innovation Shape Competitive Responses

Author: **Hengqi Tian**, *Georgia State U.*
Author: **Arun Rai**, *Georgia State U.*
Author: **Jing Zhao**, *China U. of Geosciences (Wuhan), Wuhan, China*

OCIS Best Student Paper Award Finalist

To better guide app developers to effectively innovate and compete in hypercompetitive app markets, we (i) draw on the digital innovation literature to advance a novel conceptualization of boundary-shifting moves (BSMs) and (ii) integrate it with the lens of competitive dynamics to theorize the relationships between BSMs and rival response speed, as well as the distinction between existing rivals vs. new rivals in responding to different types of BSMs. We choose 260 iOS apps from Apple's App Store in China from January 2011 to December 2019 as our empirical context. We operationalize our variables by combining data from multiple data sources and applying text mining methods. We use Cox proportional hazard models to evaluate our theoretical model. Our findings reveal that BSMs consist of (i) functionality addition moves that add new functionalities to expand the scope and personalize the interactions of an app and (ii) stack modularization moves that encapsulate functionalities through standardized interfaces at high- vs. low-level of an app's technology stack. Furthermore, we substantiate that new rivals respond expediently to functionality addition moves while existing rivals do so to moves related to technical functionality modularization. The research findings on asymmetric competitive response patterns in digital innovation have significant implications for theory and practice related to digital innovation and competitive dynamics.

Paper is Available to Meeting Registrants Only.

Author: **Nibu John Thomas**, *IIT Madras*

Author: **Juho Hamari**, *Tampere U.*

Author: **Rupashree Baral**, *IIT Madras*

Author: **Hariharan Sukumar**, *IIT Madras*

Gamification has become one of the most significant techno-social trends of the last decade. It has been employed to positively affect human behavior and society at large through affording “gameful” psychological states and behaviors through “gameful” design. However, there appears to exist a little consensus on what “gameful experience” means and how it can be conceptualized and operationalized. Therefore, this paper reviews the current corpus of literature that has attempted to conceptualize gameful experience in various ways. Consequently, this paper proposes a parsimonious conceptual definition of “gameful experience” and aids further research on gamification and other game-related experiences. As the success of gamification depends on the quality of gameful experience, it is essential to delve deeper into this construct and the proposed definition could mark a beginning towards this.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **698** | Submission: **15244** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 8:00PM - 9:30PMET (UTC-4)**

Emotions, Algorithms and the Future of Work

Emotions, Algorithms and the Future of Work

Chair: **Fade R. Eadeh**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Jonathan Gratch**, *U. of Southern California*
Participant: **Mindy Krischer Shoss**, *U. of Central Florida*
Participant: **Nathanael Fast**, *U. of Southern California*

Technology driven by algorithms is finding its way into multiple pockets within organizations. Some view the incorporation of algorithms as a means of avoiding the “problems” created by human emotion, such as bias, boredom, or modulation in performance. However, a growing body of research points to the importance and benefits of incorporating emotion into organizational life. Can algorithms and emotions co-exist? If so, how?

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Influences on Employee Outcomes

Digital Session Chair: **Haina Zhang**, *U. of Aberdeen*

HR: Relational Leadership and Work-life balance: The Moderated Mediating Role of Relational Energy

Author: **Haina Zhang**, *U. of Aberdeen*

Author: **Wei Sun**, *School of Management, Shandong U.*

Author: **Guiyao Tang**, *Shandong U.*

Work-life balance is becoming increasingly important to employees in contemporary society with demands from different roles in life. This paper investigates how employees' work-life balance can be improved by examining relational perspectives of leadership and human energy. By drawing on social contagion theory, our research provides a theoretical framework to investigate the moderating mediation effect of influences of relational leadership on work-life balance through the mediating role of relational energy and the moderating role of core self-evaluation. The findings from a three-wave survey of 432 employees demonstrate that relational leadership exerts a positive effect on employees' work-life balance through the mechanism of employees' relational energy. Core self-evaluation strengthens this mediating effect of relational energy on the relationship between relational leadership and work-life balance in such a way that the mediating effect is stronger with high core self-evaluation. The paper offers both theoretical importance by confirming the novel energizing pathway for employees' work-life balance and its boundary condition (i.e., employees' core self-evaluation) and managerial implications for how employees' work-life balance can be enhanced through managers' leadership practice.

Paper is NOT Available. Please contact the author(s).

HR: How Digital Transformation Influences Employee Outcomes: The Moderating Role of CEO Experience

Author: **Joonghak Lee**, *U. of Reading*

Author: **Youngsang Kim**, *Sungkyunkwan U.*

Author: **Steven Kim**, *California State U., Monterey Bay*

This study examines whether a firm's use of digital transformation influences employee work-related outcomes such as affective commitment, psychological safety, and change-oriented organizational citizenship behavior and how chief executive officer (CEO) challenge experience alters the relationship between digital transformation and the employee outcomes. Based on 947 employees nested in 46 subsidiary firms, our multilevel analysis shows that, on average, the usage of a firm's digital transformation is negatively related to employee's affective commitment and change-oriented organizational citizenship behavior. However, we find that the negative effects of digital transformation on the three employee outcomes are buffered when the firms have a CEO with more challenge experiences. Our theory and findings suggest that the employment of CEOs with more challenge experiences can play an important role in weakening the negative effect of digital transformation on employee outcomes under the fourth industrial revolution, contributing to the literature on digital transformation, stress, and CEO experiences.

Paper is Available to Meeting Registrants Only.

HR: How Does CEO Entrepreneurial Orientation Impact on Employee Innovative and Proactive Behavior?

Author: **Yueyue Liu**, *Nanjing U.*

Author: **Danxia Wei**, *Nanjing U.*

Author: **Meng Xi**, *Nanjing U.*

CEO entrepreneurial orientation is a recent important issue in entrepreneurship research. Drawing on the attention-based theory and institutional logics, this study aims to contribute to the innovation implication of CEO entrepreneurial orientation. To be specific, we argue that CEO entrepreneurial orientation positively predict employee innovative and proactive behavior via adopting human resource management (HRM) practices; and the indirect effect of CEO entrepreneurial orientation on employee innovative and proactive behavior via increased HRM practices is moderated by HRM importance and employee self-efficacy. Using a multi-level and multi-source sample from 90 Chinese firms with 90 firm-level data and 1062 individual-level data, this study found CEO entrepreneurial orientation positively led to HRM practices, employee innovative and proactive behavior; the indirect effect CEO entrepreneurial orientation on employee proactive behavior via HRM practices is strongest when both human resource management importance and employee self-efficacy are high. Our study makes important contributions to entrepreneurial orientation literature and has important practical implications.

Paper is Available to Meeting Registrants Only.

HR: How and When Does Leader Humility Enhance Employee Proactive Career Behavior

Author: **Jie Zhong**, *Harbin Institute of Technology*

Author: **Chao Ma**, *The Australian National U.*

Author: **Zhen-Xiong Chen**, *Australian National U.*

Author: **Li Zhang**, *Harbin Institute of Technology*

In this research, we drew upon implicit leadership theory to examine the joint effects of leader humility, follower power distance, and follower narcissism on proactive career behavior via perceived leader competence. Specifically, we proposed that leader humility would be perceived as more competent for the employees with lower power distance; we also proposed two competing predictions about the interactive effect of leader humility and follower narcissism on leader competence from two different theoretical perspectives (i.e., opposite-attraction perspective vs. similar-attraction perspective). We tested our hypotheses using a multi-waves and time-lagged survey with 281 subordinate-supervisor dyads from 87 teams. The results of our studies demonstrate that the followers with low power distance and low narcissism are more likely to perceive higher leader humility to be more competent and thus increase their proactive career behavior. We discuss the theoretical and practical implications of these findings.

Paper is NOT Available. Please contact the author(s).

Author: **Frederik Hesse**, *U. of St. Gallen*

Author: **Hendrik Huettermann**, *U. of St. Gallen*

Author: **Heike Bruch**, *U. of St. Gallen*

Despite the increasing usage of information and communication technology (ICT) at the workplace the effects of leaders' after-hours work-related smartphone use on organizational norms and employees' well-being are unclear. Moreover, previous research on ICT usage has focused nearly exclusively on the individual level of analysis. Building on climate models of organizational functioning and the conservation of resources theory, we develop and test an organizational-level model which explains how and when leaders' after-hours work-related smartphone use is likely to influence employees' well-being. We hypothesized a positive indirect relationship via the new construct climate of universal availability which is moderated by employees' collective boundary control. Hypotheses were tested using large-scale survey data from 11,703 employees and 99 HR-representatives collected in 99 German small-and-medium-sized companies from multiple industries. Findings support the assumed relationship: Leaders' after-hours work-related smartphone use affects collective emotional exhaustion through the climate of universal availability. The positive indirect effect is weakened when employees' collective boundary control is high. Critical implications for future theorizing and research on leaders' ICT usage are discussed. Keywords: leadership; technology; electronic communication; well-being

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Styles

Digital Session Chair: **Eunhee Bae**, *U. of Washington*

OB: How Followers Navigate Leader Self-Disclosure: Examining Leader Self-Disclosure Depth

Author: **Eunhee Bae**, *U. of Washington*

Self-disclosure, the act of sharing information about the self to others which can at times entail intimate information, provides disclosers with many advantages such as increased intrinsic reward and feeling closer to recipients. However, previous research on self-disclosure has not taken into account the perspective of recipients who are obligated to reciprocate to the discloser regardless of whether they find the disclosure favorable or not. This unforeseen cost from the recipient perspective is even more accentuated within the workplace where relationships are formed involuntarily based on assignments and hierarchy, and where the pursuit of instrumental goals takes precedence before that of socioemotional goals. Thus, high depth self-disclosure, or self-disclosure with intimate information, may not be an effective relationship behavior within the workplace as currently theorized. In this paper, I theorize on the consequences of leader self-disclosure depth within the workplace, a context where instrumental motives outrank the socio-emotional motives. Drawing from social exchange theory, I posit that a leader disclosing high depth information to a follower influences the follower recipient to experience LMX or role overload as a function of the degree to which the information shared is scarce. Furthermore, I explain how these perceptions motivate interpersonal citizenship behavior and interaction avoidance, respectively. Overall, I establish a distinct recipient-based model of self-disclosure.

Paper is Available to Meeting Registrants Only.

OB: Implicit Motives and Visionary Leadership

Author: **Hugo M. Kehr**, *TUM School of Management, Technical U. of Munich*
Author: **Falk Julian Voigt**, *TUM School of Management, Technical U. of Munich*
Author: **Maika Rawolle**, *HMKW U. of the Applied Sciences Berlin*

An unresolved question in visionary leadership research is, why do visions need to be high in imagery in order to cause affective reactions and be motivationally effective? Research in motivation psychology has shown that pictorial cues can arouse a person's implicit motives. It would thus be reasonable to expect that pictorial cues from vision-induced imagery arouse a follower's implicit motives just like a real image. Hence, our fundamental proposition was that a vision high in imagery arouses a follower's implicit motives. We developed the proposition that arousal of implicit motives, in turn, moderates the effects of a vision on a follower's intrinsic motivation and subsequent vision pursuit. We also integrate the special case of negative visions into our theorizing, with the central proposition that a negative vision arouses a follower's implicit fear motives, and that aroused implicit fear motives moderate the indirect effects of the negative vision on the follower's vision-induced fear-related behaviors through increased avoidance motivation. Lastly, based on the distinction between mono- and multithematic visions, the latter of which with the potential to arouse more than one implicit motive simultaneously, we outline the expected interactive effects of a follower's implicit motives as moderators of the vision-intrinsic motivation-vision pursuit effect chain.

Paper is Available to Meeting Registrants Only.

OB: How good can bad leaders be? The opportunity costs of leader selection

Author: **Matthieu Légeret**, *ORGANIZATIONAL BEHAVIOR*
Author: **Benjamin Tur**, *U. of Lausanne, HEC Lausanne*

Although a large body of research investigates what characterizes good leaders and how to best select them, internal promotions in organizations often yield underperforming leaders. The leadership literature provides several explanations for why "bad" leaders exist. However, all this work builds on the premise that the choice of an inefficient leader is a failure of the selection process. In this paper, we take a different stance and suggest that—in some cases—organizations might select underperforming leaders because it is efficient to do so. In essence, we argue that selecting a leader within a fixed group of individuals is similar to allocating any other limited resource. Leader selection has an opportunity cost because the leader is no longer available as a follower. We identify cases in which it is optimal not to select the most competent individual as leader. Finally, we propose to use tournament theory to efficiently select leaders and discuss how to set incentives within a group to identify competencies and to select the most appropriate leader accounting for the context in which the group operates.

Paper is Available to Meeting Registrants Only.

OB: The Indirect Effects of Reluctant Staying on Laissez-faire Leadership and Leader Delegation

Author: **Xueqing Fan**, *Rutgers U.*
Author: **Danni Wang**, *Rutgers Business School*
Author: **Fuxi Wang**, *U. of International Business and Economics*
Author: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*

Leaders who desire to leave their current organizations are sometimes forced to stay. The leadership behaviors of these leaders are underexplored in prior research. Building on proximal withdrawal states theory and the theories of the meaning of work, this study examines how and when laissez-faire leadership and delegation emerge among leaders who are reluctant to stay in their current organizations. Using three-wave data from 100 leaders and 313 employees, we found that reluctant staying was indirectly associated with laissez-faire leadership via reduced perception of task significance and indirectly associated with delegation through increased bottom-line mentality. Moreover, we found that job clarity strengthened the indirect effects of reluctant staying on the two types of leadership behaviors. We discussed the implications of our findings for theory, practices, and future research regarding how to manage leaders who stay reluctantly in the organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **701** | Submission: **16617** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:00AM ET (UTC-4)**

TIM Café 2 *TIM Café 2*

Organizer: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Thomas M. Kluter**, *IESE Business School*

Introducing the Community and Today's Sessions at AoM 2021. For those new or unfamiliar with AOM join us for a conversation about the Technology and Innovation Management community (TIM). Bring questions or ideas along, or just enjoy a joint café session with a TIM Executive member discussing the community. We will also highlight some of the key TIM sessions of the day.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Career Adaptability

Digital Session Chair: **Mohammed Al Waqfi**, *United Arab Emirates U.*

CAR: **Career adaptability as a predictor of job search intentions and career readiness in the UAE**   

Author: **Mohammed Al Waqfi**, *United Arab Emirates U.*

Author: **Hayfaa A. Tlaiss**, *Alfaisal U.*

Author: **Kilani Ghoudi**, *United Arab Emirates U.*

This study examined the career construction theory in an Arab Middle Eastern context by assessing the effects of career adaptability on job search intentions and career readiness of young adults. Given the widespread interest of researchers and career counselors in the career construction theory and the career adapt-abilities scale (CAAS) recently, it is believed that the CAAS has a potential to be used as a tool for internationalization of career development research and practice. The current paper contributes to the existing literature in this field by 1) validating the Arabic version of the CAAS scale, and 2) examining the effects of career adaptability on job search intentions and career readiness of young adults. Using data from a sample of 635 senior students at two universities in the United Arab Emirates (UAE), this study found that the CAAS-Arabic Form is valid in this context. The findings indicate that career adaptability has a positive impact on two measures of career readiness including career decidedness and perceived employability. The findings also indicate that career adaptability, as expected, predicted two relevant career adaptive responses in this context including intentions to seek Wasta and willingness to work in the private sector (WWPS). We further found that WWPS mediates the relationship between career adaptability and perceived employability. Theoretical and practical implications of these findings are discussed.

Paper is Available to Meeting Registrants Only.

CAR: **The Sound of Music in Job Search: Music Preferences, Career Adaptability, and Job Search Outcomes**  

Author: **Bin Ling**, *Hohai U.*

The purpose of this research is to explore the mediation mechanism of how music preference may influence personal stress and knowledge-skill development when searching for a job based on the theory of career adaptation. We designed a two-wave procedure to collect data and test our hypotheses (a sample of 337 participants attended at the first wave while 240 among them attended the second wave). A total of 182 participants were kept as our final sample after matching two samples. The findings revealed that: (1) music preference and its dimensions had negative effects on job search stress and positive effects on knowledge-skill development; (2) music preference and its dimensions (except for upbeat and conventional) had positive effects on career adaptability; (3) career adaptability played significant mediating effects on the links between musical preference and job search stress and knowledge-skill development. However, at dimensional level of music preference, the mediation effect of career adaptability on job search stress and knowledge-skill development only existed for the intense and rebellious and the energetic and rhythmic dimension.

Paper is Available to Meeting Registrants Only.

CAR: **Downshifting: A Career Construction Perspective** 

Author: **Raymond C.H. Loi**, *U. of Macau*

Author: **Yan Liu**, *Wuhan U.*

Author: **Huihui Tang**, *U. of Macau*

Author: **Hang Yue Ngo**, *Chinese U. of Hong Kong*

Downshifting is a phenomenon that has attracted growing attention during the last two decades. However, we still have limited knowledge about what downshifting means, why it occurs, and how it affects individuals in both career and life domains. In this paper, we conceptualize downshifting as the career decision by which an employee either takes a downward movement in the career ladder or changes to a less paid career with the aim to achieve meaning in life. Drawing upon career construction theory, we develop a conceptual model to examine its antecedents and outcomes. Downshifting is viewed as a discretionary vocational behavior, which is expected to be affected by some person-relevant variables, including eudaimonic orientation, internal locus of control, and career adaptability. We also propose that downshifting enhances individuals' career satisfaction and life satisfaction. Our discussion advances understanding about the motivation behind downshifting as well as its consequences for individuals.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **703** | Submission: **17486** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00AM - 5:30AMET (UTC-4)**

Minority Entrepreneurship

Digital Session Chair: **Muhibul Haq**, *Huddersfield Business School, U. of Huddersfield*

ENT: Toward a Culture-Induced Entrepreneurship Model in Ethnic Minority Microenterprises  

Author: **Muhibul Haq**, *Huddersfield Business School, U. of Huddersfield*
Author: **Martin Johanson**, *Huddersfield Business School, U. of Huddersfield, UK*
Author: **Julie Davies**, *Manchester Metropolitan U.*
Author: **Leo Dana**, *Montpellier Business School*

We respond to calls in Entrepreneurship Theory and Practice for theorizing on ethnic minority microentrepreneurship (Miller & Le Breton-Miller, 2017; Welter, Baker, Audretsch et al., 2017; Wiklund, Wright, & Zahra, 2019) and adopting qualitative research methods (Van Burg, Cornelissen, Stam et al., 2020). Building on the resource-based view and thematic analysis of 43 in-depth interviews with owner-managers and employee-managers, we offer a novel culture-induced entrepreneurship model. Our model shows that coethnic culture shapes human capital resources which in turn inform microenterprise sustainable success. We provide nuanced insights for scholars, policymakers, and practitioners to frame challenges for post-pandemic recovery.

Paper is Available to Meeting Registrants Only.

ENT: The best of two worlds? Ethnic minority entrepreneurs and family in entrepreneurial activities

Author: **Leona Achtenhagen**, *Jonkoping International Business School*
Author: **Marcela Ramirez-Pasillas**, *Jonkoping International Business School*

Ethnic minority entrepreneurs navigate between at least two different cultures. This can bring a number of advantages for their entrepreneurial endeavors, not least if those are based on ethnic-specific competences, such as ethnic cuisine. But they can also represent a challenge, for example when peers from the same group expect preferential treatment. Prior research has often pointed at the important role of family involvement for ethnic minority entrepreneurs, but has typically considered the family and/or business as the unit of analysis. In this study, we instead focus on the level of ethnic minority entrepreneurs and explore their perceptions about the role of family for creating and sustaining entrepreneurial activities. Based on an interview study with 34 ethnic minority entrepreneurs in Sweden, we identify three patterns and coping strategies for navigating between different cultures and expectations. These patterns include entrepreneurial ethnic loners, ethnic offspring entrepreneurs and ethnic recourse entrepreneurs.

Paper is NOT Available. Please contact the author(s).

ENT: Business Group Competitive Advantage & Export Performance: The Case of Africa's Minority Entrepreneur    

Author: **Mahdi Tajeddin**, *Sobey School of Business, Saint Mary's U.*
Author: **Michael Carney**, *Concordia U., Montreal*

To facilitate interfirm trust and exchange, business groups typically organize along an axis of solidarity such as kinship, religion, or political identity. In this paper, we consider whether business group solidarity based upon the minority identity of affiliate owners can be a basis for business group competitive advantage. Based upon World Bank enterprise surveys in 24 sub-Saharan African countries of over 8000 firms, we identify uncharacteristic affiliate performance effects upon the self-identified ethnicity of firm owners. We find affiliates owned by Indian, Middle-Eastern, and European entrepreneurs do not show the expected superior export performance compared with indigenous African owned firms. A finding suggests that long-established and exclusionary ethnic groups may either become less exclusive, consistent with the mixed embeddedness thesis. In contrast, our findings show that Chinese owners of group-affiliated firms significantly outperform both independent firms and other business group affiliates with non-Chinese owners. We contribute to understanding the origins of business group heterogeneity and the evolving basis of entrepreneurs' competitive advantage.

Paper is Available to Meeting Registrants Only.

ENT: Push-Pull Theory in Black and White: racial differences in entrepreneurship during the Great Recession 

Author: **Rachel Atkins**, *NYU Stern*

Though African Americans suffered disproportionately high unemployment, housing, and wealth losses during the Great Recession, little is known about the recession's impact on black entrepreneurship. In this study I use data from the PSID to estimate the difference in probability of starting a business before and after the recession for black and white households. I find that while the likelihood of starting a business declined for whites after the great recession there were no statistically significant changes in the rate of firm starts among blacks. Furthermore, there is evidence of the recession push hypothesis at work for white but not black entrepreneurs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Learning 2

Digital Session Chair: **Kai Zeng**, *School of Management, Zhejiang U. of Technology*

ENT: Coworkers' Entrepreneurial Performance and Employee Entrepreneurship: A Social Learning Perspective

Author: **Kai Zeng**, *School of Management, Zhejiang U. of Technology*
Author: **Duanxu Wang**, *Zhejiang U.*
Author: **Cindy Millman**, *Birmingham City Business School, Birmingham City U., Birmingham, UK*
Author: **Zhengwei Li**, *School of Management, Zhejiang U. of Technology*
Author: **Yujing Xu**, *School of Management, Zhejiang U. of Technology*

How employee entrepreneurship spreads through interpersonal influence (interaction between coworkers and employee) in organization becomes an important issue which remained unsolved. Drawing on social learning theory, the purpose of this study is to test and verify how former coworkers' entrepreneurial performance impact current employee entrepreneurship, what role does employee's entrepreneurial self-efficacy play and what the role will be when it is vary in the similarity of entrepreneurial resources between coworkers and employee and employee's risk propensity. Surveys data collected from 218 full-time employees working in China at two different time points with three-week interval. This study found that employee's entrepreneurial self-efficacy mediated the positive relationship between coworkers' entrepreneurial performance and employee entrepreneurship intention. And this mediating effect was exacerbated by the similarity of entrepreneurial resources and employee's risk propensity. Moreover, a joint moderated mediation model of similarity of entrepreneurial resources and employee's risk propensity was supported. Theoretical contributions and practical implications were discussed.

Paper is Available to Meeting Registrants Only.

ENT: The Impact of Novelty Creation and IPO Success on Exploration Behavior in Serial Entrepreneurship

Author: **YoonKyung Kim**, *KAIST*
Author: **Hyun Ju Jung**, *KAIST*

Serial entrepreneurs are presumably influenced by prior venture experience, which helps improve their performance in subsequent venture. However, the impact of prior venture experience on serial entrepreneurs' behavior in subsequent venture has not been specifically studied. Therefore, we explore how prior experience influences serial entrepreneurs' behavior in subsequent venture, especially exploration behavior. We find that the greater the novelty creation in prior venture, the more the local search in subsequent venture. However, due to IPO success, serial entrepreneurs may do fewer local search in subsequent venture, and the effect of prior venture's novelty creation on exploration behavior decreases. Using data on entrepreneurs and ventures around the world as well as patent data, we find support for our theories. The results have meaningful implications for the study on serial entrepreneurship and a broader impact on the study on organizational learning.

Paper is Available to Meeting Registrants Only.

ENT: When Does Entrepreneurial Failure Help the Next Tech-Based Start-Up?

Author: **DAEHYUN KIM**, *KAIST College of Business*
Author: **Wonjoon Kim**, *KAIST*
Author: **Aaron Chatterji**, *Duke U.*

How entrepreneurs respond to previous start-up failure has important implications for subsequent start-up performance. As part of the research about entrepreneurial failure experience, prior researchers have examined the antecedents of learning from entrepreneurial failure. We extend the literature by focusing on changes in business model and technology after a previous start-up failure, which are crucial antecedents to understand learning mechanisms from entrepreneurial failure. To understand whether a failed entrepreneur who changed a business model or technology shows a performance advantage in a subsequent start-up or not, we build our hypotheses based on a behavior theory of firms. Using data on early-stage technology-based firms, we find several notable results. First, start-ups that change their internal business aspects (business model or technology) after previous start-up failures perform better than other start-ups that do not change their business model after previous start-up failure. Second, start-ups that change internal business aspects (business model or technology) after previous start-up failure show higher performance than other start-ups that change internal business aspects (business model or technology) after previous start-up success. Thus, the results have important implications for the study of learning antecedents from entrepreneurial failure experience.

Paper is NOT Available. Please contact the author(s).

ENT: Prospecting, balancing and reversing: entrepreneurial learning from positive and negative events

Author: **Michela Loi**, *U. of Cagliari*
Author: **Emanuele Castriotta**, *U. of Cagliari*
Author: **Elona Marku**, *U. of Cagliari*
Author: **Maria Chiara Di Guardo**, *U. of Cagliari*
Author: **Gerardo Patriotta**, *U. of Warwick*

This study investigates the entrepreneurial learning process by focusing on events' valence assessment by entrepreneurs and connecting it to subsequent emotional and behavioral reactions that culminate in new knowledge. Current studies are nebulous in representing how everyday events, different from failure, might generate learning, from its criticality recognition to reactions' trajectories enacting learning. Our work addresses this gap by exploring the experiences of 38 entrepreneurs through in-depth interviews. By unfolding micro-dynamics that relate critical events to the learning process, integrating events valence, and elucidating its affective influence on entrepreneurial learning, this study brings new insights for an event-based theory of entrepreneurial learning.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Orientation 2

Digital Session Chair: **Jeldrik Pulm**, *Chair of Innovation Management, TU Dortmund U.*

ENT: After Going Public: How Entrepreneurial Orientation Turns into Strategic Decisions

Author: **Jeldrik Pulm**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Steffen Strese**, *TU Dortmund U.*

Initial public offerings (IPOs) provide an opportunity for firms to shake off financial constraints. This new access to resources enables newly public firms to finance growth through acquisitions. At the same time, liberation from financial constraints enables firms to follow their entrepreneurial orientation (EO). However, it remains unclear how EO translates into strategic decisions and shapes acquisition strategies precisely when constraints are relaxed at the IPO. Consequently, this study aims to investigate the relationship between EO at the IPO and the acquisition behavior of newly public firms. We argue that firms with a high level of EO thoroughly choose their strategy and engage in resource-intensive actions that they rate as valuable. Based on this, we hypothesize that these firms acquire more selectively but more intensely. Moreover, we hypothesize that boundary conditions such as the competitive environment and rivals' strategic flexibility moderate this relationship. We empirically investigate our hypotheses for a sample of 2,292 IPOs between 1996 and 2014 resulting in 11,316 firm-year observations. We find support for our hypotheses. This study advances the literature on how strategic orientations—such as EO—shape the strategies of newly public firms. Our study has practical implications for shareholders and investors of IPO firms.

Paper is NOT Available. Please contact the author(s).

ENT: The Combined Impact of EO and GO on Firm Profitability under Different Institutional Contexts

Author: **Jingxu Zhao**, *Xi'an Jiaotong U.*
Author: **Chengli Shu**, *Xi'an Jiaotong U.*
Author: **Feifei Jiang**, *Xi'an Jiaotong U.*

To benefit from green entrepreneurship, firms need to simultaneously possess an entrepreneurial orientation (EO) and a green orientation (GO) which in fact may conflict with each other as they aim to address potentially contradictory interests from different stakeholders. This study develops a contingent view of the effects of interaction between EO and GO on firm profitability by considering three institutional factors—provincial government opacity, provincial gross domestic product (GDP) per capita, and religious intensity—as boundary conditions. The results obtained by analyzing first- and second-hand data support a non-significant interaction effect of EO and GO; such an interaction effect was positive when firms are located in provinces with low GDP per capita or in places with low religious intensity, but was negative when provincial government opacity is low or when religious intensity is high.

Paper is Available to Meeting Registrants Only.

ENT: Growing up but still be entrepreneurial? The entrepreneurial orientation–performance relationship

Author: **Lena Murawski**, *U. of Passau*
Author: **Suleika Bort**, *U. of Passau*

The relationship between entrepreneurial orientation (EO) and performance has received significant attention within entrepreneurship research. Yet, the mechanisms that underpin the EO-performance relationship are not fully understood. Recent developments such as an improved theoretical understanding of the manifestation and pervasiveness of EO highlight the need for a more nuanced understanding of EO by investigating nonmanagerial employees' behaviors and attitudes of EO. Via an in-depth case study of a high-tech venture in Germany, we examine a set of proactive, innovative, and risk-taking behavioral patterns that contribute to the proliferation of EO within firms as they grow. Our study reveals that the employee's more inwardly focused orientation is directed towards coping with challenges the firm faces during growth-related organizational transformations, rather than introducing innovations in the business or experimenting with opportunities. We conclude that EO is an individual-level construct and a key element in the causal link between organizational performance.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial orientation, experience, and opportunity identification of smallholder farmers

Author: **Etriya Etriya**, *IPB U.*
Author: **Victor Egbert Scholten**, *Delft U. of Technology*
Author: **Emiel F.M. Wubben**, *Wageningen U.*
Author: **Onno Omta**, *Wageningen U.*

Although previous studies on agricultural entrepreneurship have paid attention to the role of farmers' knowledge in identifying opportunities, the findings remain inconclusive in explaining how entrepreneurial-oriented smallholder farmers utilize knowledge integrated with their experience to identify opportunities coming from business environmental changes. This paper investigates the mediating effect of entrepreneurial orientation on the relationships between experience (in linking to modern markets, suppliers, and supporting organizations) and opportunity identification of vegetable farmers in West Java, Indonesia. The data obtained from a survey of 302 vegetable farmers in West Java, Indonesia. The results of partial least squares-structural equation modeling (PLS-SEM) analysis demonstrate that entrepreneurial orientation mediates the relationships between farmers' experience (in linking to modern markets and supporting organizations) and opportunity identification. These findings confirm that being entrepreneurial oriented enables smallholder farmers to benefit from environmental changes by using their experience to identify opportunities. This paper contributes to the literature of agricultural entrepreneurship by addressing the mechanisms enabling smallholder farmers to identify opportunities beyond their existing farm businesses.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Equity 2   

Digital Session Chair: **Jing Zhang**, *Old Dominion U.*

ENT: Did Government Venture Capital Fund Innovative but Less Profitable companies? Evidence from China  

Author: **Jing Zhang**, *Old Dominion U.*
Author: **Yueqi Fan**, *City U. of Hong Kong*
Author: **Ye Liu**, *Nanjing U.*

Governmental venture capital (GVC) is a typical dual-purpose hybrid entity, which aims to increase social welfares as well as making profits for investors. Yet little is known about how the dual purposes shape GVC's investment strategies that interact with private venture capital's (PVC). Applying a two-sided matching model, we develop a structural model to examine whether GVCs invested in innovative but less profitable companies that ignored by PVCs. Using the data of Chinese VC industry in 2000-2012, we find supports for our hypotheses. These fresh results suggest that GVC commendably fulfill their social mission while pursuing economic benefits in a competitive environment. Moreover, GVCs are at least not worse than PVCs in nurturing companies in term of achieving IPO/M&A, and they support company innovation effectively in term of patent application.

Paper is Available to Meeting Registrants Only.

ENT: The Willingness of PVCs to Invest GVCs Backed Ventures: The Role of Institutional Logics 

Author: **Yifei Song**, *U. of Nottingham, China*
Author: **Jin Chen**, *U. of Nottingham, China*
Author: **Haibo Zhou**, *U. of Nottingham, China*
Author: **Weiqi Dai**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*

It is important to evaluate whether public direct intervention in the form of governmental venture capitalists (GVCs) have bridged the equity gap by stimulating more investments from private venture capitalists (PVCs). However, empirical evidence for this relationship is inconclusive. Drawing on institutional logic perspective and organizational tensions literature, we hypothesize that PVCs are less likely to invest in a venture whose prior round is backed by GVCs, owing to the conflicts or tensions between PVCs' professional logic and GVCs' state logic. To substantiate our argument, we further examine two moderators that revise either GVCs' or PVCs' conformity to their logics: limited partnership (LP) and VC status. We hypothesize that the negative relationship between GVCs' investments and follow-on PVCs' investments will be weakened when the GVC is less complied with the state logic by taking the form of LP and delegating the investment decisions to professional fund managers. In contrast, the negative relationship will be strengthened when the follow-on PVC holds a superior status in the VC industry which reinforces its professional logic. The results based on a sample of 2,680 VC investment deals rendered strong support to our hypotheses. Our study adds to the literature by providing a nuanced perspective of logic tensions to explain why public direct intervention in entrepreneurial finance may impede follow-on investments from private sectors.

Paper is Available to Meeting Registrants Only.

ENT: Heterogeneity in search and investment behavior among corporate venture capital units

Author: **Raj Krishnan Shankar**, *Nord U. Business School*
Author: **Magnus Schüeckes**, *U. of Mannheim*
Author: **Tobias Gutmann**, *EBS Business School*

There is growing need to understand how heterogenous organizational search behaviors manifest. This is especially critical when executed beyond organizational boundaries. Corporate venture capital (CVC), a well-established form of corporate engagement with startups, is one way in which such search is empirically implemented. Prior CVC research implicitly assumes CVC manifestations to be homogenous which limits our understanding of how and why organizations run CVC programs and to what end. Our qualitative study of five CVC units reveals that corporations manage CVC via one of two distinct pathways—order-taker or free-bird. Our two-pathway model deconstructs the core CVC processes, explains how and why the two pathways result in different outcomes, and provide indications of greater heterogeneity and hybridity within CVC designs. Our findings have implications for the advancement of CVC, external corporate venturing, and organizational search literatures.

Paper is Available to Meeting Registrants Only.

ENT: Corporate Venture Capital (CVC) Investment Timing, Strategic Misalignment, and CVC Value Addition

Author: **Jukyeong Han**, *U. of Kansas*
Author: **Minyoung Kim**, *U. of Kansas*
Author: **Jongkuk Lee**, *Ewha Womans U.*

This study investigates the relationship between CVC investment timing and CVC value addition. Drawing on the path dependence theory, we theorize that timing of CVC investment influences the extent of strategic misalignment between CVCs and ventures, which would, in turn, affects the extent of CVC value addition. We maintain that there is a U-shape relationship between CVC investment timing and CVC value addition. Results of empirical analysis with data of 450 US-based biotechnology ventures corroborate the main thesis of the current study that CVCs' investment timing plays an important role in influencing performance and behavioral outcomes of CVC value addition.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **707** | Submission: **14757** | Sponsor(s): **(OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00AM - 5:30AMET (UTC-4)**

Overqualification at Multiple Levels of the Organization

Overqualification at Multiple Levels



Organizer: **Wuyang Chen**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Organizer: **Lynda Song**, *Leeds U. Business School*
Discussant: **Miriam Erez**, *Technion - Israel Institute of Technology*
Participant: **Qin Su**, *Sun Yat-Sen U.*
Participant: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Presenter: **Fulei Chu**, *Capital U. of Economics and Business*
Participant: **Yuxin Liu**, *Capital U. of Economics and Business*
Presenter: **Bingjie Yu**, *Hong Kong Baptist U.*
Participant: **Kenneth S Law**, *Chinese U. of Hong Kong*
Participant: **Yolanda N. Li**, *Lingnan U.*
Participant: **Guohua Huang**, *Hong Kong Baptist U.*
Participant: **Fang Liu**, *School of Management, Guangzhou U.*
Participant: **Melody J. Zhang**, *City U. of Hong Kong*
Presenter: **Chenggang Duan**, *Xi'an Jiaotong U.*
Participant: **Jinxin Li**, *Guangzhou U.*
Presenter: **Shelly Lev-Koren**, *Technion - Israel Institute of Technology*

Overqualification is an essential topic in the management field (Erdogan & Bauer, 2021; Feldman, 1996). Scholars debated the mixed effects of overqualification mostly on the individual level (Lee, Erdogan, Tian, Willis, & Cao, 2020). Although several studies recently started to focus on this topic from the team level (Hu, Erdogan, Bauer, Jiang, Liu, & Li, 2015), research on overqualification at within-person and firm levels is still lacking. Echoing Sierra (2011)'s call on multilevel examination and considering the cross-level effects overqualification caused in reality, we prepare this symposium to understand how overqualification manifests itself and has impacts across levels in the organizations. We organize this symposium with five papers, and each represents a critical research question at various levels of analysis. Another noticeable element of this symposium is that we took time into consideration, in the examples of looking at newcomers' socialization, dyadic support over time, and leadership emergence.

Newcomer Overqualification and Performance Trajectory: A social Capital Change Perspective

Author: **Wuyang Chen**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Perceived Overqualification, Changing Self-Efficacy and Strategic Scanning Behavior

Author: **Fulei Chu**, *Capital U. of Economics and Business*

How Does the Overqualified Employee Become a Leader? A Dual-strategy Model

Author: **Bingjie Yu**, *Hong Kong Baptist U.*

Support Me or Undermine Me: Supervisor Reactions to Overqualified Employees

Author: **Chenggang Duan**, *Xi'an Jiaotong U.*

Does Prior Technological Knowledge Facilitate or Inhibit the Learning Process of New Ventures?

Author: **Shelly Lev-Koren**, *Technion - Israel Institute of Technology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Achieving Humanism and Work Life Balance

Digital Session Chair: **Hamid Roodbari**, *U. of Sheffield*

ODC: An Integrated Realist Evaluation Model to Evaluate Organisational Interventions

Author: **Hamid Roodbari**, *U. of Sheffield*
Author: **Karina Nielsen**, *U. of Sheffield*
Author: **Carolyn Axtell**, *U. of Sheffield*

Organisational interventions are the recommended approach for improving employees' health and wellbeing, but evaluating these complex interventions is challenging. Realist evaluation is a promising approach to evaluate interventions; it aims to answer the question of 'what works for whom in which circumstances?' by studying how the mechanisms of an intervention work in a certain context to bring about certain outcomes in Context-Mechanism-Outcome (CMO) configurations. Based on realist evaluation, Nielsen and Abildgaard (2013) proposed a five-phase model to evaluate organisational interventions. We extend the five-phase model to capture more intervention components and align better with realist evaluation. First, to include further crucial intervention components to evaluate, we integrate the content of the RE-AIM framework into the five-phase model. Second, we provide guidance on when and how to develop and test CMO configurations for each intervention component. Thus, we develop an 'integrated realist evaluation model'. Also, we review the most recent evidence in the literature regarding the intervention components and develop an example of a CMO configuration for each component. As such, this article contributes to the understanding of 'how to' evaluate complex organisational interventions that can be used to design, implement, and evaluate future organisational interventions.

Paper is Available to Meeting Registrants Only.

ODC: Smart working experiences in the Public Sector before and after the COVID-19 pandemic

Author: **Andrea Tomo**, *U. of Napoli Federico II, Italy*
Author: **Lucio Todisco**, *U. of Napoli Federico II, Italy*
Author: **Paolo Canonico**, *U. degli Studi di Napoli Federico II*
Author: **Gianluigi Mangia**, *U. degli Studi di Napoli Federico II*

The paper explores the strengths and weaknesses of Smart Working before and after the COVID-19 emergency in the public sector. In more detail, the aim is to understand how the spread of COVID-19 influenced public employees' perception of smart working and its application during the pandemic. We interviewed 27 public employees from Italian local and central administrations already employing smart working before the pandemic to deepen positive and negative aspects of smart working and how these changed after the spread of COVID-19. The findings highlight a widespread positive impact on organizational flexibility and the degree of response and resilience of Italian public organizations to the health emergency. However, some critical factors emerged, such as the right to disconnect and the impact on work-life balance. In doing so, the paper provides many theoretical, managerial and policy implications relatively to the use of smart working in public administrations.

Paper is Available to Meeting Registrants Only.

ODC: Creating Mindfulness at Stressed Environment Work-Places through a Self-Training Intervention

Author: **Shilpi Kalwani**, *PhD Research Scholar BITS Pilani*
Author: **Jayashree Mahesh**, *Birla Institute of Technology & Science, Pilani*
Author: **Anil Kumar Bhat**, *Birla Institute of Technology & Science, Pilani*

Does it take a pandemic to make us realize when our mind is full of anxiety and when we need to protect ourselves by being alert in a state of mindfulness at stressed environment workplaces? With an explosion of scholarly interest in the concept of mindfulness and its uniqueness from the allied concepts in management learning, the effectiveness of organizational mindfulness interventions need further investigation (Reb and Atkins, 2015). There is a lack of convenient and effective mindfulness interventions that could be applied at the futuristic workplaces (Lomas et al., 2017). We attempt to design and test a self-training mindfulness intervention. In this paper we discuss at the outset the importance of mindfulness in constantly evolving organizations and then outline our research study where the effectiveness of the designed self-training intervention is statistically tested. Our intervention comprises of a 4-week module that was introduced among a group of 117 respondents that included doctors, nurses and medical staff from a government hospital. Their mindfulness scores were recorded before and after the implementation of the 4 weeks' intervention module using the MAAS (Mindfulness Attention and Awareness Scale). The results indicate that the mindfulness intervention caused a significant increase in the mindfulness quotient enhancing overall employee wellbeing. This intervention can be an important tool in enhancing the wellbeing of employees in current organizations that are shrouded by high levels of uncertainty and stress. Keywords: Futuristic Workplaces, Mindfulness, Positive Intervention, Wellbeing, Stress

Paper is Available to Meeting Registrants Only.

ODC: How to Live? How to Manage? : Theory V and Self-realization

Author: **Boo-Ho Rho**, *Sogang U.*

The problem with the current management is low engagement and high stress. This phenomenon occurs perhaps because people don't know how to live. We have to live a life of self-realization. Thus, the purpose of management should be the self-realization of people. Self consists of character and talent. Self-realization is the development of character and talent. The development of talent depends on the character. Character is determined by values that are developed through "consciousness reform". Consciousness reform is basically contemplating life asking fundamental questions like what's the right way to live a life. It is important to develop and reinforce character after consciousness reform for the management of self-realization. Factors responsible for character reinforcement are vision, autonomy, culture, recognition, and leadership. A new management model explained above is proposed as Theory V. Theory V supports the idea that an organization has to be a community organization where people work together harmoniously with a shared vision. Theory V is a more humanistic management model than Theory X and Theory Y because it treats people as an end, makes them work with intrinsic motivation, and engages them on a spiritual dimension.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CSR and Employee Issues

Digital Session Chair: **Anna Marrucci**, *U. of Pisa*

SIM: How Do Employee Underpayment and CSR Shape Labor Productivity: A Signal Incongruence Perspective

Author: **Frank Deng**, *Northwestern Polytechnical U.*
Author: **Jia Ming**, *Northwestern Polytechnical U.*
Author: **Zhang Zhe**, *Xi'an Jiaotong U.*

Extant research in management and strategy is increasingly recognizing the benefits of employee corporate social responsibility (CSR) on regulating employee behaviors and the drawback of pay gap (PG) between top executives and employees on eliciting the perception of distribution unfairness as well as evoking employees' negative emotions. However, few studies have considered the two factors together and explored their interaction effects on employee behaviors. In this paper, we treat PG and employee-related CSR disclosure as two incongruent signals employees may refer to as indicators of how organizations treat them and examine their influence on employee productivity. Building on signaling theory, we propose that the consequence of incongruent signals depends on the diversified CSR activities. Specifically, while PG arouses a silent issue of unfairness among employees and decreases employee productivity through generating negative emotions, economic-based CSR disclosure directly rectifies this issue to mitigate the negative relation between PG and employee productivity. By contrast, relationship-based CSR disclosure has no such effect. We find support for our hypotheses through an empirical analysis based on a sample of Chinese public listed firms and a laboratory experimental study. Thus, this study contributes to the literature on the interpretation of incongruent signals and the specificity of the insurance-like effect of CSR.

Paper is Available to Meeting Registrants Only.

SIM: Professional Identity Development of Interns

Author: **Reem Ahmad Karaja Obeid**, *U. of Almeria*
Author: **Ana Maria Bojica**, *U. of Granada*
Author: **Pilar Jerez-Gómez**, *U. of Almeria*

Through a qualitative study of 23 interns (students during or after their first internship made abroad), we examine how interns construct their professional image in the workplace, how they discover and respond to various types of conflicts using new strategies for image management and how it relates to different forms of outcomes and their professional identity development. We found that interns' image discrepancies (identity devaluation and positive discrepancy), resulting from interns' expectations about their professional image, drive interns to engage in new impression management strategies (in-group differentiation, assimilation and positive image maintenance) to meet expectations related to their desired professional image. We discovered a number of outcomes in terms of self-discovery, self-confidence, interpersonal and career management. Building on these findings, we present a process model of professional identity discovery that manifests how interns' image management leads to possible identity development. Implications of our findings for both theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

SIM: CEO Social Class Perception and Employee-Related CSR: Evidence from Chinese Privately Owned Firms

Author: **Ma Zicheng**, *Lingnan U. / Sun Yat-sen U.*
Author: **Heng Liu**, *Sun Yat-Sen U.*
Author: **Wenwen An**, *Guangdong U. of Technology*
Author: **Liang Wang**, *U. of San Francisco*

Despite recent progress, the existing literature still contains inadequate knowledge about the internal determinants of employee-related corporate social responsibility (CSR), particularly regarding the effect of the chief executive officer (CEO). Integrating upper echelon theory with social class literature, this study examines how CEO social class perception may influence private firms' employee-related CSR. Based on a unique dataset from the Nationwide Private Firms Survey of China, this study empirically identifies that higher CEO social class perception will promote a higher level of employee-related CSR activities in private firms. Additionally, this positive impact of CEO social class perception on employee-related CSR may be amplified among younger firms and firms with a smaller amount of intangible resources. Our study contributes to the current literature by enriching our understanding of the antecedents of employee-related CSR from the perspective of the CEO's cognition of his/her social class and revealing the related informative boundary conditions.

Paper is Available to Meeting Registrants Only.

SIM: Caring for or Involving the Employee? The Multiple Pathways of Internal CSR Making Work Meaningful

Author: **Ramona Demasi**, *U. of Zurich*
Author: **Christian Stutz**, *U. of Jyväskylä School of Business*
Author: **Sybille Sachs**, *U. of Applied Sciences, Zurich*

Research suggests that, if an employer assumes responsibility for its workforce's interest, work becomes more meaningful for individual employees. Yet, unexplored issues remain regarding how and when such organizational practices—commonly termed “internal CSR”—create conditions that enable individuals to find meaningful work. To elucidate these issues, we build a theoretical framework that captures the multiple pathways of how internal CSR engenders meaningful work. Our central argument is that employers should approach internal CSR from two distinct perspectives—a caring or an involving one—if they strive to foster meaningfulness. Either approach is undergirded by varying degrees of control and care that are ever-present in employer-employee relationships. Our framework further explains why either approach is more or less effective under different conditions, varying on New Work affordances and employee expectations. Overall, this paper unites as of yet disconnected efforts of meaningful work and micro-CSR scholars, and reorient their focus to differences in New Work affordances and aspects of control and care in employer-employee relationships.

Paper is Available to Meeting Registrants Only.

Author: **Anna Marrucci**, *U. of Pisa*

Author: **Cristiano Ciappei**, *U. of Florence*

Author: **Lamberto Zollo**, *U. of Florence*

Author: **Riccardo Rialti**, *U. of Pisa*

Emergency-related transformative situations require businesses to react with courage and rapidness to address the incipient challenges. The recent COVID-19 crisis deeply affected world's economies, consequently imposing a re-thinking of work activity and a re-organization of work environments themselves. The proliferation of virtual relationships, as a response to the digitalization of work, could increase the distance between the economy and real life. Companies are relational networks having a central role in the development of our society; indeed, if companies lost the profound human meaning of cohesion and innovation, the fabric of the society itself would be lost. Virtual relationships have disrupted existing routines. Therefore, social distance has increased the employees' alienation. In this division between emergency situations and social development, the necessity to rediscover the role of human relations, conceptualized as relational goods, has emerged. Starting from this gap, the research aims to observe how relational goods -which derive from inter-subjectivity and reflexivity deriving from social relationships in the workplace- could increase the willingness to share information with colleagues and reduce turnover intention. Covariance-based structural equation modelling (CB-SEM) was used on a sample of Italian SME employees to empirically validate the Relational Goods construct and test the hypothesized relationships. Theoretical and managerial implications were provided to highlight significant avenues for future research on reflexive and inter-subjective relationships on the workplace.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sourcing Ideas: Partners and others

Digital Session Chair: **Linde Colen**, *UHasselt*

TIM: The guiding role of collaboration partner in firms' entry into new research areas

Author: **Linde Colen**, *UHasselt*

As science is continuously evolving, it is essential for the sustainability of firms' competitive position to recognize and act upon opportunities in new research areas. Firms are likely unequipped to process the overwhelming amount of, often, incomplete scientific output on their own. Hence, they might benefit from social connections to scientists who can pass through helpful information by, either, being active in the research area themselves or by knowing others who are. This study examines the role of these social connections on firms' ability to act upon scientific developments. The empirical analysis examines the entry behaviour of 133 biopharmaceutical companies within 290 disease areas between 1995 and 2002. The results signal that outsiders, scientists who do not publish in the area themselves, are inferior access points for information due to a lack of affinity, credibility, and information flow. In contrast, the information gathered from insiders - scientists actively publishing within the focal area - appear to strongly influence firms' probability on entry. While this information can directly originate from the insider, it can also reach the firm indirectly originating from the insider's co-authors in the area. In respect to this indirect information, the results signal that insiders are effective brokers, arguably thanks to their affinity with the area and the peer-review character of the scientific community. In sum, the study suggests that firms with ties to highly-connected insiders are more likely to pursue opportunities within a new research area.

Paper is Available to Meeting Registrants Only.

TIM: New partners crowd out old partners: the moderating role of network chasm

Author: **Wei Chen**, *School of Business, Renmin U. of China*

Author: **Yan Yan**, *School of Business, Renmin U. of China*

Both the entry and withdrawal of partners have received considerable attention in the venture capital (VC) literature. However, they have been viewed as more or less isolated dynamic choices. In this study, we filled this research gap by analyzing the relationship between new partner addition and old partner withdrawal in VC syndicates. We hypothesized a U-shaped relationship between the syndicate's portfolio similarity with new partners and its old partners' withdrawal possibility. Furthermore, we considered the negative moderating role of partner network characteristics, namely, the relational and structural chasm. We tested our hypotheses using the U.S. VC data during 1985–2016.

Paper is NOT Available. Please contact the author(s).

TIM: In search for new knowledge: When does hiring foreign R&D workers foster exploration?

Author: **Wolf-Hendrik Uhlbach**, *Copenhagen Business School*

Author: **Paul-Emmanuel Anckaert**, *SKEMA Business School, U. Côte d'Azur, GREDEG*

This paper examines how firms' recruitment of high-skilled foreign R&D workers affects firm-level exploration. We argue that by hiring foreign R&D workers, firms are more likely to gain access to novel and complementary knowledge, which will foster exploration. Examining a sample of 376 Danish R&D active firms over the period from 2001 to 2013, we show the effect is most pronounced when foreign R&D hires originate from geographical backgrounds that are represented to a lesser extent within firms' incumbent R&D workforce. Moreover, we show that this effect holds, even when the cognitive distance between these new hires and firms' incumbent R&D workforce is low. Finally, we highlight the temporary nature of this "exploration premium" as these results only hold for newly hired foreign workers.

Paper is Available to Meeting Registrants Only.

TIM: Initiating adoption through salespeople: Stronger selling capabilities are not always better 🌐 🖨

Author: **Herbert Endres**, *U. of Regensburg*

Author: **Julia Auburger**, *U. of Regensburg*

Author: **Roland Helm**, *U. of Regensburg*

Customers often have a critical attitude towards a new product and resist its adoption because of the associated uncertainties. One barrier is the initial stage of the customers' product adoption process, the customers' adoption of knowledge about the new offering, which has hardly been studied. It is mainly the salespeople who can mitigate the uncertainties perceived by the customer. Therefore, we focus on salespeople's selling capability, i.e., the capability of individuals to perform salespeople's tasks, addressing the two research questions: (i) "What degree of selling capability serves customers' knowledge adoption best?", and (ii) "How does customers' innovativeness and the perceived degree of innovation affect the impact of the selling capability on customers' knowledge adoption?" For this purpose, we collected survey and objective innovation purchase data from business customers of a German professional electrical tool's supplier. Our study provides three major contributions. First, we reveal that there is an optimum level of selling capability that should not be undercut nor exceeded. Second, we find that salespeople need to adapt the use of selling capability on two contingencies: the perceived degree of innovation and innovativeness of the customer. Third, we empirically prove that customers' knowledge adoption mediates the relationship between salespeople's selling capability and in-novation purchases. Sales managers, innovation managers, and marketing managers have now a more profound understanding in initiating new product adoption through salespeople.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

🖨 Teaching-oriented 🌐 Practice-oriented 🌐 International-oriented 🗨 Theme-oriented 🖨 Research-oriented 🗨 Diversity-oriented
🖨 Selected as a Best Paper

Ecosystems 3    

Digital Session Chair: **Daxin Sun**, *Shanghai Jiao Tong U.*

ENT: The enabling power of transport infrastructure: A case of entrepreneurship in China

Author: **Daxin Sun**, *Shanghai Jiao Tong U.*
Author: **Saixing Zeng**, *Shanghai Jiao Tong U.*

Prior literature on economic geography highlights the role of transport infrastructure in shaping economic growth, while its implications for entrepreneurship have received less attention. Shedding new light on the decision-making processes of entrepreneurs, this paper examines how transport infrastructure affects entrepreneurship and explores potential mechanisms beyond the focal relationship. Based on the construction of high-speed railways (HSRs) in China, we find that local cities' connections to HSR networks increase the probability of individuals' entrepreneurship. Furthermore, we find that this positive relationship will be stronger for people with fewer social networks and no migration experience, revealing a substitute effect of HSRs. Our study contributes to the literature on transport infrastructure and research on entrepreneurship ecosystems by linking HSRs and personal decision making in entrepreneurship. We also provide a more comprehensive understanding of the information asymmetry and complementary asset mechanisms involved, which in turn explains the spillover of improved transport infrastructure. Finally, the findings of this study provide insight into the geography of entrepreneurial policies in coordinating "regional" transportation and "local" entrepreneurs.

Paper is NOT Available. Please contact the author(s).

ENT: What about my family? The role of negative family feedback in entrepreneurial opportunity evaluation 

Author: **Izuchukwu Evans Mbaraonye**, *U. of Nebraska, Lincoln*
Author: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*
Author: **Varkey Titus**, *U. of Nebraska, Lincoln*

Scholars have discussed numerous potential explanations for why entrepreneurial opportunities ultimately go unexploited (Kirzner, 1997; Shane & Venkataraman, 2000). In particular, research on entrepreneurs' decisions to exploit opportunities has shown promise by examining the impact of entrepreneurs' life characteristics (Aldrich & Cliff, 2003), specifically as they relate to family demands (Hsu, Wiklund, Anderson, & Coffey, 2016). Representing a vital social institution within which entrepreneurs operate, the influence of family elements such as family structure and infrequent life events have been supported as playing crucial roles in the entrepreneurial process (Jaskiewicz, Combs, Shanine, & Kacmar). However, research into the impact of family characteristics has done little to consider how the frequent, dynamic feedback presented by the family unit might also affect resulting assessments of opportunities. As such, we draw insights from family systems theory (Bowen, 1978) to propose that entrepreneurs' assessments of new venture opportunities depend on relevant feedback from family members. Additionally, we implement moral foundations theory (Bavelas & Segal, 1982) to suggest that this relationship is moderated by the value placed by entrepreneurs on key facets of their moral foundations. Utilizing a sample of entrepreneurs from a Midwest-based entrepreneurial ecosystem, an initial study and potential implications are discussed.

Paper is Available to Meeting Registrants Only.

ENT: Towards a Strategy for Resource Mobilization to Generate High Funding during New Venture Creation  

Author: **Ann-Carolin Ritter**, *Technical U. of Munich*
Author: **Theresa Treffers**, *TUM School of Management, Technische U. München*
Author: **Andreas Hein**, *Technical U. of Munich*
Author: **Jörg Weking**, *Technical U. of Munich*
Author: **Sebastian Hermes**, *Technical U. of Munich*
Author: **Dr. Markus Böhm**, *Technical U. of Munich*
Author: **Helmut Kremer**, *TUM School of Management, Technische U. München*

Even though funding is important for new venture creation, new ventures often struggle to secure funding. Additional complexity arises because new ventures mobilize resources from different actors in an ecosystem during new venture creation and collaborations with different actors are shown to influence funding decisions. Our study addresses this challenge and explores how new ventures can form a strategy to mobilize resources from different actors to generate high funding during new venture creation. Building on innovation ecosystem research, our study particularly explores the type of resources (physical, human and relational resources) that other actors in an ecosystem provide and the combinations of resources provided by different actors during new venture creation that support or hinder funding. Following an explorative two-step research approach, we conducted a qualitative content analysis based on interviews with 49 entrepreneurs of new ventures and a fuzzy set qualitative comparative analysis based on a survey with 42 entrepreneurs of new ventures. Our results show that actors with an established ecosystem (e.g., established firms) are more relevant for new ventures when creating the dimensions market and offering than less established actors (e.g., other new ventures). Furthermore, new ventures generate more funding when considering the diversity of actors in market, offering, operations, and organization instead of collaborating with convenient actors. Overall, this study contributes to research on entrepreneurial resource mobilization and innovation ecosystems by presenting a framework towards a strategy of how entrepreneurs mobilize resources from multiple different actors to generate high funding and by presenting possible solution paths.

Paper is NOT Available. Please contact the author(s).

Author: **Crista Plak**, *U. of Limoges*

Author: **Aki Harima**, *U. of Bremen, Germany*

Author: **Vincent Lagarde**, *U. of Limoges*

Refugee camps often develop an idiosyncratic space for entrepreneurial activities, which enrich not only the life of camp inhabitants but also the local economy. In resource-scarce settings, refugees utilize their entrepreneurial capacity to develop businesses. Their entrepreneurial activities are intertwined with the camp contexts and the economy in surrounding areas, which result in the emergence of a unique entrepreneurial space. However, in previous studies, interactions between entrepreneurial agents and spatial factors are not thoroughly investigated. By highlighting the uniqueness of refugee camps, this study aims at understanding the evolution of a refugee-camp entrepreneurial ecosystem. We selected the Umkulu refugee camp in Eritrea as the empirical case. Based on 30 in-depth interviews and field observation, we identified two opposite mechanisms from the resource perspective that thrive or hinder the refugee-camp entrepreneurial ecosystem's evolution. This study advances the understanding of refugee camp economies and the ongoing scholarly discussions on spatial contexts' role in entrepreneurial activities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Positive Leader Behavior and Dysfunctional Outcomes



Digital Session Chair: **Jessica (Yongyi) Liang**, *school of management, Jinan U.*

OB: Investigating the Relationship Between Leader Group Prototypicality and Intergroup Conflict

Author: **Jessica (Yongyi) Liang**, *school of management, Jinan U.*
Author: **Haibo Wang**, *Jinan U. Management School*
Author: **Ming Nick Yan**, *Jinan U.*
Author: **Hanjing Chen**, *Guangdong U. of Foreign Studies*

Although a number of studies have examined the positive effects of leader group prototypicality, the negative effects have been understudied. Drawing from social identity theory, this study investigates the potential dysfunctional effects (i.e., intergroup conflict) and contextual factors of leader group prototypicality. Multi-phase, multi-source, multi-level survey data showed that leader group prototypicality would engender intergroup conflict via intergroup distinctiveness. Further, the leaders' benchmarking behaviour moderated this indirect effect. In particular, leader group prototypicality resulted in higher intergroup distinctiveness and intergroup conflict only when the leaders' benchmarking behaviour was higher rather than lower. Implications for the leadership literature and management practices are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Crowns Too Heavy: How Top Managers' Empowerment Leads to Middle Managers' Abusive Supervision

Author: **Zhijun Chen**, *Shanghai U. of Finance and Economics*
Author: **Wang Yating**, *Shanghai U. of Finance and Economics*
Author: **Siyu Tian**, *College of Business, Shanghai U. of Finance and Economics*
Author: **Mingjian Zhou**, *Harbin Institute of Technology at Shenzhen*

A plethora of studies have shown the benefits of empowering leadership on organizational effectiveness, including positive implications to the person being empowered. As an extension, our study joins in this discussion by demonstrating and theorizing an unexpected effect of top managers' empowering leadership upon middle managers' abusive supervision toward frontline employees. Integrating the consent-based theory of power and a self-regulatory perspective, we propose that middle managers will perceive a strong performance pressure in facing top managers' empowering leadership, which then activates their abusive supervision toward their own followers. Results from one scenario manipulation and a multilevel field study provided consistent support for our predictions and further showed that these effects were more pronounced when the middle manager supervised a team with performance deficiency. Implications of our study for the leadership research are discussed, accordingly.

Paper is Available to Meeting Registrants Only.

OB: Not the Time to Be Humble: The Dark Side of Humble Leader Behavior in Uncertain Environments

Author: **Zhang Yue**, *Fudan U., School of Management*
Author: **Jih-Yu Mao**, *Southwestern U. of Finance and Economics*
Author: **Shengming Liu**, *Fudan U.*

While previous studies have demonstrated that humble leader behavior is effective in organizations, we challenge this positive conclusion by investigating specific circumstances under which such behavior can have a potential "dark side." Based on implicit leadership theory, we explore how humble leader behavior in uncertain environments affects perceived leader indecisiveness and effectiveness. Results from an experiment and a field study show that humble leader behavior is negatively related to leader effectiveness, as demonstrated by the followers' perceived leader indecisiveness when environmental uncertainty is high. Our research reveals the potential cost of humble leader behavior under high-uncertainty environments, thus contributing to literature on humble leader behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **713** | Submission: **17443** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 5:00AM - 6:30AMET (UTC-4)**

Knowledge Creation and Digital Platforms

Digital Session Chair: **Nastaran Hajiheydari**, *U. of Sheffield*

OCIS: **Why People Collaborate in Civic Crowdfunding Platforms: Configurational Analysis of Citizens Profile**

Author: **Nastaran Hajiheydari**, *U. of Sheffield*
Author: **Mohammad Soltani Delgosha**, *UWE Bristol*

Digital platforms are revolutionising how value is created and exchanged. The convergence of anytime-anywhere has fuelled the emergence of online networks that recently expanded their domain into promoting collective actions for addressing common issues and creating public goods. This paper taps on the less studied type of social mission platform and seeks to advance our understanding of users' participation in Civic Crowdfunding Platforms (CCPs). To this aim, we utilised theoretical multiplicity approach for developing a configurational theoretical framework that integrates two dominant behavioural theories (VBN and TPB) to empirically test citizen's motive for participating in a CCP. By adopting person-centred approach and using fuzzy set qualitative comparative analysis (fsQCA) for examining 537 respondents' data, this study explores the constellations of causal factors underlying citizens' participation in CCPs. The results demonstrate that our integrative proposed model of values, beliefs, norms and demographic variables can explain the variance of citizens' motive for engaging in a CCP. This empirical study contributes to the CCP literature by highlighting how the conjunction of socio-psychological and demographic variables forms citizens' participation in a civic campaign. We propose a configurational emergent model that enhances our understanding of different citizens' profile who collaborate in a CCP. Through bridging the body of knowledge on configurational perspectives and behavioural theories, this study uncovers five latent profiles (Social Justice Advocates, Communal Citizens, Benevolent Supporters, Self-centered Contributor and Outcome-oriented Volunteers) that characterise bakers of civic crowdfunding projects. By examining several equifinal pathways, this study also contributes to practice by proposing pragmatic knowledge on the combination of factors that are essential in stimulating collaboration in CCPs.

Paper is Available to Meeting Registrants Only.

OCIS: **Knowledge co-creation for a complex concept on a digital platform**

Author: **Kirsimarja Blomqvist**, *LUT U.*
Author: **Matti A. Vartiainen**, *Aalto U.*

This study examines temporary expert group knowledge co-creation on digital platforms. Our ethnographic study focuses on digital organizing and more specifically on temporary expert team knowledge co-creation on a digital platform. Based on the rich data from micro-level digital traces, we study how a complex concept is co-designed. Temporary team's knowledge co-creation process is supported by project leads' weaving work and co-created digital scaffolds. The emerging concept design is a result of the cyclical knowledge co-creation process where experts apply their personal knowledge in repeating cycles leading to complex concept co-design. Experts share their personal knowledge by inspiring and informing others with the help of visual artifacts. Visual artifacts become boundary objects when others engage in a digital dialogue through articulating, asking and challenging the knowledge co-creation process supported by socio-emotional communication. Research contributes to digital organizing of expertise by providing a nuanced understanding of the knowledge co-creation process and the use of digital artifacts as boundary objects in asynchronous collaboration for complex problem solving.

Paper is Available to Meeting Registrants Only.

OCIS: **ambiguous, misinterpreted, but essential: conceptualization of the "digital mindset"**

Author: **Yannick Hildebrandt**, *Otto-Friedrich U. Bamberg*
Author: **Daniel Beimborn**, *U. of Bamberg*

The way people how act and think is mentioned frequently as one of the most essential factors to consider regarding successful digitalization. However, although we frequently talk about the 'digital mindset', the literature lacks a distinct, holistic and detailed definition of what this way of thinking is actually representing. Through an analysis and synthesis of the fields of psychology and digitalization literature, this conceptual paper pursues the goal to address the question of how a digital mindset can be conceptualized from a holistic perspective. As a re-sult, three main findings contribute to the research of the human side of digitalization and pave the way for future research avenues. First, a general definition of digital mindset is formed as thinking patterns, epitomized through cognitive processes, filters, and core convictions of humans constituted of cognitive mechanisms and knowledge structures, that affect and foster digital innovation and transformation to accomplish digitalization. Secondly, 19 concrete thinking patterns are derived that typify a digital mindset and can be differentiated between newly developed thinking patterns and remained or modified thinking patterns. Thirdly, the conceptualization reveals that the development of a (digital) mindset is based on knowledge as a prime component.

Paper is Available to Meeting Registrants Only.

OCIS: **Predictors and outcomes of individual knowledge on early-stage pandemic**

Author: **Yash Chawla**, *Wroclaw U. of Science and Technology*
Author: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*
Author: **Laurent SCARINGELLA**, *Rennes School of Business*
Author: **Ewa Lazarczyk Carlson**, *Reykjavik U.*
Author: **Marco Greco**, *U. of Cassino and Southern Lazio*
Author: **Paulo Duarte Silveira**, *Polytechnic Institute of Setubal, Portugal*
Author: **Eduardo Pestana De Aguiar**, *Federal U. of Juiz de Fora, Brazil*
Author: **QingYang Shen**, *Chengdu U. of Information Technology, China*
Author: **Markus Will**, *Zittau/Görlitz U. of Applied Sciences, Germany*
Author: **Anna Kowalska-Pyzalska**, *Wroclaw U. of Science and Technology*

This study explores how individuals obtain knowledge, perceive information sources, behave, and form opinions while facing a pandemic at an early stage. We develop a conceptual model linking the predictors of individuals' knowledge with people's behavior and opinions. The model is empirically tested through a large-scale global survey of 15,552 respondents from 123 countries. Our results indicate that relying on one source of information does not lead to favorable behavior towards curbing the pandemic. Furthermore, we need to educate people and control misinformation spread on policy and social network platforms to curb emergencies collectively.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Corporate Investment & Corporate Investment Decisions

Digital Session Chair: **Stijn Kelchtermans**, *KU Leuven*

TIM: Dipping a Toe? The Relation between CVC Investments and Entry into New Technology Domains

Author: **Stijn Kelchtermans**, *KU Leuven*
Author: **Hamzeh Obeid**, *KU Leuven*
Author: **Maarten Rabijns**, *KU Leuven*

Existing research has prescribed corporate venture capital (CVC) investments as effective tools for firms to explore new technologies. However, it remains unclear to what extent firms can use CVC investments to build capabilities to create technology in previously unfamiliar domains as this requires that they go through an extensive learning process. This paper argues that CVC investment not only allows exploring new technologies but sets in motion a chain of learning events linked by four stages in a knowledge absorption framework, and which is moderated by investee quality and the presence of other corporate investors. We test our propositions using a panel of 244 large pharmaceutical firms that make 847 unique CVC investments during 2000-2015 in ventures patenting in technology domains in which the firms were not active in the 5 years preceding the investment. We show that firms who make CVC investments in ventures active in technology domains which are unfamiliar to them, have a higher likelihood to subsequently start patenting in these new domains. Furthermore, we show that this likelihood is positively moderated by the average quality of the investee, the presence of investment syndicates and the relatedness of the technology to the firm's existing knowledge base. These results add to the literature on CVC investments and technological entry by furthering our understanding on the role of CVC investments not only as a tool for technological exploration, but also as an effective vehicle for technological exploitation through learning.

Paper is NOT Available. Please contact the author(s).

TIM: Corporate Venture Capital, Big Data, and Privacy Regulation

Author: **Meitong Li**, *Harvard Business School*

Firms face a choice over the types of assets they own, especially complementary assets with specificity when making corporate venture capital (CVC) investments. As data has become an increasingly important type of asset, this paper explores the role of data in the formulation of CVC investments. Due to constraints arising from the context in which data is collected, and the intended use of the data, we find that data can enhance complementarities between competitors. Using a regulation in China, which prohibits transactions of personal data, as an exogenous shock, we find that, as the cost of obtaining data increases, more CVC investments are made between former competitors. Furthermore, we find this effect to be stronger for companies that are already using data as their core asset, and this effect can be mitigated by the availability of other information acquisition channels, such as common ownership between the company pair.

Paper is Available to Meeting Registrants Only.

TIM: Angels and Demons: The Negative Effect of Employees' Angel Investments on Corporate Innovation

Author: **Santanu Kundu**, *U. of Mannheim*
Author: **Clemens Mueller**, *U. of Mannheim*

A firm's economic value of patents decreases by 3.3% - 5% when its employees are investing their personal wealth in start-ups. We refer to such angel investors employed at public corporations as angel employees. We establish causality with matching and instrumental variable regressions, which rely on quasi-exogenous competition in the early-stage financing market. The negative relationship is stronger for angel employees in innovation-related roles, if the linked start-ups are more time consuming, and for exploratory patents. Start-ups financed by angel employees are more likely to successfully exit. Our results indicate that angel employees divert time and effort from their employers to their personal start-up investments. Overall, we highlight unexplored negative effects of angel investors in our economy.

Paper is Available to Meeting Registrants Only.

TIM: Blinded by the Person? Field Experimental Evidence from Idea Evaluation in a Multinational Company

Author: **Linus Dahlander**, *ESMT European School of Management and Technology*
Author: **Arne Thomas**, *ESMT Berlin*
Author: **Martin Wallin**, *Chalmers U. of Technology*
Author: **Rebecka Cedering Ångström**, *Stockholm School of Economics*

Seeking causal evidence of how the relationship between proposers and evaluators affects idea evaluation outcomes, our field experiment manipulates the process in which innovation managers evaluate ideas proposed by their colleagues in a large multinational company. We vary the information that the managers receive on the proposers, creating two conditions: (1) a blind evaluation, where managers receive no proposer information, and (2) a non-blind evaluation, where they receive the proposer's name, organizational unit, and location. We analyze how blind evaluation changes scores and whether the effect depends on order, gender, organizational unit, and location. We find little evidence that blinding substantially changes idea evaluations, discuss how the non-finding may arise, and how it enriches cumulative knowledge on corporate idea evaluations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **715** | Submission: **10987** | Sponsor(s): (AAT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 6:00AM - 7:30AMET (UTC-4)**

From “Scientific Activist” to “Activist Scientist”
From “Scientific Activist” to “Activist Scientist”



Organizer: **Katrin Heucher**, *U. of Michigan*
Organizer: **Sara B. Soderstrom**, *U. of Michigan*
Organizer: **Amanda Nicole Williams**, *ETH Zürich*
Organizer: **Johannes Meuer**, *ETH Zürich*
Panelist: **Andrew H. Van de Ven**, *U. of Minnesota*
Panelist: **Paul S. Adler**, *U. of Southern California*
Panelist: **Gail Whiteman**, *U. of Exeter Business School*
Panelist: **Jonas Haertle**, *PRME Secretariat / United Nations Global Compact Office*
Facilitator: **Garima Sharma**, *Georgia State U.*
Facilitator: **Jill Waymire Paine**, *IE Business School*
Facilitator: **Steven Kennedy**, *Rotterdam School of Management, Erasmus U.*
Facilitator: **Katharina Dittrich**, *Warwick Business School*
Facilitator: **Juliane Reinecke**, *King's College London*
Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
Facilitator: **Hannes Leroy**, *Erasmus Research Institute of Management*

A growing number of management scholars aim to combine their academic research with real-world impact, through taking a stance on pressing societal issues and combining activism with scientific rigor (e.g., Tihanyi, 2020; Alvesson et al., 2017). Scholars' focus can vary from prioritizing their “activist” role or their “scientist” role. In this PDW, we explore how research may engage in societal change not only through the traditional instruments of activism (e.g., protests, demonstrations, public education) but also through the traditional instruments of science (e.g., conducting scientific research to advance knowledge). The purpose of this PDW is to initiate a more structured discussion about being in the spectrum from “Scientific Activist” to “Activist Scientist” with the aim of establishing rigorous methods for engaging closely with managers as a commonly accepted practice. We do so by offering a platform for scholars to debate and discuss its different forms of such activities with each other. We structure the PDW in two parts. Part 1 is a panel of three leading management researchers as well as a practitioner panelist who have engaged in different types of science and activism. Part 2 includes several breakout-room roundtable discussions that allow emerging researchers as well as scholars that are new to the area to dive deeper into the different aspects. Overall, the PDW aims to empower researchers to effectively engage with practitioners and design research to better serve practicing managers to deal with the challenges they face.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning, Developmental Opportunities and Careers

Digital Session Chair: **Julian Decius**, *Paderborn U.*

CAR: The Hen-Egg Problem of Informal Workplace Learning & Work Design: The Mediating Role of Job Crafting

Author: **Julian Decius**, *Paderborn U.*
Author: **Niclas Schaper**, *U. of Paderborn*
Author: **Andreas Seifert**, *U. of Paderborn*

Informal workplace learning (IWL) is the predominant form of vocational learning. In striving to foster IWL, the focus of previous research has been on work design: According to the active learning hypothesis from the Job-Demand Control Model, job control and demands will lead to learning. IWL research has so far agreed with this assumption but has hardly investigated it longitudinally. The alternative active shaper hypothesis suggests that engagement in learning leads to more job control and demands. The underlying process may be proactive behavior such as job crafting. In this article we present the results of two longitudinal studies. In Study 1, we use a cross-lagged panel design with structural equation modelling to analyze our two-wave data with a 1.5-year interval among 129 blue-collar workers. The results show that IWL leads to job control and demands; the reverse causal direction is not significant. Hence, study 1 provides support for the active shaper hypothesis. In study 2, we use three-wave data with a 3-week interval among 79 white-collar workers to examine potential mediating effects of job crafting within the relationship of IWL on work characteristics. We found full mediation effects of task crafting and relational crafting for the “IWL ? Job control” relationship, but no effect of cognitive crafting. However, we did not find any mediating effects for the “IWL ? Demands” relationship. The findings contradict the predominant active learning hypothesis and have broad implications for workplace learning research and personnel development in organizations.

Paper is Available to Meeting Registrants Only.

CAR: Female Leadership Program Evaluation in Higher Education: A Strategy for Female Career

Author: **Annie He**, *U. of Leeds*
Author: **Katie Leeman**, *U. of Leeds*

This article explored female under-representation on leadership role and female career development in the context of higher education in the United Kingdom. Despite female participation continuously growing in global workforce and female leadership value being recognized, there was a disproportionately high rate of male on senior role and a scarcity of theoretical basis for female leadership building. Especially in higher education field, obstacles for women advancement have received less attention due to the perception of female dominance in this field. Organizations have delivered various training programs to develop female leadership capacity. However, the evaluations of such programs were generally unsatisfactory. The return on organization and impact on personal development still remain unclear. This study was based on interview results of 11 female leaders who have participated in leadership training program in a Russell group university. Kirkpatrick model was adopted in this study to evaluate program effectiveness. Findings presented that female leaders shared humble leadership style and they were benefited from leadership training program by enhancing professional skills, building network and motivating leadership aspiration. Results also suggested leadership program played a pivotal role in building confidence and developing female career. This paper additionally gave the suggestions about how to better design and evaluate female leadership program.

Paper is Available to Meeting Registrants Only.

CAR: Out of the Shade, into the Light: Star Absence as an Opportunity for Non-Stars

Author: **Arne Thomas**, *ESMT Berlin*

To develop a deeper understanding of how star employees affect their colleagues, this paper investigates temporary star absence and its effect on the productivity of non-stars. Exploiting quasi-experiments induced by injuries of star players in the National Basketball Association (NBA), I analyze changes in the offensive output of non-star players while the star is absent and after he has come back. Compared to the pre-absence phase, non-stars increase their offensive output while the star is absent. After long absences, this effect becomes lasting and non-stars can sustain an increased level of production even when the star has come back. Further analyses reveal that junior employees particularly benefit from star absence, especially those in the middle of the talent distribution. The key mechanism underlying these effects is that non-stars get more opportunities to perform in the absence of the star. Star absence thus provides new development possibilities for employees who are usually overshadowed by the dominant star.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

New Product Development

Digital Session Chair: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

ENT: “Do as we say and you’ll be successful”: Accelerators as Organizations of Entrepreneurial Dressage

Author: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

Author: **Matthias Wenzel**, *Leuphana U. Lüneburg*

Author: **Jochen Koch**, *European Uni Viadrina, Frankfurt (Oder)*

Entrepreneurs in educational organizations such as accelerators are those who create the new, the yet-to-come that differs from the here-and-now. But how do these organizations actually help them to accomplish this process? This paper extends the burgeoning literatures on accelerators and entrepreneurship by exploring the practices of becoming an entrepreneur in an accelerator. Based on a Foucault-inspired discourse analysis of ethnographic data gathered at a Berlin-based startup accelerator, we identified three practices—observing, exercising, and punishing—through which the accelerator’s staff ensured that startup founders would adopt a specific dominant style of entrepreneurship, one that reproduces growth-oriented and profit-focused themes. Through such powerful disciplining, they were able to make founders comply with such a style of entrepreneurship. The main contribution of our study is to advance an understanding of accelerators as organizations of entrepreneurial dressage. Furthermore, we add to the understanding of the mundane power dynamics of entrepreneurship through which actors mobilize dominant entrepreneurship themes to help others learn to become entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: Telling “White Lies”: How Rationalized Knowledge Hiding Influences New Product Development

Author: **Chang Xiong**, *Xi’an Jiaotong-Liverpool U.*

Author: **Leven Jianwen Zheng**, *U. of Liverpool*

Knowledge hiding studies have largely focused on its dark side, while we theorize the potential positive effect of rationalized knowledge hiding in the context of entrepreneurial firms’ new product development speed. By extending and integrating theoretical perspectives of rationalized knowledge hiding and trust, we theorize that rationalized knowledge hiding accelerates the new product development speed of entrepreneurial firms that has been cognized as a critical component that matters firm survival and growth. To test this assumption, we developed and analyzed a pair data of founder-CEO and the founder-CTO of 137 high technology entrepreneurial firms in China. The empirical results suggest that CTO’s rationalized knowledge hiding in CEO accelerates the new product development speed of high technology entrepreneurial firms. Our analysis also shows that such acceleration would be slower when a CEO’s affective trust in the CTO is higher, while the acceleration would be faster when a CEO’s cognitive trust in CTO is higher. Overall, we theorize that rationalized knowledge hiding produces positive effect on the new product development speed of entrepreneurial firms.

Paper is Available to Meeting Registrants Only.

ENT: Unpacking the Negative Impact of Initial Informality on Innovation: The Roles of R&D and Training

Author: **Dawit Assefa**, *U. of Messina*

Author: **Ching T. Liao**, *NEOMA Business School*

Author: **Bisrat Misganaw**, *NEOMA Business School*

This article identifies the underlying mechanism explaining why firms starting unregistered (initial informality) are less innovative. We argue that resource allocation patterns developed during a firm’s early stage are likely to persist. Firms with initial informality are less likely to invest in R&D and employee training compared to firms starting registered. This explains their low innovativeness. Using data from the World Bank Enterprise Survey, we analyze firms from 30 countries in Sub-Saharan Africa. Our empirical evidence shows that R&D investment and employee training mediate the negative relationship between initial informality and innovation. This finding has significant policy and managerial implications. While transitioning from informal to formal firm status, it is essential to put in place policy instruments encouraging investment in R&D and employee training. Nascent entrepreneurs should take into consideration the lasting impacts of initial informality on firm development when making decisions.

Paper is Available to Meeting Registrants Only.

ENT: The Formation and Evolution of a Startup’s Intellectual Property Strategy

Author: **Alexander Fink**, *Swiss Federal Institute of Technology Zurich, ETH*

Author: **Stephan M. Wagner**, *Swiss Federal Institute of Technology Zurich, ETH*

Startups face a tension to simultaneously protect and share intellectual property (IP) in a collaboration. In this grounded theory study, we examine how startups deal with this tension to protect their IP. To this end, we investigate the formation and evolution of the IP protection (IPP) strategy. We draw on a unique longitudinal dataset that comprises 70 interviews as well as observational and archival data. We show that startups’ IPP strategies are not predetermined but evolve dynamically. Startups may change their protection strategy entirely with the formation of a collaboration with a key customer.

Paper is Available to Meeting Registrants Only.

ENT: Meant to be a generator or adaptor: How founder birth order influences innovation?

Author: **Leven Jianwen Zheng**, *U. of Liverpool*

Author: **Youqing FAN**, *Western Sydney U.*

An individual’s birth order has been suggested as one of fundamental and engrained human early-life family-domain experiences that shape his or her behaviors in adulthood. In spite of the importance of birth order, very little understood at how birth order influences an individual’s innovation preferences. By integrating sibling rivalry theory and social identity theory, we propose that later-born founders generate more product innovation generation, while earlier-born founders produce more product innovation adoption. We further theorize that the former relationship will be negatively moderated by the extent of sibling rivalry and positively moderated by founder social identity, while the later relationship will be positively moderating by both the extent of sibling rivalry and founder social identity. Based on the analysis of 186 high technology entrepreneurial firms, the empirical results support our theorizing and provide valuable practical implications for entrepreneurs to link their childhood experience with their entrepreneurial goals in product innovation. Our theorizing and findings advance understanding in both birth order and entrepreneurial innovation literatures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Sustainability 1 

Digital Session Chair: **Pi-Shen Seet**, *Edith Cowan U.*

ENT: Transforming Self-Employability & Entrepreneurship for Mothers via Mobile Sharing Economy Platforms 

Author: **Pi-Shen Seet**, *Edith Cowan U.*

Author: **Helen Cripps**, *Edith Cowan U.*

Author: **Uma Jogulu**, *Edith Cowan U.*

Author: **Mehran Nejati**, *School of Business and Law, Edith Cowan U.*

This research focuses on the extent sharing economy transforms employability for women impacted by domestic and reproductive work. We explore the experience of mothers, of how digital peer-to-peer (P2P) platforms can affect their real and perceived employability by unlocking human capital, through technology acceptance. It incorporates a case study research design with the Gioia methodology. A semi-structured telephone survey collected data to explore the decisions around usage of a new mobile P2P app, aimed to support employability among mothers. Analysis was conducted inductively using Leximancer, thematic analysis and Partial Least Squares Structural Equation Modelling (PLS-SEM). We found that mothers experience high rates of continued labor market attachment on a casual or part-time basis, difficulty in juggling family and work, and high levels of concern both about future employment/ entrepreneurial opportunities and expected stress in balancing dual roles of carer and earner. While they are interested in using new sharing economy technologies to reduce skills deterioration and improve signaling, there were both technology and non-technology related barriers. These included trust and security, life-stage mismatch, time poverty and limitation of service offerings. This exploratory study contributes to research by illustrating how sharing economy platforms can offer women a means to overcome the issues of signaling and skills deterioration in relation to aspects of human capital theory, and additionally, how the social interactions between mothers, through technology adoption, can provide a basis for improving future self-employment and entrepreneurship. Keywords: Self-employment, mumpreneurship, self-perceived employability, sharing economy, P2P platforms, technology acceptance, signaling, skills deterioration.

Paper is Available to Meeting Registrants Only.

ENT: Sustainable Entrepreneurs: What Drives Them to Engage in Different Crowdfunding Types? 

Author: **Ghassan Yacoub**, *IESEG School of Management*

Author: **Paulami Mitra**, *assistant professor*

Author: **Tiago Ratinho**, *IESEG School of Management*

Author: **Faustine Fatalot**, *IESEG School of Management*

The crowdfunding of entrepreneurial opportunities has received a growing and emergent scholarly interest in primarily tackling the antecedents and consequences of crowdfunding success as well as entrepreneurial characteristics that attract crowdfunding. However, there is limited knowledge on the crowdfunding of sustainable entrepreneurship and particularly the reasons that drive sustainable entrepreneurs to participate in crowdfunding. This issue is timely and merits special attention given the urgency and relevance of sustainable development for companies and society alike in the years to come. Based on data collected from sustainable entrepreneurs based in France, this study investigates the drivers that lead sustainable entrepreneurs to engage in crowdfunding. Building on our qualitative case study, we develop a conceptual framework outlining the key drivers and additional drivers that guide sustainable entrepreneurs to crowdfunding types. We discuss contributions, implications and future research on the crowdfunding and sustainable entrepreneurship literature.

Paper is NOT Available. Please contact the author(s).

ENT: Motivation for Sustainability in Family Businesses: A Latent Profile Analysis

Author: **Maike Gerken**, *U. of Witten/Herdecke*

Author: **Robin-Alexander Ernst**, *U. of Witten/Herdecke*

Author: **Marcel Hillsbeck**, *U. of Witten/Herdecke*

Author: **Pramodita Sharma**, *U. of Vermont*

Author: **Sanjay Sharma**, *U. of Vermont*

Research on sustainability in family firms has become increasingly multifaceted with the number of influencing factors that promote sustainability activities. The purpose of this study is to explore the motivation for sustainability using latent profile analysis. The analysis identified three distinctive profiles among a family firm sample of N=387. The results show that each of these profiles has different priorities in adjusting sustainability strategies. While reactive family firms primarily consider sustainability to be a cost factor, proactive family firms combine business model innovation and sustainability and see it as an opportunity to give back to society, while profiting economically. Family firms that are stuck in the middle commit only to selected areas of sustainability because they face significant resource restrictions. Findings demonstrate the importance of the authentic motivation to sustainability that requires family businesses to base all economic activity on sustainability, without disregarding certain areas of sustainability.

Paper is Available to Meeting Registrants Only.

ENT: Exploring Managerial and Social Media Practices in Family Businesses: Effects on Performance

Author: **Timothy Pett**, *Rollins College*

Author: **Laurent Sie**, *ESC Pau Business School*

Author: **Kip Kiefer**, *Rollins College*

Author: **Gautam Nagpal**, *ESC Pau BS & UPPA, E2S UPPA, CNRS, TREE, Pau, France*

Author: **Frederic Dosquet**, *ESC Pau Business School*

This study examines the influence of high performing organization (HPO) management principles and social media marketing strategies on firms' performance, as reflected in firms' triple bottom line (TBL). The study examines profit, planet and people – and whether or not HPO managerial and social media marketing strategies present differences in TBL performance outcomes for firms that are family businesses relative to those that are not family businesses. Employing a survey of 392 businesses, we conduct confirmatory, factor and regression analyses to explore the impact of managerial practices and social media marketing on firms' performance (family and non-family) exploring both financial and non-financial outcomes. Findings suggest that HPO managerial practices and social media marketing strategies influence TBL outcomes and that performance outcome differences do exist between family and non-family firms. A discussion regarding practice implications, study limitations, prospective future research directions and concluding thoughts are provided.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **719** | Submission: **17552** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 6:00AM - 7:30AM ET (UTC-4)**

Technology Transfer

Digital Session Chair: **Young-Choon Kim**, *Ulsan National Institute of Science and Technology*

ENT: **Commercialization Speed and Licensing Performance: Evidence from of University-Originated Invention**

Author: **Young-Choon Kim**, *Ulsan National Institute of Science and Technology*
Author: **Yoon-Ho Jeong**, *Korea Evaluation Institute of Industrial Technology*
Author: **Kyung Baek Toni Min**, *Ulsan National Institute of Science and Technology*

This paper examines the relationship between innovation speed and performance in the context of commercialization of university-originated inventions. Focusing on the commercialization speed, defined as the rate of speed at which a lab-scale invention can be developed for commercial sales, we investigate whether there is any systematic association between commercialization speed and the revenue generated by university-originated inventions. Analyzing a sample of inventions from Stanford University, we find that commercialization speed of the invention, measured by pre- and postlicensing speed, is indeed positively associated with its licensing revenue. We also find that the positive relationship between postlicensing speed of commercialization and licensing revenue is contingent on the inventor's orientation for university-industry collaboration. We discuss the implications of our findings as well as the future avenue of research in technological commercialization.

Paper is Available to Meeting Registrants Only.

ENT: **The Effects of Academic Entrepreneurship on Scientific Research Productivity: Evidence from NSF**

Author: **JuYeong Lee**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*
Author: **Byungchae Jin**, *Korea Advanced Institute of Science and Technology (KAIST)*

A call to action by the National Academy of Sciences to close the gap between academia and practice has changed the innovation landscape in academic research, encouraging academic scientists to have an entrepreneurial mindset. While there is a widely accepted belief that individual scientific entrepreneurs play a key role in closing the knowledge gap between academia and practice, it is necessary to empirically understand how the rising trend of academic entrepreneurship changes scientists' research directions because policymakers and universities widely advocate academic entrepreneurship. We assess the impact of academic entrepreneurship training program on a scientist's research productivity by using a unique set of data from the National Science Foundation Innovation Corps (I-Corps) program. The results show that scientists who participated in the I-Corps file for more patents but publish fewer articles in academic journals. This research makes two contributions. First, it sheds light on how entrepreneurship rearranges the future research directions of entrepreneurial faculty. Second, the findings provide insight for policymakers that potential sides effects should be considered for the future regulatory compliance.

Paper is Available to Meeting Registrants Only.

ENT: **Policies for Innovative Entrepreneurship: Exploration and Exploitation at Work?**

Author: **Nikolaus Seitz**, *LMU School of Management, Ludwigs-Maximilians-U. Munich*
Author: **Erik Lehmann**, *U. of Augsburg*
Author: **Matthias Menter**, *Friedrich Schiller U. Jena*

Different types of policy instruments are implemented to enhance innovative entrepreneurship. Despite the wide range of measures, the impact and synergistic effects of entrepreneurship policies remain an open question. These policies focus either on contexts encouraging people to invest in research and the development of new technologies (exploration policies) or on the commercialization and recombination of existing knowledge (exploitation policies). Set in the German context, this study investigates the cross-fertilization of exploration and exploitation policies. Our results suggest that although beneficial on their own, the combination of exploration and exploitation policies leads only to augmented levels of entrepreneurship, but not innovative entrepreneurship. These findings give impetus to more nuanced policy approaches that take a better account of the specific policy context.

Paper is Available to Meeting Registrants Only.

ENT: **Non-commercial academic entrepreneurship: The influence of human capital in social value creation**

Author: **Jason Jahir Roncancio**, *Vrije U. Brussel*
Author: **Nikolay Anguelov Dentchev**, *Vrije U. Brussel*
Author: **Maribel Guerrero**, *Newcastle Business School, Northumbria U.*
Author: **Abel Diaz Gonzalez**, *Vrije U. Brussel*

Most of the relevant studies in Academic Entrepreneurship attempt to explain the importance of universities in economic growth. A reason for the above is that universities generate research-based intellectual property, which can be later transferred to the industry or transformed into a university spin-off company. However, the scientific literature on Academic Entrepreneurship is limited when academic entrepreneurial initiatives seek to tackle social challenges without looking for economic profit. This research uses the theoretical lens of human capital to argue that universities can address social challenges by promoting not only the traditional academic entrepreneurship based on research results, but also the non-commercial one that seeks social value creation. Our findings are based on empirical qualitative data obtained from 55 semi-structured interviews, 6 focus groups, 10 observation panel, conducted among university staff (managers, teachers, and students), located in the countries of Bolivia, Colombia, and Ecuador.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Equity 1  

Digital Session Chair: **Ashley Yerves Roccapriore**, *U. of Tennessee, Knoxville*

ENT: **Express yourself: A meta-analytic study of investor funding decisions based on varying signals** 

Author: **Ashley Yerves Roccapriore**, *U. of Tennessee, Knoxville*
Author: **Thomas R. Crook**, *U. of Tennessee, Knoxville*
Author: **Melissa S. Cardon**, *U. of Tennessee*

Entrepreneurs express many things to potential investors, including both objective signals such as their preparedness and experience, and subjective signals such as their passion, coachability, and trustworthiness. While these and other signals can be important to some investors, evidence in the literature is fragmented and mixed. As a result, we have virtually no comparative knowledge concerning which signals matter more, or which lead to greater funding success with different types of investors. We build hypotheses based on signaling and information processing theory, then employ meta-analytical structural equation analysis to synthesize and organize the growing literature. Based on analysis of 87 studies with 45,362,436 investor decisions, we find that while both objective signals and subjective signals result in more successful funding outcomes, objective signals lead to 1.7 times as many successful funding outcomes. Further, investor social capital plays more of a role in investment decisions than investor experience or the objective signals sent by entrepreneurs.

Paper is NOT Available. Please contact the author(s).

ENT: **Referrals and their effect on Venture Capital Due Diligence**  

Author: **Christina Guenther**, *WHU - Otto Beisheim School of Management*
Author: **Serden Ozcan**, *Associate Dean for Corporate Connections WHU - Otto Beisheim School of Management*
Author: **Dirk Sassmannshausen**, *WHU - Otto Beisheim School of Management*

Venture capital is a socially embedded business where VCs refer investment opportunities to one another. While we know that these referrals increase the chances of a start-up passing the initial screening process, we investigate to what extent the intensity of relational embeddedness between referrer and referee relates to the length of the due diligence process of the start-up being referred. Building on social exchange theory, we find that referees do not take the referral as a simple heuristic cue to shortcut the due diligence process, but rather reciprocate the favor by commitment towards the relationship and expending additional time on due diligence. Moreover, we find that the individual investment manager's current performance and experience moderate this relationship.

Paper is NOT Available. Please contact the author(s).

ENT: **A Process Perspective on Venture Capitalists' Investment Decision-Making**

Author: **Yaro Wolff**, *U. of St. Gallen*
Author: **Manuel Hess**, *U. of St. Gallen*
Author: **Joakim Wincent**, *Luleå U. of Technology*
Author: **Dietmar Grichnik**, *U. of St. Gallen*

While venture capitalists' (VCs) investment decision-making is a prominent research topic since decades, prior research neglects potential dynamics in agency problems that appear particularly along the multi-stage investment decision process up to the point of investment contract negotiation (also called the screening and evaluation process). To fill this research gap, this study focuses on the decrease of information asymmetry between the investors and the entrepreneurs along the multi-stage investment decision process and investigates how and when the common investment criteria (e.g., team, business model, market, product) reach relevance and affect decision-making along those stages. Our agency framework explains the deduction and evaluation of information (i.e., involving junior and senior lead decision makers) and the substituting signals for missing information (i.e., (real) quality deal flow) and their effect on changing criteria importance along the process. In testing our hypothesis, we utilize data on 16,676 actual venture deal proposals managed by a European based venture capital firm.

Paper is Available to Meeting Registrants Only.

ENT: **Signal sequences: Venture Capital, IPO and Valuation of Entrepreneurial Ventures at Acquisitions**

Author: **Massimo Colombo**, *Politecnico di Milano*
Author: **Benedetta Montanaro**, *Politecnico di Milano School of Management*

This paper studies how a sequence composed of multiple signals influences the valuation that entrepreneurial ventures receive at acquisition. Along the venture life-cycle, startups generally first obtain capital from VCs and then go through an IPO. In particular, the strength of the former signal influences the way receiver perceive the latter signal and may become a double edged sword. We argue that, after receiving a strong signal relating to the type of VCs that are backing a focal startup, prospect investors set a high aspiration level about the quality of the startup. Consequently, a subsequent weak signal relating to the type of stock market in which the startup is listed can trigger a problemistic search that leads prospect investors to readjust their investment decisions, with detrimental effect on firm's valuation. We test our hypotheses performing a difference-in-difference model on a sample of 2080 European entrepreneurial ventures. Results show that a strong signal related to being VC-backed will make market observers set their expectations on the firm's quality at a higher level, so that subsequently becoming public on a low reputable market will negatively impact the valuation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Spin-offs and Spin-outs

Digital Session Chair: **Aliasghar Bahoo Torodi**, *Bocconi U.*

ENT: Technological and Marketing Capabilities of Incumbent Firms as Sources of Opportunities for Spinouts

Author: **Aliasghar Bahoo Torodi**, *Bocconi U.*

Author: **Keld Laursen**, *Copenhagen Business School*

Author: **Salvatore Torrisi**, *U. of Milano-Bicocca*

Entrepreneurship literature on spin-outs (new ventures by ex-employees of incumbent firms) suggests that increases in either the level of incumbent firms' technological or market knowledge enhance the likelihood of spin-outs' entry. Conditional on spawning new ventures, in this paper we examine whether the knowledge structure of incumbent firms would affect the strategic direction of ventures spawned. Analyses of data from the biotech industry supported our hypotheses linking the focus of incumbents' technological and market portfolio to their spin-outs' pattern of entry to the same (or different) technological fields or market segments as their parent firms. Our results contribute to the strategy and entrepreneurship literatures by providing a novel perspective on incumbent firms as source of new venture formation and their post-entry strategy.

Paper is NOT Available. Please contact the author(s).

ENT: Survival and performance of strategic restructuring spin-offs and necessity spin-offs

Author: **Thomas Roslyng Olesen**, *Copenhagen Business School*

Author: **Agnieszka Nowinska**, *Aalborg U., Department of Business and Management*

In the past decade, researchers have increasingly explored the performance of spin-offs created by events that adversely affected the incumbent. Extant literature has, however, mainly focused on employee made necessity spin-offs, while the post entry performance of incumbent made strategic restructuring spin-offs has largely been ignored. This may result in an overestimation of the performance of the former type of spin off. In the current study, we explore the post entry performance and survivability of 26 strategic restructuring and necessity spin-offs from four Danish shipyard closures over almost four decades. We find that strategic restructuring spin-offs outperform necessity spin-offs on several growth parameters including turnover and employment. Surprisingly, we also find strategic restructuring spin offs to have higher survival rate than the necessity spin-offs. The study adds to our knowledge on the relationship between spin-off type and firm growth and suggest that further attention should be given to spin-offs created in strategic restructurings.

Paper is Available to Meeting Registrants Only.

ENT: A theory-driven model of the spin-off creation process: A Social Information Processing perspective

Author: **Matteo Opizzi**, *department of economics and business - U. of Cagliari*

Author: **Michela Loi**, *U. of Cagliari*

This work contributes to the field of Academic Entrepreneurship by providing a theory-driven explanation of spin-off creation, conceptualized as a process that includes the following phases: opportunity identification, entrepreneurial intentions and spin-off creation. Illuminated by the Social Information Processing Theory, it looks at the role of individual and organizational factors in the process of spin-off creation. Based on a Systematic Literature Review- we highlight how each process' phase has been studied and which individual and organizational factors are more relevant in influencing the spin-off creation process. Drawing from our results, we elaborate a conceptual framework that proposes a research agenda for the mechanisms connecting individual and organizational issues in the process of spin-off creation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **722** | Submission: **10787** | Sponsor(s): **(ENT, STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 6:00AM - 7:30AM ET (UTC-4)**

The Strength of Weak Firms: New Venture Organizing Flexibility *The Strength of Weak Firms*

Organizer: **Yeonsin Ahn**, *INSEAD*
Discussant: **Henrich Greve**, *INSEAD*
Presenter: **Sarath Balachandran**, *The Wharton School, U. of Pennsylvania*
Presenter: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Presenter: **Yeonsin Ahn**, *INSEAD*
Presenter: **Emily Cox-Pahnke**, *U. of Washington*
Presenter: **Rembrand Michael Koning**, *Harvard Business School*

How do the strategies of startups differ from those of the established organizations? It is important to understand two fundamental liabilities of new ventures to find answers to this inquiry. First, because founders tend to have prior work experience from other companies in the same industry, and they are already enculturated to the industry norm, it is difficult for entrepreneurs to differentiate their organizational form, culture and identity, and products and services from their potential competitors. Second, many new ventures start their businesses in the markets where established players dominate. The stability of new ventures is often questioned, and they also lack the status of larger established firms, so resource mobilization is extremely challenging. This symposium aims to investigate the strategies that startups can take to leverage these two fundamental burdens, so that they turn into advantages instead. To that end, we invite scholars whose respective work falls under one of the following two categories: startup strategies to (a) gain and create resources and (b) organize activities.

Unlocking Value from Startups' Ties to Established Firms: The Role of the Entrepreneurs' Background

Author: **Sarath Balachandran**, *The Wharton School, U. of Pennsylvania*

Chasing Talent: Startup Hiring Through Firm-Driven Search

Author: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Author: **Michael Pergler**, *The Wharton School, U. of Pennsylvania*

When Do New Ventures Use a Clean Slate to Build Something Different?

Author: **Yeonsin Ahn**, *INSEAD*

Deference and Asymmetric Alliance Formation Between Ventures

Author: **Emily Cox-Pahnke**, *U. of Washington*
Author: **Toby Li**, *Texas A&M U.*
Author: **Michael Deane Howard**, *Texas A&M U., College Station*
Author: **Leif Brändle**, *U. of Hohenheim*

Biased Sampling of Early Users and the Direction of Startup Innovation

Author: **Ruiqing Cao**, -
Author: **Rembrand Michael Koning**, *Harvard Business School*
Author: **Ramana Nanda**, *Imperial College London*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Support, Sleep, Proactivity, and Happiness

Digital Session Chair: **Xinxin Lu**, *U. of Illinois at Chicago*

OB: Motivational Primacy of Proactive Employees Under Different Configurations of Proactive Personality

Author: **Xinxin Lu**, *U. of Illinois at Chicago*
Author: **Arjun Mitra**, *California State U., Los Angeles*

Drawing on the motivational hierarchy theory, the present research seeks to explore multiple motives underlying proactive personality and the moderation of team proactive personality differentiation. With a three-wave study among 496 employees from 65 teams, we found that individual proactive personality is positively related to individual knowledge sharing via organizational concern, whereas it is negatively related to knowledge sharing via impression management motive. Proactive personality differentiation strengthens the indirect effect of proactive personality on knowledge sharing via impression management motives and weakens the indirect effect via organizational concern. We further elaborate on the configuration of proactive personality differentiation and showed that the indirect effect via impression management motives is positive only in bimodal configuration, the indirect effect via prosocial motivation is significant only in minority configuration, and the indirect effect via organizational concern is significant only in the shared configuration. This research sheds light on the multiple motives behind proactive personality and the role of the magnitude and configurations of proactive personality differentiation in determining the motivational primacy.

Paper is Available to Meeting Registrants Only.

OB: Sleep Well, Be Proactive: A Within-Person Model of Sleep Quality, Optimism, and Proactive Behavior

Author: **Yaxian Zhou**, *The U. of Hong Kong*
Author: **Bonnie Cheng**, *The U. of Hong Kong (HKU)*

Although a large body of research has linked sleep to positive work outcomes, little is known about how and when nightly sleep quality prompts proactivity at work. Building on the model of proactive motivation and taking a resource perspective, we propose that sleep, as a daily resource-restorative activity, is conducive to employees' work engagement (reason to motivation), vigor (energized to motivation), and organization-based self-esteem (can do motivation), which provide motivational resources for proactive behaviors. On the basis of positive psychology, we posit that optimism as positive psychological resource, specifies when sleep prompts the proactive process. Through a 15-day experience-sampling study, we found support for our predictions. Theoretical and practical implications for sleep and proactivity are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Coworkers' Support and Resistance Behaviors to Proactive Change Behaviors

Author: **Mustafa Akben**, *Fox School of Business, Temple U.*

Drawing on cognitive appraisal theory and theorizing from the organizational change literature, this paper examine the mechanisms of coworker support and resistance behaviors in response to proactive change events. It is hypothesized that coworkers who perceive proactive work behaviors as harmful tend to resist, those who perceive such behaviors as beneficial tend to support. Additionally, individual need for change and supervisor support for proactive behaviors are important boundary conditions: when coworkers believe they need a change event alike, they perceive an event as being related to their goals, thereby strengthening their appraisals as either beneficial or harmful. When a supervisor supports a proactive event, coworkers believe it more likely to occur, thereby strengthening their appraisal of the event. Finally, coworkers' participation in decision-making about proactive events moderates their active or passive support and resistance behaviors. When they have the opportunity for participation, they feel more control over the course of action and engage more in resistance or support behavior. Employing an online-survey method incorporated with a critical incident technique, this paper tested the hypothesized model from a sample of 390 participants and presents the theoretical and practical implications of the research.

Paper is Available to Meeting Registrants Only.

OB: The Key To Happiness In Collaborative Workplaces. Evidence From Coworking Spaces

Author: **Domenico Berdicchia**, *U. of Ferrara*
Author: **Fulvio Fortezza**, *U. of Ferrara*
Author: **Giovanni Masino**, *U. of Ferrara*

This quantitative study explores some significant psychological and behavioral dynamics in coworking spaces, an increasingly popular type of work organization especially among freelancers, professionals and entrepreneurs. We collected data from a sample of 175 people working in coworking spaces and we found that a more cooperative organizational climate increases the workers' happiness. We also found that such relationship is positively moderated by several job crafting behaviors. In other words, when workers experience work proactively they are more likely to benefit from the potential advantages (resources, challenges, networking opportunities, etc) that cooperation-oriented work settings provide, which, in turn, amplifies the positive effect of cooperative work settings on individual happiness. These findings represent a useful contribution for both the sparse literature on coworking spaces, and on the more general job crafting literature, as there are still very limited contributions on behavioral dynamics that are specific to coworking spaces, and on the role played by job crafting in influencing workers' happiness as well.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Tackling Grand Challenges Strategically: Legitimate Processes and Processes of Legitimation

Tackling Grand Challenges Strategically



Digital Session Chair: **Gary Thomas Burke**, *Aston U.*

SAP: Assessing the Unintended Consequences of Legitimizing Responses to Grand Challenges

Author: **Fannie Couture**, *U. of Sydney Business School*

Author: **Paula Jarzabkowski**, *City U. London*

Author: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*

SAP Best Paper Award

Carolyn Dexter Award Nominee

Our study shows that legitimating processes involved in responding to grand challenges can have detrimental consequences for how these challenges are addressed. Findings from our in-depth case study reveal the dynamics of a multi-stakeholder partnership established to address water health issues in a critical river basin located in Australia's Great Barrier Reef region. While organizational actors involved in this partnership successfully legitimated their response to the grand challenge, this response became increasingly disconnected from the worsening conditions the partnership intended to address. This disconnect was driven by an imbalance between outputs produced by the partnership and outcomes with regard to the grand challenge. Our study reveals a cumulative and reinforcing (de)legitimizing process whereby organizational actors can become increasingly skilled in legitimating their collective response while simultaneously moving further away from addressing the worsening grand challenge itself. Drawing on our findings, we develop a (de)legitimizing process model which enables a better understanding of how legitimating processes shape efforts to address grand challenges.

Paper is Available to Meeting Registrants Only.

SAP: Construing a Future for Construction: Textual Characteristics of an Industry-Level Strategy Document

Author: **Marius Andersson**, *BI Norwegian Business School*

While the important role of textual artefacts such as strategic plans within organizations have long been recognized in the literature on strategy discourse, less is known about such documents occurring in extra-organizational domains. Similarly, a related literature on how constructions of the future come to be established and realized in organizations has yet to examine how such imagined futures may be constructed beyond the boundaries of individual organizations. In an attempt to address these gaps, this paper relies on a case study of a single document represented as an 'industry-level strategic plan' that articulates an imagined future for an entire industry. By employing a critical discourse analysis approach, the study identifies within the document four key 'discursive moves' through which the industry-level future is constructed.

Paper is Available to Meeting Registrants Only.

SAP: How Nascent Organizations Overcome Unfavorable Legitimacy Judgments to Form Partnerships

Author: **Kenneth Goh**, *Singapore Management U.*

Author: **Daniel Z. Mack**, *Singapore Management U.*

Author: **Gerard George**, *Georgetown U., McDonough School of Business*

Collaboration amongst stakeholders is imperative to addressing grand challenges. However, nascent organizations, that are often the source of new ideas, suffer from unfavorable legitimacy judgments by incumbent stakeholders which can impede partnership formation. How do nascent organizations that adopt new practices and build legitimacy to partner with incumbents? We address this question through an inductive examination of online platforms in an Asian country for crowd-funded donations—which are often perceived negatively by mainstream social services—and how the crowdfunding platforms eventually form collaborative partnerships with incumbent social service organizations. Our findings reveal how case workers in crowdfunding platforms improved legitimacy judgments towards crowd-funded donations by enacting three interrelated practices that differentiated and replicated aspects of incumbent social workers' practices—(1) enacting value complementarity, (2) upholding professional values through differentiated practices, and (3) replicating governance practices. These legitimacy-enhancing practices enabled case workers to introduce a new way of social welfare provisioning, while also reducing sanctioning by incumbent social services organizations and fostering interagency collaboration.

Paper is Available to Meeting Registrants Only.

SAP: Grand Challenges – What We Know and a Process Model of How Organizations Tackle Them

Author: **Madalina Stoicovici Pop**, *Aarhus BSS, Aarhus U.*

Author: **Annabeth Aagaard**, *Aarhus BSS, Aarhus U.*

During the last decade, grand challenges (GCs) have received increasing interest in organization and management studies. However, this has led to a growing, broad, and highly unconnected body of knowledge with articles across streams using different terms for the same concept and not drawing on each other's findings, leaving a number of research gaps. This article provides a literature overview and a conceptualization of the concept of GCs in addressing these research gaps. Additionally, in order to facilitate knowledge building across the field, a process model is inductively built from nascent literature of how organizations make sense of and act toward GCs. The model identified shows how in tackling GCs, organizations have to deal with diverse tensions and paradoxes stemming from the complex nature of GCs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cross Sector Partnerships

Digital Session Chair: **Lea Stadler**, *Grenoble Ecole de Management*

SIM: Coping with Difficult Place Characteristics: Insights from a Cross-Sector Partnership

Author: **Lea Stadler**, *Grenoble Ecole de Management*
Author: **Luk Van Wassenhove**, *INSEAD*

We seek to advance place-sensitive theory on cross-sector partnerships (CSPs) by investigating how partners may cope with difficult place characteristics that affect their collaboration. To this end, we examine a disaster relief CSP in which the partners had to cope with the place intensity of disaster settings and the multiple risks involved, as well as with the place diversity of pre- and post-disaster settings in which attention risked diverting to each partner's own agenda and organizational activities. Our findings illustrate how the partners navigated between these settings by acknowledging their collaborative effects and by leveraging their cross-fertilizing potential. They did so by engaging in two practices of "place work": They used the resources of pre- and post-disaster settings to anticipate and prepare for the place intensity, and projected such intensity to sustain collaborative commitment in pre- and post-disaster settings. These insights advance CSP research by juxtaposing the collaborative effects that place intensity and diversity tend to trigger, and by identifying practices of CSP place work whereby partners turn places into a management tool to better handle their adverse effects.

Paper is Available to Meeting Registrants Only.

SIM: B2N Partnerships – Nested Systems of Transformation and Interaction: A Systematic Literature Review

Author: **Julia Herzum**, *U. of Mannheim*
Author: **Bernd Helmig**, *U. of Mannheim*
Author: **Benedikt Englert**, *U. of Mannheim*

As different sectors possess distinct and idiosyncratic resources, partnerships between business and nonprofit organizations (B2N) allow solutions to be found to challenges that are too complex to be handled alone. Accordingly, such partnerships form an integral part of the United Nations sustainable development agenda and have resulted in a series of research projects over the last decade that now requires to be systematized. For this reason, the present paper reviews the existing literature concerning B2N partnerships and aims at developing an integrated research agenda. The review's focus is to identify the determinants enabling a successful partnership between for-profit and nonprofit actors. To this end, we develop a dyadic framework, postulating that B2N partnerships are nested systems of transformation and interaction. The transformation-based perspective allows us to consider the partnership process and the associated transformation of inputs into outputs. By complementing this view with an interaction-based perspective, we shed light on the interrelationships between the institutional, organizational, individual, and partnership levels. Such a comprehensive, integrated analysis enables us to holistically capture the B2N's manifold challenges and success factors. Accordingly, the article concludes by delineating a theory-grounded framework combining the critical determinants to build and maintain an alliance on diverse analysis levels.

Paper is Available to Meeting Registrants Only.

SIM: Functional diversity of alliance portfolio and corporate social responsibility

Author: **Qing Dai**, *Nottingham U. Business School China*
Author: **Liang Wang**, *Nottingham U. Business School China*

This paper seeks to bridge them by exploring the impact of a firm's alliance portfolio on its CSR. Drawing from the organizational learning lens, we propose that alliance portfolio represents an important source of knowledge and insights that are necessary for a firm to adopt and implement various CSR practices. As the functional diversity of a firm's alliance portfolio increases, it can gain more distinctive CSR-related knowledge, and its CSR performance will reasonably increase. Further, we propose that the learning from alliance portfolio demonstrates an incremental nature and is contingent upon the governance structure of a firm's alliances. The empirical findings in the sample of 521 public firms in China strongly support the positive linkage between functional diversity of alliance portfolio and CSR. The findings also reveal that this relationship weakens for firms with more prior alliances and a higher reputation – two variables we employ to indicate the incremental effects of learning from alliance portfolio. And the relationship becomes stronger as a firm's portfolio includes more equity-based alliances.

Paper is NOT Available. Please contact the author(s).

SIM: A Cross-Sector Study of Co-Creating Social Responsibility Capability

Author: **Piotr Wojcik**, *Kozminski U.*
Author: **Krzysztof Obloj**, *Kozminski U.*
Author: **Anthony F. Buono**, *Bentley U.*

The paper examines the evolution of a corporate social responsibility initiative, from initial philanthropic efforts to building capability that is directly linked to the firm's core business. We investigate this issue through an inductive case study of a cross-sector collaboration, drawing on the perspectives of both the firm and its non-profit partner. The research explores the underlying dynamics of how the company in question captures new resources and develops new capability during the collaboration process. The findings illustrate how cross-sector collaboration can act as a catalyst to co-create capability to social responsibility, generating mutually beneficial outcomes.

Paper is NOT Available. Please contact the author(s).

SIM: **Walking together on the way to CSR: A study on how companies select CSR partners** 

Author: **Jingjing Weng**, *National Taiwan U. of Science and Technology*

Author: **Ching-Hui Tang**, *National Tsing Hua U.*

Author: **Li-Hsiang Yi**, *National Tsing Hua U.*

Author: **Ying-Che Ali Hsieh**, *National Tsing Hua U.*

Various researchers have demonstrated the importance of having suitable partners for effective CSR implementation, making the selection of appropriate CSR partners an increasingly important issue for companies' CSR development. However, most of the existing research on CSR partnerships tends to focus on the collaboration between corporations and non-profit organizations, with less attention paid to the diverse partnerships between different types of organizations. This research explores how companies choose their partners and methods of collaboration under different CSR partnerships with in-depth case studies of three leading companies in Taiwan that have been actively engaged in CSR. The findings of this research led to the proposal of a CSR Partner Selection model, which reveals the dynamic processes and specific criteria of screening and selecting suitable partner(s) for companies' CSR projects. This research contributes to the existing literature by expanding our knowledge regarding cross-organization CSR partnerships, and also provides important implications for organizations seeking CSR partnerships in practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **726** | Submission: **17263** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 6:30AM - 8:00AMET (UTC-4)**

Future of Work
Future of Work



Digital Session Chair: **Senia Kalfa**, *Macquarie U.*

CMS: Out with the new, and in with the old? Bourdieu, crisis, and the (in)equitable future of work

Author: **Senia Kalfa**, *Macquarie U.*

Author: **Layla Jayne Branicki**, *The Open U. Business School*

Author: **Stephen Brammer**, *U. of Bath*

The COVID-19 pandemic, as a multi-dimensional crisis, is having profound impacts on the field of work. Despite a proliferation of claims that it will usher in a new and better normal in workplaces, the crisis has generated a range of adverse impacts for employees and work, and it remains unclear how enduring any positive impacts of the crisis will be. Drawing on Bourdieu's conceptual architecture, we examine the impact of the pandemic on the field of work through 43 in-depth phone interviews with human resource (HR) managers conducted between April and September 2020. Our evidence illustrates that COVID-19 has surfaced competing orthodox and heterodox discourses, the former based on employee monitoring and a separation of work from home and the latter on trust, flexibility and the blended workplace. We find that the HR managers we interviewed make sense of their new environment based on their habitus and on their capacity to decipher the newly established social context. We draw on Bourdieu's concept of hysteresis - a temporary state in which the opportunity of field-change sits at odds with actors' habitus - to explain why the COVID-19 pandemic presents both the opportunity for a radical transformation towards a more inclusive future of work, and the risk of a regressive and exclusionary alternative. Our findings highlight the central role played by managers in their everyday work in determining how the current crisis will impact work as both a field and a lived reality.

Paper is Available to Meeting Registrants Only.

CMS: Toward a Critical Attribution Theory: An illustrative case and agenda for future research

Author: **Benedetta Colaiacovo**, *U. degli Studi di Milano*

Author: **Marco Guerri**, *U. degli Studi di Milano*

Author: **Silvia Gilardi**, *U. degli Studi di Milano*

Organization and HRM research had count on different psychological theories to predict a people's reactions to relevant events at work. In this perspective, a great interest has been devoted towards Attribution Theory (AT). However, a critical analysis reveals that the application of attribution theory in organization and HRM research has been informed by some assumptions of the neoliberal ideology. Therefore, this paper adopts a critical approach to provide an overview of how the application of mainstream attribution theory in organization and HRM studies has been oriented by instrumentality and individualism and propose a critical attribution theory as a viable alternative. Finally, an illustrative case is presented to show how critical attribution theory can be successfully applied with respect to digital technologies implementation.

Paper is Available to Meeting Registrants Only.

CMS: The Ethics of Algorithmic Work: A Baradian Exploration of Inequalities in Digital Platform Labor

Author: **Alice Ro Sofie Wickström**, *Aalto U., Department of Management Studies*

Author: **Ari Kuusmin**, *Aalto U., School of Business*

Author: **Saija Katila**, *Dr.Sc. (Econ. & Bus. Adm.) Senior Lecturer*

In this paper, we explore inequalities within digital platform labor, and algorithmic management through Karen Barad's feminist materialist understanding of ethicality, how values matter and get materialized. Grounded in an entangled approach to the world, Barad focuses on the enactment of cuts that determine what comes to matter, and what is excluded from mattering, which shape bodies, discourses, subjectivities and relations. Following this, we analyze the algorithmic technology of a digital platform for takeaway deliveries, Foodora, and show how it orients workers' bodies in particular disembodied, and at times even cruel, ways, while also privileging reactivity over relationality, and individuality over collectivism. We argue that the algorithmic function can be understood as an apparatus that 'cuts-in' and 'cuts-out' certain practices, dispositions and affects, which shapes how the work(er) comes to matter in a way which privileges capital over the laboring bodies. This implies that it is not a neutral, or equal, technology but a part of broader capitalist-entanglement that reproduces sameness, excludes difference and thus relational ethicality. We contribute to the growing critical literature on digital labor platforms by emphasizing the need to account for the agency of materiality, and to the sociomaterial literature in management- and organization studies by further elaborating on the ethical implications of relational thinking. We shed light on how algorithmic management, and digital platform labor, reflect and (re)produce already existing inequalities and injustices related to class and race, and explore how feminist materialist theorizing can open up for more ethical form(s) of knowledge-production.

Paper is NOT Available. Please contact the author(s).

CMS: The theology of gamification

Author: **Nick Butler**, *Stockholm U.*

Author: **Sverre Spoelstra**, *Lund U., School of Economics and Management*

Coined in 2002, the term 'gamification' refers to the application of game-elements to non-game contexts, most notably the sphere of work. Spearheaded by consultancy firms such as BunchBall and Badgeville, the aim of gamification is to make work seem like - or even become - its opposite: play. Two basic criticisms have been made about gamification. First, gamification is said to bear no resemblance to the true richness and variety of videogames. Second, gamification is said to be a neo-Tayloristic management technique that exploits workers beneath the surface of a videogame. Both criticisms imply that work could be made more meaningful and humane if only organizations were infused with a genuine play-spirit - either by designing better gamified systems or by developing subversive forms of counter-gamification. In other words, while the two main critical perspectives question the method or objectives of corporate gamification, they rarely challenge its most fundamental assumption: that true play will set work free. In this paper, we challenge this view. By teasing out the implicit theological dimensions of gamification, we raise ethical questions about the moral privileging of play over work in contemporary organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **727** | Submission: **16882** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 6:30AM - 8:00AM ET (UTC-4)**

Corporate Social Responsibility (CSR): Implementation Challenges and Opportunities

Digital Session Chair: **Marine Hadengue**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

MED: Reshaping Management Education at the Time of the Anthropocene: A Proposal

Author: **Marine Hadengue**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Author: **Yoann Guntzburger**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

Corporations are in a legitimacy crisis. They face growing concerns about their role and responsibilities in driving modern societies beyond most of the planetary boundaries. This legitimacy crisis of the core global business organizations has not left its educational institutions unscathed, and business schools have also been regularly criticized, especially in the last few years. Both corporations and business schools have developed and integrated frameworks, such as CSR or PRME as attempts to answer these concerns. The results remain, however, disappointing and a paradigm shift has yet to take place (Pirson, 2020, Tourish, 2020, Snelson-Powell et al. 2020). As an attempt to renew management education and to restore the legitimacy of business schools, propositions based on a deep paradigm shift have been recently published. Among them, the humanistic narrative developed by Pirson appears to be innovative and relevant (see Pirson, 2020, Pirson & Lawrence, 2010). In this paper, we aim to contribute to this debate by proposing a practical model of Humanistic Management Education (HME), organized around and organizing three interdependent dimensions – Youths, Organizations, and Technological Changes – within global dynamics. HME aims to transcend utilitarian goals and enables the development of every individual's potential to live together sustainably and increase the quality of social ties. We argue that such an approach may support management that allows human organizations to face responsibly the challenges of the Anthropocene.

Paper is Available to Meeting Registrants Only.

MED: Interdisciplinarity at the grassroots: cultivating T-shaped sustainability skills   

Author: **Gabriela Gutierrez Huerter O**, *Assistant Professor, King's Business School*
Author: **Sarah Glozer**, *School of Management, U. of Bath*
Author: **Anica Zeyen**, *Royal Holloway, U. of London*

Amid calls for business and management schools to engage with the 'grand challenges' of sustainability, this empirical research paper asks how do early-career researchers cultivate interdisciplinarity sustainability competences within business school contexts? Distinct from previous work that has examined 'top-down' approaches to fostering interdisciplinarity in the context of sustainability (e.g., institutional structures and curricula), our paper draws attention to a student-led bottom up sustainability initiative. Using a collaborative auto-ethnography approach, we examine the unique case of the 'Sustainability Research Network' (SRN); a network of early-career researchers (ECR) formed within a UK university with the primary purpose of building interdisciplinarity in sustainability research and teaching. Drawing from a constructivist theory of learning and integrating insights from sociological systems theory, our findings showcase how ECRs navigate various communicative practices as they build sustainability competences. In doing so, we build a 'Sustainability Skills Futures Framework' (SSFF), comprising four sustainability competences that harness interdisciplinary thinking through 'T-shaped' skills (depth and breadth of knowledge). Premised upon communication, our framework stimulates timely reflection within management research education on the performative potential of communicative practices of sustainability within business school contexts.

Paper is Available to Meeting Registrants Only.

MED: Measuring the Complexity of Students' Cognitive Maps of Corporate Social Responsibility   

Author: **Lutz Preuss**, *Kedge Business School*
Author: **Isabel Fischer**, *Isabel.fischer@wbs.ac.uk*
Author: **John Luiz**, *U. of Sussex*

Decision-makers in industry, government and NGOs have to deal with a multitude of tensions and uncertainties; not least, this applies in the context of corporate social responsibility (CSR) and sustainability. Interdisciplinary thinking is recognised as an essential prerequisite for tackling such complex problems. Many business schools therefore pride themselves to be encouraging students' interdisciplinary thinking. Using an undergraduate business degree capstone module, taught at a research-active university in South-East England, we analyse the interdisciplinary thinking of business students by measuring the structure of cognitive maps through which these students synthesised their knowledge of CSR. We find a range of demographic differences, for example female students outperforming male students in the complexity of their maps. We also find a 'lecturer effect' associated with the amount of real-world experience of lecturers. Overall, however, our results point to a lack of students' interdisciplinary thinking. Drawing on sensemaking literature, we examine how we can deepen students' understanding of the complexities associated with CSR; not least, unpacking the importance of moving beyond scanning for information, towards interpreting and developing meaning, and finally responding on that basis.

Paper is Available to Meeting Registrants Only.

MED: Integrated Pedagogy for Sustainable Entrepreneurship and Innovation: The Case of EIT Climate KIC  

Author: **Rita Gertrud Klapper**, *Manchester Metropolitan U. Business School*
Author: **Theresa Oberstrass**, *Leuphana U. Lüneburg*
Author: **Paul Upham**, *SPRU U. of Sussex UK*

There is to date rather little research on the pedagogy of sustainable entrepreneurship and innovation education. This study illustrates the value of an integrated pedagogical approach to sustainable entrepreneurship and innovation education: one that acknowledges all three dimensions of head (abstract knowledge), hands (practical competence), and heart (affect and motivation). It also illustrates the challenges of doing so. To these ends, the study applies a simple, integrated approach to transformational learning to the exemplar case of summer school training offered by the European Institute of Innovation & Technology (EIT) Climate KIC education programme, a European Commission-funded initiative to develop sustainability-oriented entrepreneurs. The study uses repertory grid-based interviews to understand and compare the perspectives of a sample of participants, with a view to providing in depth, mostly qualitative insights. We find that, as proposed a priori, all three educational elements (head, hands and heart) are viewed as valuable by participants, about half of whom had already established an entrepreneurial venture or intended to in the next five years. However, we also find that the often-neglected Heart dimension of learning seems to have had the greatest impact on the participants.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **728** | Submission: **17271** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 6:30AM - 8:00AMET (UTC-4)**

Academic Knowledge Production 
Academic Knowledge Production

Digital Session Chair: **Wenjie Liu, Erasmus U. Rotterdam**

 **OMT: Assessing and Extending the Unique Contributions of Chinese Management Studies** 

Author: **Wenjie Liu, Erasmus U. Rotterdam**
Author: **Pursey Heugens, Erasmus U. Rotterdam**
Author: **Frank Wijen, Erasmus U. Rotterdam**
Author: **Marc Van Essen, U. of South Carolina**

Finalist for the OMT Division Best International Paper Award

The field of Chinese management studies has grown tremendously over the past four decades. Despite an increasing interest in uniquely Chinese phenomena, Western management theories have long been the dominant perspectives for understanding Chinese firms and managers. Yet, the explanatory potential of our current theoretical toolkit remains unelucidated in non-Western contexts. Through a matched-samples meta-analysis, which integrates matching techniques into meta-analysis, we compare the mean effect sizes for five classic Western management theories (i.e. institutional theory, resource dependence theory, the resource-based view, agency theory, transaction cost theory) on 452 matched samples drawn from 1,028 U.S. and Chinese studies. Results show that, contrary to popular belief, Chinese firms (a) are less responsive to coercive and mimetic pressures yet more subject to normative forces, (b) are less focused on establishing relational ties when faced with resource dependencies and transaction costs, (c) are better at managing strategic resources for profit, and (d) respond better to pay incentives than their U.S. counterparts. To understand the specificities of Chinese management practices, we furthermore conduct a focused review of the emerging literature on China-endemic explanations: political institutional imprinting theory, a specifically Chinese take on sustainable development, and a China-specific theory of corporate governance.

Paper is Available to Meeting Registrants Only.

OMT: How Mythical Constructs Inhabit Theorizing Spaces: A Critique of Dynamic Capabilities

Author: **Alex Wright, U. of Sheffield Management School**

One significant problem organization and management theory (OMT) faces is a dearth of new emergent theories. This issue is approached in a novel manner. This paper presents a critical review of the strategic management concept dynamic capabilities (DCs) and concludes that the construct has so little theoretical merit and practical relevance that theorizing on the topic should end and be abandoned. Discarding redundant constructs open up new theorizing spaces. This conclusion is arrived at by conducting a critical review of over 25 years of DCs research, including 16 review articles published over 13 years. The DCs literature is characterized by a casting around for relevance, empirical problems and criticisms ignored. The notion of DCs is then framed as a mythical authoritative text and this is drawn from to demonstrate how texts of this type can act in authorizing research that emboldens the construct and rewards those associated with it, without ever materializing it in the way that is claimed. It is conjectured that OMT is likely to be replete with constructs that are better understood as mythical authoritative texts and that if laid to rest would free up theorizing spaces allowing new theories to emerge.

Paper is Available to Meeting Registrants Only.

OMT: What Types of Novelty Are Most Disruptive? 

Author: **Erin Leahey, U. of Arizona**
Author: **Jina Lee, U. of Arizona**
Author: **Russell James Funk, U. of Minnesota**

Finalist for the Louis R. Pondy Best Paper Based on a Dissertation Award

This work builds on recent advances in the study of novelty and impact to investigate whether novel scientific papers tend to disrupt the scientific literature, and whether some types of novelty are more disruptive than others. We develop a computational measure to capture the ways in which scientific articles are novel (e.g., developing a new method or presenting a new result). We also utilize Funk and Owen-Smith's (2017) CD index to capture the different ways an article can influence a stream of literature: by consolidating (C) or disrupting (D) the status quo. Drawing upon classic sociology of science scholarship on the distinction between cumulative normal science research and non-cumulative paradigm shifts (Kuhn 1962; 1977), we develop hypotheses about which type of novelty is more likely to disrupt knowledge streams and which is more likely to consolidate them. By integrating data from the Web of Science (to measure the nature of scientific influence) with reflective essays written by authors of Citation Classics (to access novelty claims) and by joining computational text analysis with statistical analyses, we demonstrate clear and robust patterns between type of novelty and the nature of scientific influence. As we expected, articles that develop and present a new method tend to be more disruptive, likely because they tend to cross disciplinary divides, which boost creative insight and alters citation patterns (Abbott 2004; Koppman & Leahey 2019). To our surprise, new theory (especially the most abstract kind of theory) is associated with a more consolidating type of influence. This may be attributable to the nature of theory and theory-building, which tends to involve synthesis and bricolage.

Paper is Available to Meeting Registrants Only.

OMT: Decoupling in the Editorial Boards of Scientific Management Journals in Brazil

Author: **Altieres De Oliveira Silva, ESPM, Sao Paulo, Brazil AND Centro U. UNICURITIBA**
Author: **Ilan Avrichir, ESPM, Sao Paulo, Brazil**

This work aims to analyze how editorial boards of scientific journals in Management in Brazil function. It focuses on understanding what editorial boards they formally declare to have, and if these boards effectively perform the role they are assumed to or if they are ceremonial, in which case, they would be, according to a concept popularized in Organizational Theory by neo-institutionalizing, be decoupling. Decoupling is a theme that has been increasingly being studied, but knowledge about its relation to isomorphism and how entire populations are impacted by it is not yet sufficiently understood. The research is a multiple case study complemented by quantitative analyses. From a theoretical point of view, the research allows the refinement and expansion of the conceptual domain in which the phenomenon of decoupling has already been studied. From a practical side, it makes available to policy formulators access to aspects of journals reality that are not easily accessed and problematize specific policies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Competition, Technology, and Performance

Digital Session Chair: **BIBEK BHATTACHARYA**, *Indian Institute of Management, Bangalore*

STR: Paying Attention to Informal Peers: Informal Competition and Time Assigned For Innovation

Author: **BIBEK BHATTACHARYA**, *Indian Institute of Management, Bangalore*

Despite their ubiquity in emerging economies, informal firms have received scant attention in strategic management literature. Given the salience of informal sector competition for formal firms in emerging economies, a nascent stream of literature has investigated the role of innovation as a potential response. Studies examining this relationship have however not accounted for a) formal firms which pursue a combination of technological and non-technological innovation and b) formal firms which may have engaged in innovation-activities but did not achieve desired innovation outcomes within a specific observation period. Additionally, prior innovation research also suggests that the impact of an antecedent may be different on innovation inputs as compared to innovation outputs. In this article, we address these gaps by examining the effect of informal competition on a generic upstream innovation input: time. Drawing on the attention-based view, we predict that the level of informal competition increases the propensity of formal firms to assign time to its employees for innovation. We also argue that this relationship is contingent on two important firm conditions: numerical labor flexibility and location in special economic zones. Results from our empirical analysis, using data from a large sample of Indian firms, provide support for our hypotheses.

Paper is NOT Available. Please contact the author(s).

STR: Alert! Treating the language game in competitive interaction seriously

Author: **Khoa Ngoc Duy Nguyen**, *U. of Jyväskylä School of Business*
Author: **Tomi Samuli Nokelainen**, *Framery Oy*

Competitive dynamics research has recently conceptualized, in line with Wittgensteinian tradition, competitive interaction between rival firms as a “language game” – interaction in which speech acts play a visible and influential role. However, extant competitive dynamics research comprises two separate streams of research: the language game school which focuses on rivalry as verbal challenges and responses, and the traditional, theoretically more developed school which studies rivalry as an exchange of “concrete” actions while occasionally including a bulk “signaling” category for speech acts. Our purpose in this paper is to lay groundwork for rigorous and nuanced theorization about why and how companies use speech acts. We present an initial attempt to bring the language school of competitive dynamics research to an equal footing with the traditional school.

Paper is NOT Available. Please contact the author(s).

STR: The Global Dynamics of Technology-Intensive Sectors: Are we Seeing Hypercompetition?

Author: **Annesofie Lindskov**, *Roskilde U.*
Author: **Kristian Johan Sund**, *Roskilde U.*
Author: **Johannes K. Dreyer**, *Roskilde U.*
Author: **Jiang Yu**, *Chinese Academy of Sciences*

We test whether global technology-intensive sectors have become hypercompetitive over the 1980-2018 period. This is what numerous scholars have suggested, yet few have tested. Based on data from the United States, Europe, Japan, and China, we find no indication of a generalized increase in business performance volatility across regions. We instead find regional differences, such as a declining stability in the performance of Japanese firms over the study period, and in US firms leading up to the burst of the dotcom bubble. A structural break analysis helps us identify that hypercompetition is a “local” phenomenon in both location, time, and industry. We conclude that there is a lack of evidence supporting assumptions of widespread hypercompetition in technology-intensive sectors.

Paper is Available to Meeting Registrants Only.

STR: Hypercompetition: A Review and Agenda for Future Research

Author: **Annesofie Lindskov**, *Roskilde U.*

Over the past three decades, hypercompetition – the rapidly escalating competition with a constant changing industry structure and temporary competitive advantages – has attracted significant interest from both economists and management scholars. Despite the common use of the phenomenon in explaining competitive environment by scholars from various research streams, the literature on hypercompetition has developed in a more isolated manner. This article offers a systematic review of the literature on hypercompetition by analysing a sample of 125 articles published or presented at a conference between year 1996 and 2019. The objective for this review is threefold: (1) to give an overview of the empirical and conceptual work in the literature of hypercompetition; (2) to identify the components of hypercompetition drawing from a prolific but fragmented body of empirical findings; and (3) to propose a framework model incorporating the causes and presumed consequences of hypercompetition. The review aims to facilitate a broader understanding of hypercompetition that can help advance the knowledge on hypercompetition and give suggestions for future research.

Paper is Available to Meeting Registrants Only.

Author: **Roxanne Jaffe**, *U. of Maryland R.H. Smith School of Business*

This paper examines the relationship between location traits, firm capabilities—including firm financial pressure—and expansion timing and location choice in a competitive environment. I first build a formal model of firm expansion and entry timing based on Cournot competition that is driven by heterogeneity in firm, location, and competitor traits. Using Monte-Carlo simulation, I identify firm best responses and Nash Equilibrium which serve as predictions for empirical inquiry. I then consider how changes in firm traits and location traits lead to different expansion outcomes including whether firms expand at all, whether firms enter a market early or later, and which geographical location firms choose. There are trade-offs to each expansion outcome. While similar firms will have similar monopoly and duopoly rents, as firm relative capabilities differ so too do their ability to extract rents. Staggered entry becomes more appealing as firm relative capabilities and financial conditions change. Additionally, expansion strategy becomes more nuanced when considering the interaction between firm, competitor, and location traits. For instance, I find that less capable firms prefer to expand after more capable firms, but pressure for revenues may push less capable firms to expand earlier than they would prefer. I discuss one set of propositions that can be explored given my empirical setting. I test predictions from the model using a unique hand-collected dataset of firm expansion in the micro-mobility industry including all firms operating scooter, bike, and moped share businesses in the U.S. Increased financing from venture capital funding and the increased quality and availability of platform technologies have led to rapid expansionary behavior in industries with a large start-up presence. The empirical results support some model predictions and illustrate the importance of different levels of data in explaining expansion strategy. The data also highlights several areas to extend the model.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Conflict, Politics, and Coalitions

Digital Session Chair: **Dries Bourgois**, *KU Leuven*

STR: Cash Holdings and Firm Hiring: A Coalitional View  

Author: **Dries Bourgois**, *KU Leuven*
Author: **Veroniek Collewaert**, *Vlerick Business School & KU Leuven*
Author: **Ine Paeleman**, *U. of Antwerp*
Author: **Tom R. Vanacker**, *Ghent U. and U. of Exeter*

Drawing on a coalitional view in the Behavioral Theory of the Firm, we focus on how employees affect the allocation of cash holdings in firms. Specifically, we argue that the bargaining power of employees will affect the extent to which cash holdings are allocated to new hires. Using panel data from 62,608 firms, we show a positive, but decreasing effect of cash holdings on new hires. This relationship is strengthened for subgroups of employees which hold more power because firms are more dependent on them and an exogenous law change grants them stronger protection against employers. As such, this study sheds light on the role of employees, as important but under-examined coalition members, in the allocation of cash holdings within firms.

Paper is NOT Available. Please contact the author(s).

STR: Is the Boss Always Right? Discerning the Effects of Hierarchy on Exploration and Exploitation 

Author: **Anindya Ghosh**, *Tilburg U.*
Author: **Kyeonggook Park**, *City U. of Hong Kong*
Author: **Lori Rosenkopf**, *U. of Pennsylvania*

The literature on antecedents and consequences of exploration and exploitation behavior in organization learning, while extensive, uses both a wide variety of context-dependent operationalizations and also exhibits a clear methodological tradeoff between the strong causal inference of models and the realism of field and archival studies. Experiments with human subjects raise the promise of examining actual human behavior under controls that strengthen causal inference. To design an experiment with these properties, we focused on a structural determinant of exploration and exploitation behavior and analyzed the effect of hierarchical authority on team behavior and performance in a simple multi-armed bandit game. Consistent with extant literature, hierarchy increases exploitation behavior. Importantly, while models of simple multi-armed bandit games predict convergence on strategies that maximize performance, our experiments with humans demonstrated that hierarchical authority reduced convergence despite this increase in exploitation behavior. Post-hoc analyses demonstrate that hierarchical conditions yield more convergence on sub-optimal strategies than non-hierarchical conditions. These results demonstrate the importance of testing modeling assumptions about human behavior in experimental conditions, and we conclude by offering an agenda for further research in this area.

Paper is Available to Meeting Registrants Only.

STR: Executive Sent-Down Experiences and Corporate Poverty Alleviation  

Author: **Fangwen Lin**, *National U. of Singapore*
Author: **Yishu CAI**, *City U. of Hong Kong*

In this study we investigate whether an executive's downward mobility experiences in early life affect corporate antipoverty initiatives. Drawing upon insights of social mobility literature and imprinting theory, we argue that executives with early experiences in a downwardly mobile context compared to those without, tend to foster cognitive proximity to the poor by attributing the poverty to structural rather than individual factors, which motivates them to undertake more poverty alleviation initiatives afterwards. We exploit a natural experiment, the Send-Down Movement in China, to examine our theory. The results indicate that the experiences of being sent down from urban to rural substantially prompt the executives' later engagements in poverty alleviation. We also find such effect decays as these sent-down executives received elite education and operated business in tier-one cities. Our findings contribute to the theorizing about social class mobility among upper echelons and the understanding of poverty alleviation.

Paper is Available to Meeting Registrants Only.

STR: Micro-foundations for Competitive Orientation: How Social Welfare inside the Firm Matters 

Author: **Manuel Bueno Garcia**, *U. of Granada*
Author: **Flore Bridoux**, *Erasmus U.*
Author: **Juan-Alberto Aragon-Correa**, *U. of Granada*
Author: **Blanca Delgado-Marquez**, *U. of Granada*

Management literature has become more interested in the influence of human capital on a firm's social orientation. We propose that abundance of employees who used to participate in the organizational competitive process affect positively a firm's social innovation; however, their competitive orientation conducts to a negative relationship with a firm's stakeholder engagement. Using a sample of 10,564 employees from 94 of S&P100 companies, we found support for our hypotheses. Moreover, our results show that a higher level of pay dispersion in the firm reinforces the negative effect of the competitive orientation on a firm's stakeholder engagement. This paper provides key insights for a micro-foundational conceptualization of the effects of human capital on a firm's social orientation and their different implications for engagement and current innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Teams 1

Digital Session Chair: **Fakher Omezzine**, *Grenoble Ecole de Management*

ENT: **How fast can you go? the impact of the founding team's history on the time to reach unicorn status** 

Author: **Fakher Omezzine**, *Grenoble Ecole de Management*
Author: **Isabel-Maria Bodas-Freitas**, *Grenoble Ecole de Management*

This paper attempts to answer the question “how do some new ventures grow faster than others?”. Building on the group composition and entrepreneurship literatures, we understand entrepreneurial team members as both carriers of distinct functional skills and personal experiences. Hence, we argue that the entrepreneurial team’s composition, in terms of both the diversity of the team’s functional skills and the familiarity among members, influence new venture performance, in particular growth speed. We use original data on 248 unicorn ventures and their respective founders to test our hypotheses. Our findings suggest that the diversity of the founding team’s skills decreases the time it takes the venture to reach unicorn status, but only up to a threshold after which, increases in team diversity increase the time it takes the venture to reach a billion-dollar valuation. Our findings also suggest that joint experiences among the founding team’s members not only accentuate the positive effect of low-levels of skills’ diversity on the duration to achieve unicorn status, but it also attenuates the negative effect of high levels of skills’ diversity on this duration. We discuss the implications of these results for theory and practice.

Paper is Available to Meeting Registrants Only.

ENT: **Driving and Inhibiting Effects on Formation of TMS in Entrepreneurial Teams**

Author: **Wei Li**, *Chongqing U. of Technology*
Author: **Zhuzhu Feng**, *Chongqing U. of Technology*
Author: **Keke Sun**, -

This study embed the research of transactive memory system(TMS) in the entrepreneurial context, from the perspective of team leadership and internal and external factors configuration matching, explore the driving and inhibiting configuration effects of the formation of TMS in entrepreneurial teams. Through the qualitative comparative analysis based on fuzzy sets, it is found that there are two main paths that drive the formation of TMS in entrepreneurial teams, and three main paths that inhibit the formation of TMS in entrepreneurial teams. Entrepreneurship orientation, relationship commitment, and technical turbulence match the transactional leadership characterized by "Focusing Interests" is conducive to the formation of TMS; Entrepreneurial orientation, competition intensity, and technical turbulence match the transformational leadership characterized by “Emphasizing Values” can drive the formation of TMS. In the uncertain environment, if the entrepreneurial team leader does not actively play a leading role, TMS in entrepreneurial teams will not be formed. Thus, new ventures should match team leadership characterized by "Emphasizing Values" or "Focusing Interests" according to different internal and external environment to drive the formation of TMS in entrepreneurial teams, while avoiding the factors that inhibiting the formation of TMS in entrepreneurial teams.

Paper is NOT Available. Please contact the author(s).

ENT: **Power to the she: how gender homogeneity among nascent entrepreneurial teams influences innovation** 

Author: **Diana Maria Hechavarria**, *U. of South Florida*
Author: **Agnieszka Kwapisz**, *Montana State U.*
Author: **Katie Brownell**, *Indiana U. - Kelley School of Business*
Author: **Zhihao Yu**, *U. of South Florida*
Author: **Kenneth Hamner**, *U. of South Florida*

Innovative entrepreneurship among female entrepreneurs is vital for sustainable economic growth and societal evolution, yet most of the research on innovation in entrepreneurship focuses on high-tech industries which are primarily dominated by heterogenous male-led top management teams. The primary purpose of this paper is to augment the existing literature by exploring how gender differences in the structure of new venture teams influences venture-level innovation through research and development. Our results submit that all-female top management teams and teams with females in general management positions are less likely to be focused on innovative activities, but that teams with females in technical or research positions within the top management team structure are more likely to be focused on innovative activities. Additionally, we investigate the relationships between top management team members to show that all-female teams focused on innovation tend to have more diverse ownership and closer relationships across team members. We apply the lens of upper echelons theory to conjecture that how female entrepreneurs structure their new ventures teams at the onset of venture creation has far-reaching and long-term impacts on innovation throughout the lifecycle of the venture.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Implications of AI for HR

Digital Session Chair: **Arup Varma**, *Loyola U. Chicago*

HR: Artificial Intelligence and People Management: A Critical Assessment Through the Ethical Lens

Author: **Arup Varma**, *Loyola U. Chicago*

Author: **Cedric Dawkins**, *Loyola U. Chicago*

Author: **Kaushik Chaudhuri**, *Shiv Nadar U.*

The dramatic increase in the use of Artificial Intelligence (AI) in workplaces around the world can be attributed to the potential for increased profitability. While AI has numerous useful applications and can help speed up business processes or transform systems, its use in human resources (HR) processes and systems presents a complex series of pros and cons requiring organizational leaders to tread with caution. AI is helping transform the nature of jobs and workplace employment relationships. Robots can replace humans as employees, while platforms are able to supervise human employees. However, organizations employing AI to manage their people will need to be accountable for improving the employee experience, increasing investments in their skill development, building organizational competency, and enhancing transparency to ensure responsible usage. In this paper, we discuss the possible misuses of AI algorithms and argue that these could adversely impact the organization's human resources, if not devised and implemented with caution. In reviewing the literature linking AI and HR through the ethical lens, we discuss how AI is now an integral part of the HR architecture, and why it must be deployed with caution. If AI is to co-exist with humans, organizations will need to assure that their corporate philosophies honor their obligations to the social contract with stakeholders by implementing responsible HR policies and practices.

Paper is NOT Available. Please contact the author(s).

HR: Feeling treated fairly? Employee reactions toward AI in career development systems

Author: **Alina Köchling**, *Heinrich-Heine U. of Dusseldorf*

Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

Author: **Sascha Alexander Ruhle**, *Heinrich-Heine U. of Dusseldorf*

Organizations increasingly implement AI for career development to enhance efficiency. However, there are concerns about employees' acceptance of AI. Integrating justice theory, we investigate the effects of the deciding entity (human, human and AI, and AI) and the impact of the data source (internal data, external data) on employees' reactions. Using a scenario-based between-subject design and displaying a common situation in organizations (N = 280), we examined whether a decrease of human involvement in decision making diminishes employees' perceived fairness and satisfaction with the career development process and increases the perceived privacy intrusion. Although we also considered data sources to moderate the proposed relationships, we found no support for interaction effects. Finally, fairness and privacy intrusion mediated the influence of the deciding entity and data source on turnover intention and employer attractiveness, while satisfaction with the process did not.

Paper is Available to Meeting Registrants Only.

HR: The Dark Side of AI-HRM on Employees Based on Algorithmic Features

Author: **Lijun Wang**, *Renmin U. of China*

Author: **Yu Zhou**, *Renmin U. of China*

Nowadays, Artificial Intelligence begins to be applied in a series of human resources management practices and has drawn more and more attention from researchers and practitioners. As the old saying goes, "every coin has two sides". While AI-HRM exerts positive effects, it also triggers negative influences. Have a better known of its dark side is of great significance to the enrichment of related theoretical research as well as the effective application of AI-HRM in practice. However, there is a lack of systematic summary of AI-HRM's dark sides, especially its negative effects on employees. In this study, take the three algorithmic features (algorithmic control, algorithmic bias, and algorithmic opaque) as a framework, we provide a rigorous and systematic review and integration of different types of published literature in the AI-HRM field to identify what is known about the negative effects of AI-HRM. For each algorithmic feature, this study also links organizational behavior theory to AI-HRM research and elaborates the potential theoretical mechanism of the negative effects of AI-HRM on employees. Finally, future research directions are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation and Knowledge in International Management



Digital Session Chair: **Selma Saracevic**, *WU Vienna U. of Economics and Business*

This session focuses on the topic of innovation and knowledge in international management. It includes papers on digital innovation and distance in virtual cross-border alliances, MNE knowledge sourcing in host countries, how cultural context influences product innovation and performance, and whether foreign firms benefit from local agglomeration.

IM: **Digital Innovation: Does distance matter in virtual cross-border R&D Alliances?**

Author: **Viktor Fredrich**, *U. of Bayreuth*
Author: **Ricarda B. Bouncken**, *U. of Bayreuth*
Author: **Noemi Sinkovics**, *U. of Auckland*
Author: **Rudolf R. Sinkovics**, *U. of Auckland*

Our study examines the conditions under which cross-border digital innovation alliances are effective. Specifically, we investigate the moderating effect of technological, cultural, and geographic distance. The findings indicate that, although important, relative absorptive capacity is not a sufficient condition for effective collaboration in a cross-border, digital innovation context. Firms need to consider the optimum technological distance as well as the combined effect of technological distance with the effect of cultural and geographic distance. Specifically, a high level of cultural distance can be beneficial in combination with high relative absorptive capacity and low technological distance. Alternatively, a high absorptive capacity also leads to high digital intensity if both the cultural and the technological distances are low. Conversely, a high level of absorptive capacity does not yield positive results when the technological distance is high regardless of the degree of the cultural distance between the partner firms. Further, when the technological distance between two firms is low, a higher geographic distance may strengthen the positive impact of firms' high absorptive capacity on digital innovation outcomes.

Paper is NOT Available. Please contact the author(s).

IM: **The Impact of Cultural Context on Product Innovation and Firm Performance**

Author: **Zhenzhong Ma**, *U. of Windsor*
Author: **Lei Jing**, *Jilin U.*
Author: **Fan Yang**, *Odette School of Business, U. of Windsor*

Product innovation in different cultural contexts has become more important in the increasingly globalized market, and it is essential to examine how cultural context affects the relationship between product innovation activities and firm performance in the global market. Based on the analysis on more than one thousand manufacturing companies that have been involved in innovative activities in China, this study compares the effects of product innovation strategies and institutional factors on firm performance for international joint ventures and domestic firms in China. The results show that supportive innovation policies, high-level of infrastructure, well-developed local talent market, and large R&D investment all positively affect a firm's product innovation performance in China's domestic companies, but a defender innovation strategy is negatively related to their innovation performance. When international joint ventures are considered, only R&D investments and the level of infrastructure are positively related to international joint ventures' product innovation performance, in part due to high cultural context in China. Implications of the results are then discussed.

Paper is Available to Meeting Registrants Only.

IM: **Scope and Scale of Technology Challenge and MNE Knowledge Sourcing in Host Countries**

Author: **Michael Murphree**, *U. of South Carolina*
Author: **Bui K. Petersen**, *Memorial U. of Newfoundland*
Author: **Peter Warrrian**, *U. of Toronto*
Author: **Ray Gosine**, *Memorial U. of Newfoundland*

Current research has emphasized the role that industry characteristics play in MNEs knowledge sourcing decisions. However, much remains to be understood regarding the specific circumstances uncertain which MNEs opt for internal, external, local or global sources of knowledge, especially within a single industry. Using a study of MNE knowledge sourcing and creation in the offshore oil industry in Newfoundland, Canada, we find that MNEs source knowledge in accordance with the geographic scope and complexity scale of the technology challenges being faced. MNEs tend to source knowledge through established partners – their headquarters or other MNE subsidiaries – for localized and small-scale challenges as well as for global and large-scale ones. In contrast, localized large-scale challenges and global small-scale ones result in greater rates of knowledge sourcing from host region suppliers or research institutions. This understanding helps clarify how MNEs choose their sources of knowledge and breaks with the existing dichotomy of traditional versus fast-paced industries.

Paper is Available to Meeting Registrants Only.

IM: **Do Foreign Firms Benefit from Local Agglomeration?**

Author: **Fan Xia**, *Rennes School of Business*
Author: **Gordon Walker**, *Southern Methodist U.*

In this paper we contrast two conflicting theories of foreign direct investment in regional clusters. The first argues that foreign firms enter clustered regions to access technological and market-related knowledge through agglomeration-based spillovers. The second is that foreign firms suffer from a liability of foreignness and therefore are excluded from the regional networks through which local knowledge is passed. We test these alternative theories by estimating agglomeration effects within logit regressions for local and foreign firms separately in lagged first differences and test for the comparability of these effects across the regressions. Also, we speculate that foreign firms that are culturally closer to host country markets will suffer a lower liability than foreign firms that are culturally more distant. Our results consistently support the liability of newness argument. For robustness, assuming that local firms do experience agglomeration benefits (something we show), we test whether joint ventures between foreign and local firms experience these benefits and also find no evidence for such an effect. We analyze a panel data set of 29 Chinese manufacturing industries over 30 regions and 10 years.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **734** | Submission: **13111** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 7:00AM - 7:30AM ET (UTC-4)**

MSR Morning Meditation *MSR Morning Meditation*

Chair: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Chair: **Gerald Biberman**, *U. of Scranton*

The practice of meditation (either individual or collective) has the common objective to still/silence the mind and allow the unconscious reality to emerge, open and unfold. Many variations of meditation exist. In this conference five different forms will be introduced—a different form will be introduced each day during the conference. The idea is for those new to meditation to sample, and for those who find a familiar meditation to expand their experience. These five meditations can be accomplished in a few minutes or longer as you wish.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creativity Considerations

Digital Session Chair: **Martha Topete**, *Amsterdam Business School, U. of Amsterdam*

TIM: Position Power and Joint Creativity

Author: **Martha Topete**, *Amsterdam Business School, U. of Amsterdam*
Author: **Nathan Betancourt**, *Amsterdam Business School, U. of Amsterdam*
Author: **Flore Bridoux**, *Erasmus U.*

Creativity in the workplace is usually a collective endeavor. Given its influence on social interactions and its pervasiveness in organizations, position power – the power deriving from individuals' role – can be expected to affect joint creativity in the workplace. Surprisingly, work on this relationship is scarce. We hypothesized that power struggles, or competition for formal and informal control, would interact with position power to affect joint creativity via autonomous motivation to help. We tested these ideas in a laboratory experiment in which position power was manipulated and participants worked in dyads on a joint creativity task. The collaborations were recorded and power struggles were coded from these videos. We found that when power struggles are low, high (vs low) position power collaborations achieve higher joint creativity via autonomous motivation to help. In contrast, when power struggles are high, low (vs high) power collaborations achieve higher joint creativity via autonomous motivation to help. Our work advances our understanding of position power's effect on joint creativity by simultaneously assessing behavioral and motivational attributes featured in collaborations.

Paper is Available to Meeting Registrants Only.

TIM: How creative versus technical constraints affect exploring a design space

Author: **Victor Seidel**, *Babson College*
Author: **Christoph Riedl**, *Northeastern U.*

The creative design process can be conceptualized as the repeated search for highly-evaluated novel solutions within a design space of possibilities. Such design spaces are bounded by creative constraints of what are considered appropriate solutions as well as technical constraints of what solutions are possible given the tools in place. Past research on the role of constraints in creative design and innovation have found mixed results, hindered in part by not separating out the type of constraint—creative versus technical—and in part by focusing on singular projects that neglect the learning effects of repeated exploration of a design space. We analyzed ten years of data from an online innovation community hosting repeated creative design competitions, and we examined how creative and technical constraints in a design space affected how individuals learned to improve their performance as evaluated by their audience. We find that creative constraints lead to high rates of learning only if technical constraints are sufficiently relaxed. Our findings have implications for the management of creative design work in both online and offline settings.

Paper is Available to Meeting Registrants Only.

TIM: Oscar Curse in the Open Innovation Community? The Effect of Awards on User-innovators' Performance

Author: **Erdem Yilmaz**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Shanming Liu**, *ESSEC Business School*
Author: **Ivana Naumovska**, *INSEAD*

This study investigates the effect of awards on user-innovators' subsequent innovation performance within an open innovation community of 3D-printable design context. Drawing on self-efficacy theory, we argue that user-innovators gain higher self-efficacy after their work is recognized with an award, which increases the subsequent innovation performance of experienced user-innovators. However, such an award-induced increase in self-efficacy will undermine the subsequent innovation performance of inexperienced user-innovators. We find support for our predictions using a two-way fixed effects difference-in-differences analyses within a matched sample. Our study identifies an individual-level contingency that determines the nature of the awards–performance relationship, and identifies an unintended negative consequence of awards' on inexperienced user-innovators' performance.

Paper is Available to Meeting Registrants Only.

TIM: Social Networks and Problem-solving in the Context of Biopharmaceutical Research and Development

Author: **David J. McBee**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Problem-solving is a vital aspect of scientific innovation. It is especially important in the biopharmaceutical field which, despite its innovative reputation, faces high project failure rates. To cope with research obstacles, these organizations utilize an evolving matrix structure with structured turnover of cross-functional (interdisciplinary) research teams. Problem-solving becomes social and relies on scientists' ability to activate network contacts. What kind of social network contact facilitates problem-solving? Two different theoretical perspectives set different expectations. The needs perspective suggests specific types of resources are useful at different problem-solving phases. Different types of resources are locked into different types of social network ties. As problem-solving progresses and the required resources change, profiles of network contacts change. Turnover should be greatest between problem-identification, which calls for interpersonal support and familiarity, and problem-understanding, which calls for new knowledge and formal authority. In contrast, what I call the strong core perspective posits a stable core of multi-purpose network contacts. In terms of the types of network contacts, the needs perspective expects problem-solving phases to be independent; the strong core perspective expects path dependence. To explore network contact characteristics associated problem-solving phases and test for path dependence, I surveyed members of the American Association of Pharmaceutical Scientists, the largest pharmaceutical professional organization, about the contacts they utilized while dealing with the most serious research obstacle they encountered in the past year and which contacts were useful for identification and understanding. A multi-level path model copes with the nested data structure and tests for path-dependence. Results support the strong core perspective; strong path dependence indicates that scientists utilize contacts associated with strong tie strength and competence-based trust for both problem-identification and problem-understanding. Scientists form stable sets of social contacts during nascent problem-solving phases.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Behaviors and LMX

Digital Session Chair: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*

OB: Daily delegation as an antidote to the negative consequences of ego depletion  

Author: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*
Author: **Su-Ying Pan**, *Macau U. of Science and Technology*
Author: **Fenghao Wang**, *Hong Kong Polytechnic U.*

Effective leadership requires constant exertion of self-control at work. Yet, it is not always the case that leaders can wake up on the right side of the bed, feeling recharged and energized. In this study, we examine whether and how leaders' experiences of ego depletion before work influence their perceived work goal progress, and what they can do on a daily basis to counteract these effects. Drawing from integrated self-control model and research on delegation, we argue that before-work ego depletion negatively influences leaders' attention at work, and further hinders their work goal progress. We further theorize that daily delegation can mitigate the negative consequences of before-work ego depletion. Across two studies using experience sampling methodology, our hypotheses are supported with data collected from leaders in China and the United Kingdom. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Leader-Follower Ratings of Employer-Provided Training: Moderating Effects of Mandatory Participation

Author: **Min Jong Jun**, *Binghamton U.-State U. of New York*

The previous literature on the positive relationship between training and attitudinal outcomes has paid little attention to a group leader's perception of training and the different natures of voluntary and mandatory participation in training. To deal with these research gaps, this study examines the effects of leader-follower (in)congruence in ratings of employer-provided training on followers' job satisfaction and organizational commitment. Also, I test the moderating effects of mandatory participation in training on the relationship between leader-follower (in)congruence in ratings of training and follower's two attitudinal outcomes. Using multilevel polynomial regression models, I analyzed a sample of 861 employees and their group leaders from the Human Capital Corporate Panel (HCCP) survey in 2017. The results overall supported my hypotheses; (1) a leader-follower congruence in ratings of employer-provided training at a high level is associated with higher attitudinal outcomes than that at a low level, (2) a follower's higher rating than that of the leader is related to high attitudinal outcomes, and (3) mandatory participation in training moderates those relationships between leader-follower (in)congruence in ratings of the training and attitudinal outcomes. I discuss the implications of these findings.

Paper is Available to Meeting Registrants Only.

OB: Curvilinear Relationship between Constructive Feedback and Behavioral Outcomes via Felt Obligation

Author: **Mansik Yun**, *Central Michigan U.*
Author: **Nga Do**, *Central Michigan U.*

Leader's providing constructive feedback has been deemed a desirable behavior for preventing negative outcomes. Yet, previous studies found mixed effects suggesting a potential curvilinearity based on the extent of feedback. Grounded in social exchange theory and the too-much-of-a-good-thing effect, we proposed and tested a possibility of curvilinear relationships between constructive feedback citizenship behaviors and task performance, that are mediated by felt obligation. We further reasoned that the reciprocity norm between constructive feedback and felt obligation would be affected by followers' interpretation of leader's behavior. The current research used relational attributions and relational identification to test the moderating effect. To test our hypotheses, we conducted two studies. In Study 1, three-wave (10 days interval) data was collected from two construction companies from South Korea (N = 207) and the U.S. (N = 205). However, the results indicated that no significant effect was found in curvilinearity and moderating effect of relational attributions. In Study 2, we collected 10 days of three-wave (10 hours) data from a construction company from South Korea. 108 employees completed a total of 756 questionnaires. Although the curvilinearity was not found at the within-person level, we found the curvilinear relationship between constructive feedback and felt obligation at between-person level. Also the curvilinear associations between constructive feedback and OCB and task performance were mediated by felt obligation. While relational identification did not moderate the curvilinearity, relational attributions were found to neutralize the curvilinearity. The implications of our findings for both theory and practice were discussed.

Paper is Available to Meeting Registrants Only.

OB: How and When Leader-Member Exchange Social Comparison Hinders Employee Creativity 

Author: **Kashmala Latif**, *school of management, USTC*
Author: **Muhammad Yousaf Malik**, *ISSCAD, National School of Development*
Author: **Abdul Hameed Pitafi**, *Hefei U. of Technology Hefei China*

This research contributes to the growing research on the antecedents of creativity in the hospitality industry. Utilizing social comparison perspective, this study examines the indirect—via knowledge hiding behavior—relationship between employees perceived upward leader-member exchange (LMX) social comparison and their creativity. Moreover, this study proposes the moderating role of power distance orientation of an individual employee between the association of upward LMX social comparison and their creativity via knowledge hiding behavior. Based on time-lagged and multi-source data (n=308) collected from hospitality employees of tourist hotels, the findings of study revealed that upward LMX social comparison hinders employees' creativity via their knowledge hiding behavior. Additionally, the indirect effect of upward LMX social comparison on employee creativity was statistically significant for employees with low power distance orientation, but it was not significant for employees with high power distance. Based on the study findings, implications for theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Growth Strategies as a Practice: From Entrepreneurship to Ownership

Growth Strategies as a Practice

Digital Session Chair: **Fannie Couture**, *U. of Sydney Business School*

SAP: **Outsiders in the Valley: The Navigational Strategies of Black Tech Entrepreneurs**  

Author: **Alicia Sheares**, *UC Berkeley*

Black tech workers face numerous racial barriers in the technology industry, from their extreme underrepresentation to blocked advancement on the job. These challenges are compounded in entrepreneurship as less than one percent of venture capital dollars - \$130 billion in 2018 – went to Black tech entrepreneurs. Yet there are some Black tech professionals who do find success, which raises questions about how they understand and navigate this unequal landscape to achieve their professional goals. I explore this question through an empirical case study of Black tech entrepreneurs in Silicon Valley. By linking insights about strategic action and racial matching, I present a theory of racialized legitimacy - the process through which members of racially minoritized groups must consider both systemic racism and field specific organizational logics in their individual decision making processes. Through in-depth interviews, I find that Black tech entrepreneurs structure their actions in accordance to the process of racialized legitimacy. However, these approaches were not uniform. Instead, strategies varied depending upon one's placement within the field of Silicon Valley. This article makes numerous contributions to the academic literature. Substantively, it expands current scholarly knowledge on Black entrepreneurship, which to date largely concentrates on those in the service sector. Theoretically, it spotlights systemic racism as a foundational organizational logic within elite fields. In doing so, it also underscores the covert and insidious way that racism reproduces systemic inequality within elite fields.

Paper is NOT Available. Please contact the author(s).

SAP: **Derivative or Puzzle Piecing: Forming Nascent Strategy in Emerging Insurance Technology Ventures**  

Author: **Qian Li**, *U. of Dundee*

How nascent high-technology ventures form strategies as they emerge? To answer the question, I conducted a longitudinal in-depth comparative case study of four insurance technology (Insurtech) ventures from 2017 to 2019. Whilst two of the ventures engaged in a derivative approach by tuning in a pivoting methodology and leveraging resources for multiple purposes, the other two adopted a puzzle-piecing approach by emphasizing a testing methodology and assembling resources in an attempt to reach their imagined strategy. Comparing these patterns reveals the importance of entrepreneurs' tacit rules of using resources and pacing their growth. Derivative entrepreneurs assume a pluralist view on resource use and conform to a hypergrowth technology venture narrative. In contrast, puzzle piecing entrepreneurs hold a unitarist view on resource use—seeking one particular outcome from one resource—and self-pace the growth of their ventures—distancing from hypergrowth. I propose that entrepreneurs' tacit rules of resource use and growing pace and their reactions to the dominant technology venture narratives contribute to the distinct strategy forming processes as ventures emerge.

Paper is NOT Available. Please contact the author(s).

SAP: **Making a Difference: A Literature Review of Management Practices in Owner-Managed Companies**  

Author: **Tobias Michael Palm**, *PhD Candidate, U. of St. Gallen*

This paper provides an in-depth analysis of research on management practices in owner-managed companies. The systematic review of 116 articles from 30 years (1990-2020) reveals three key themes: (1) effects attributable to historical, developing, and idiosyncratic factors on industry, company, owner-manager, and management practice level shape the practice configuration in a given owner-managed company, (2) owner-managed companies are not badly managed, the management practices implemented are only more informal, shaped by resource-constraints and highly dependent on the owner-manager, (3) many differences between studies on performance implications of variables can be explained by differences in variable operationalization. This paper's central contributions are the provision of an overview on 30 years of management practice research, an elaboration on a cumulative capabilities model for management practices, and the proposal of an integrating perspective on practices – the teleological practice perspective.

Paper is NOT Available. Please contact the author(s).

SAP: **The Co-Evolutionary Process Model of Organizational Identity and Firm Strategy**

Author: **Suvi-Tuuli Helin**, *Aalto U.*

In our longitudinal study, we investigated organizational identity and strategy related processes that ConsultingCo went through to become a reputable player in Finland in the management consulting market. We investigated the company for seventeen years from its establishment to the first leadership succession. We build an evolutionary process model that illustrates the three-stage -process: (1) emerging, (2) formalizing, and (3) institutionalizing. These stages show how organizational identity emerged and co-evolved together with firm strategy work. Organizational identity work evolved from anti-identity to social identity, and finally to strengths-based identity work. Simultaneously strategy work evolved from visionary to comparative, and finally, as strengths-based strategy work. Our study contributes to the strategy-identity nexus -literature by illustrating the continuous co-evolution of the firm strategy and organizational identity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Employability and Sustainable Careers

Digital Session Chair: **Joohan Lee**, *U. of Texas At Arlington*

CAR: How Does Career Success Drive Employees' Work Behaviors? Roles of Career Optimism and Employability

Author: **Joohan Lee**, *U. of Texas At Arlington*
Author: **Huong Le**, *Deakin U.*
Author: **Zhou Jiang**, *Flinders U.*
Author: **Ingrid Nielsen**, *Monash U., Australia*

This study sheds light on the behavioral outcomes of subjective career success and the mediating mechanisms underlying the relationships between subjective career success and individuals' organization citizenship behavior and counterproductive work behavior. Data were collected on the three-time lag sample of employees (T1N = 360; T2N = 320, and T3N = 261). Results show that employability and career optimism mediate the relationship between subjective career success and OCB. While employability also mediates the relationship between subjective career success and counterproductive work behavior, career optimism did not mediate this relationship. We provide theoretical and practical implications for the career management and the career counseling literature.

Paper is NOT Available. Please contact the author(s).

CAR: The Generalism Advantage: How search firms shape the effect of specialization on employability

Author: **Olga Ivanova**, *HEC Paris*

I study how labor market intermediaries, such as search firms, shape employment outcomes for candidates with different career profiles in the context of middle management jobs. I suggest and find evidence that in a mediated labor market, generalists, workers whose career history spans multiple job categories, are more likely than specialists, workers whose career history is concentrated in one category, to gain access to the final employer. The generalism advantage is notably strong when generalists prevail in the candidate pool of the vacancy they are being considered for but are simultaneously rare in the professional labor market. This effect is explained by the strategic behavior of a search firm, which has several reasons to promote generalists rather than specialists to an employer. Headhunters may prefer generalists not only because they are a better fit for middle management jobs but also because they are more easily transferable to a new employer and more dependent on headhunters' mediation. Moreover, preferences towards generalists, especially when they are rare in the market, might be an attempt to cope with competitive pressure. These findings have implications for the literature on labor market intermediaries and the studies of employability and external labor markets.

Paper is Available to Meeting Registrants Only.

CAR: How does perceived investments in employee development affect turnover intentions?

Author: **Mattia Martini**, *U. of Milano-Bicocca*
Author: **Tiziano Gerosa**, *U. of Milano-Bicocca*
Author: **Dario Cavenago**, *U. of Milano-Bicocca*

There is a debate in the managerial literature on the risks for the organization related to investments in employee. Building on attribution and social exchange theories we explore the relationship between perceived investments in employee development (PIED) and turnover intentions by testing simultaneously different paths where affective commitment, perceived internal employability and perceived external employability are included as potential mediators. The study adopted a mixed method approach comprising a survey of 336 employees and 19 semi-structured interviews with the HR staff undertaken across two private companies. The results show that the overall effect of PIED on turnover intentions is negative and it is fully mediated by external employability and affective commitment, while the path through internal employability was not supported. More specifically, PIED increases commitment, which in turn limits the risk of turnover. Although perceived external employability is positively associated with turnover intentions, PIED seems to contain this effect, by negatively affecting the employees' perceptions of marketability in the labour market. The multi-group analysis confirmed the overall path from PIED to turnover intentions, while some organizational conditions affect the relationship between PIED and perceived employability. The study supports the assumptions of the social exchange theory in explaining turnover behaviour as consequence of employee development support and, at the same time, it questions the existence of the employability paradox not finding a turnover risk via perceived external employability.

Paper is NOT Available. Please contact the author(s).

CAR: Enabling Recovery Experiences to Forge a More Sustainable Career

Author: **Peter Heslin**, *UNSW Sydney*

Sustainable careers involve maintaining at least some degree of productivity, health, and happiness across the career lifespan. For many, the sometimes severe social, financial, and physical deprivations and restrictions imposed, as well as physical and psychological health risks heralded by the COVID-10 pandemic, have massively increased the challenge of forging a sustainable career. Against this stressful backdrop and motivated by an impulse to help people address their prevailing career challenges, we propose that attempts to enact a sustainable career may be facilitated by drawing on the rich literature in occupational health psychology on recovering from stressful experiences. After briefly reviewing the flourishing literature on initiatives that organizations, leaders, and individuals can take to support sustainable careers, we propose that enabling oneself to have rich recovery experiences may foster career sustainability. We develop this notion by outlining how five different empirically-ground approaches to accessing richer recovery experiences may enable career sustainability, each crystallized in a related proposition. We then discuss implications for sustainable career research and practice, aiming to thereby support those striving for career sustainability amidst the array of stressors flowing from the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

Author: **Maria Mouratidou**, *U. of Cumbria, UK*

Author: **Mirit K. Grabarski**, *U. of Western Ontario*

The sustainable careers framework proposes that careers are sustainable if they are characterized by three main indicators: health, happiness, and productivity, when responsibility for these career outcomes is shared between individuals and organizations. The COVID-19 pandemic has created a major career disruption for many individuals due to layoffs, reduced work hours and increased work-life conflict. Using a mixed methods design, we explore how individuals perceive their careers, and specifically indicators of sustainability, during the first lockdown in the UK. In the qualitative Study 1 we identify themes that characterize the common experiences during this early stage of the pandemic, namely employer support, careful optimism and strengthened relationships. Then, in the quantitative Study 2, we empirically test a research model that links the concept of employer support with indicators of sustainable careers. We investigate the mediating role of career empowerment, which is a motivational cognitive construct that captures individual cognitions of agentic control over one's career. In addition, we investigate the moderating role of agreeableness in the relationship between the individual and the organization. Our research provides a rich snapshot that depicts perceptions of careers in crisis, which has both theoretical and practical implications.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **739** | Submission: **13905** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Education for Managing Existential Risks of Humanity

Education for Managing Existential Risks



Organizer: **Sharam Alijani**, *NEOMA Business School*
Organizer: **Shann Turnbull**, *International Institute for Self-Governance*
Participant: **Petra Molthan-Hill**, *Nottingham Business School, Nottingham Trent U.*
Participant: **Michael Andreas Pirson**, *Fordham U.*
Participant: **Morten Huse**, *Professor Emeritus*
Participant: **Stewart R. Clegg**, *U. of Technology, Sydney*
Participant: **Ruth V. Aguilera**, *Northeastern U.*
Participant: **Lasandahasi Ranmuthumalie De Silva**, *Birkbeck, U. of London*
Participant: **Wafa Khlif**, *Toulouse Business School*
Participant: **Laura Albareda**, *LUT U., School of Business and Management*
Participant: **Blanche Segrestin**, *Mines ParisTech*
Participant: **Benedicte Brogger**, -

Management scholars have neglected teaching how to establish polycentric self-governing organisations described by Ostrom as a way for sharing life-sustaining common resources among competing interests. Teaching this knowledge is urgent to quickly counter tragedies of the global commons arising from pollution, biodiversity losses and from many other existential risks.

We are not aware of any education program to teach executives how to establish polycentric self-governing organisations. BlackRock has created a global demand for such organisations by wanting “A new model of corporate governance”. As the largest asset manager in the world, BlackRock stated, “companies must benefit all their stakeholders”. This would convert corporations into what Ostrom describes as a “Common Pool Resource” (CPR). Examples of polycentric bottom-up self-governing organisations are provided by, The John Lewis Partnership in the UK, VISA International Inc in the US, and other stakeholder governed firms like the cooperatives located around Mondragon in Spain. Polycentric self-governance also exists in civic, sporting and agricultural organisations. Polycentric self-governed organisations, demonstrate that no changes in public law need be required. Changes are required in the private law of corporate charters to introduce multiple control centres. How and why these provide operating advantages are presented in Table 1. This is another neglected area of management education. Figure 1 presents a generic illustration of polycentric self-governance. Ostrom identified how the tragedy of overexploiting natural resources has been avoided between competing interests to deny them for everyone since pre-modern times. In her 2009 Nobel Prize speech, Ostrom presented eight design principles for introducing polycentric self-governance for CPRs without the need for markets or a State. Many social science scholars find it difficult to comprehend how any organisation could be reliably managed efficiently and sustainably for any time without any central controller. Neurologists understand because our brains have no CEO neuron. Different parts of our brains are designed to make different decisions. They both compete and cooperative for relevancy according to our internal needs and external risks and opportunities. Australian Aboriginals have self-governed their CPRs longer than any other existing culture. Systems scientists also understand how to simplify complexity with distributed decision-making centres. This is how they design software and self-governing automobiles. It is this knowledge that management scholars need to adapt and teach to executives. To maximise opportunities for Caucus participants to explore and develop such ideas over half the time will be Q&A. Breakout sessions could explore how participants’ own research could be adapted, how the design of course materials need to be modified, and how to develop the political attraction of enriching and localizing bottom-up democracy around the world by citizen stakeholders privatising regulation. The Caucus objective is to encourage the development of the emergent topic of global risks and so expands the conference theme by providing a global context for the role of managers. The topic introduces to management education the idea of polycentric governance with the need for scholars to teach the theories and practices of System Science developed by natural scientists. In this way it forces interdisciplinary collaboration and the free exchange of ideas. Existential risks not only concern AOM members but all humanity. The outcome is to educate scholars and the global public how to participate in the control of existential risks to achieve the goal of future sustainability for the environment and humanity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **740** | Submission: **14749** | Sponsor(s): **(CMS, MSR, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 10:00AMET (UTC-4)**

**‘Just About Managing’: Collaborative Explorations of Our Times through
Autoethnographic Writing**



Collaborative Autoethnographic Writing

Organizer: **Maria Daskalaki**, *U. of Southampton*
Organizer: **Tania Jain**, *London School of Economics*
Organizer: **Marjana Johansson**, *Critical Management Studies*
Organizer: **Sara Persson**, *Södertörn U.*
Organizer: **Ruth Slater**, *Solent U.*
Organizer: **Julia Storberg-Walker**, *George Washington U.*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*

The year 2020 was defined by crises and reflection. Three crises of a deteriorating natural environment, attacks on democracy, and pandemic realities have called upon each of us to question old securities. These have led us to a heightened sense of vulnerability in how we go about our lives. This workshop explores the shared experiences of ‘just about managing’ concerning the crises defining the past and present year through collaborative autoethnographic writing. Calls to write differently (Pullen et al., 2020) are increasing within Management and Organization Studies, encouraging new ways to imagine how research is carried out and presented. Denzin (2013/2016) has emphasized the importance of making the autoethnographic project relevant at a societal level. Therefore, by exploring the common, yet differently lived, crises that participants have experienced, the writing exercises of this workshop will become continuing conversations that will move from private experiences to addressing wider societal questions. By turning the autoethnographic mission into a collaborative one, personal stories become mirrored through each other, providing a ground for identifying commonalities and raising political questions for further theorizing.

To participate in the workshop, please send an autobiographical reflection, fictional imagination or poem of max. 500 words to sara.persson@sh.se AND Marjana.Johansson@glasgow.ac.uk AND kristin.williams@uef.fi by latest 1st June 2021. We encourage you to send in texts as soon as you can since we will accept participants on a first-come basis and places are limited to 40. Writings should broadly be on the on the theme ‘Just About Managing’, linked to one or several of the three defining crises of 2020/2021: environment/ pandemic/ democracy (including social equity and justice). Participants will be notified in end of June, when access will be provided to a Padlet set up for sharing pictures, texts and videos as pre-workshop inspirational material. Participants will then get access to each other’s submitted texts, for pre-PDW review and reflection. If you would like to get in touch before submitting, feel free to email Sara, Marjana and Kristin.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **741** | Submission: **17494** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AM ET (UTC-4)**

Family Business 6

Digital Session Chair: **Nicole Gottschalck**, *WHU - Otto Beisheim School of Management*

ENT: **Not That Emotional After All. An Exploratory Study of the Calculative Commitment of Family Firm CEOs**

Author: **Nicole Gottschalck**, *WHU - Otto Beisheim School of Management*
Author: **Lisa Rolan**, *UNC Charlotte*
Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*

We explore the relationship between the calculative commitment of family firm CEOs and cohesion in family firms and discuss how this relationship is affected by the interplay of calculative commitment and firm performance. In doing so, we underline the relevance of rational cost-benefit analyses in the context of family firms and highlight family cohesion as a tool to secure personal and family wealth. Our findings suggest that the higher the calculative commitment of family firm CEOs and the higher the performance of the firm, the higher the stakes to sustain cohesion as a tool to secure personal investments and claims on accumulated firm outcomes. By demonstrating how social considerations about the business family are affected by the interplay of CEO calculative commitment and firm performance, we add to a better understanding of the complex nature of family firms.

Paper is Available to Meeting Registrants Only.

ENT: **Family Influence and Firm Performance: Evidence from the Covid-19 pandemic**

Author: **Ivan Miroshnychenko**, *Free U. Bozen, Bolzano*
Author: **Giorgio Vocalelli**, *U. of Rome Tor Vergata*
Author: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*
Author: **Stefano Grassi**, *U. of Rome Tor Vergata*
Author: **Francesco Ravazzolo**, *Free U. of Bozen-Bolzano*

The Covid-19 pandemic has spread with a speed and scale never seen before. Stock prices of all the market indices fell at a pace and level not seen since the Great Depression. This is the first study examining the financial performance of family and nonfamily firms around the world during the Covid-19 pandemic. Using a longitudinal sample of 791,928 firm-day observations for 3,882 firms in 43 countries and 10 industrial sectors, we show that financial performance of family firms has been significantly higher during the Covid-19 pandemic, as compared to their nonfamily counterparts. The economic impact of the family effect on firm performance is substantial: the return spread between family and nonfamily firms equals almost 8.7% given the growth in the Covid-19 cases worldwide. However, the magnitude of the effect depends on the type of family influence on the firm, geographical location and industry concentration. These findings have important implications for both management theory and practice.

Paper is NOT Available. Please contact the author(s).

ENT: **How can Selling Families increase their Firms' Valuation? Non-Family Managers as Signal of Quality**

Author: **Martin Tao-Schuchardt**, *Doctoral Candidate - WHU Otto Beisheim School of Management*

Based on agency theory and the resource based view, prior research has explained the differences in family firm valuation by differentiating among other factors the level of family involvement in management. However, the important case of fully professionalized managements in family firms, and its association with firm valuations, has not been explored. To fill this research gap, I draw from the acquisition context and argue based on signaling theory that the absence of family managers in family firms generates a relevant, costly, and visible signal for potential acquirors to infer more positive and less negative family firm characteristics, resulting in higher price paid by acquirors. Furthermore, I argue that the signal is expected to be interpreted more positively by financial institutions and investment firms and further strengthened in situations characterized by a high degree of information asymmetry – in particular, by lower statutory disclosure standards and non-industry relatedness between acquirors and targets. Based on a sample of German and Italian acquisitions, I find support for most of the developed hypotheses in line with signaling theory. The results provide evidence for the view that firm valuation is not only driven by family firm heterogeneity but also different investor heterogeneity.

Paper is Available to Meeting Registrants Only.

ENT: **Risk-Taking in Family Firms: The Paradoxical Role of CEO Narcissism and Humility**

Author: **Paul Sanchez Ruiz**, *DePaul U. Kellstadt Graduate School of Management*
Author: **Josh Daspit**, *Texas State U.*
Author: **Robert J. Pidduck**, *Old Dominion U.*

In response to recent calls to examine how multiple CEO personalities may work together in their effects, we build on leader paradox theory and examine how narcissism and humility interact to predict the family firm's risk-taking behavior. Our empirical analyses, based on linguistic personality profiles of 76 CEOs of S&P 500 family firms, indicate that CEO narcissism and humility positively influence risk-taking and that this effect is amplified when CEOs hold greater informal power. These findings demonstrate that upper echelon-based predictions of CEO personalities in response to risk-taking are enhanced by integrating insights from leader paradox literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Founders 3   

Digital Session Chair: **Vera Rocha**, *Copenhagen Business School*

ENT: Startup Experience and the Mobilization of Human Capital Resources in New Ventures   

Author: **Vera Rocha**, *Copenhagen Business School*
Author: **Dario Pozzoli**, *Copenhagen Business School, Department of Economics*

Human capital resources are a foundation of organizational performance, yet highly difficult to mobilize in new ventures. Given the central role of founders' past experiences in new venture strategy formation, we investigate whether and how their prior startup experience influences employee mobilization, depending on the outcomes of earlier endeavors. Integrating behavioral theories of the firm with regulatory focus theory, we suggest that serial founders who failed earlier are more likely to be prevention oriented and change their employee mobilization strategies towards a more targeted hiring approach. Using Danish register data, we compare the employee sourcing practices of a sample of serial entrepreneurs to a control group of novice founders who later engage in serial venturing. We find suggestive evidence of trial-and-error learning in hiring strategies among serial entrepreneurs who have discontinued previous ventures. Alternative mechanisms such as selection effects, stigma of failure, and demand-side constraints, are also tested but not empirically supported.

Paper is Available to Meeting Registrants Only.

ENT: The Private Value of Entrepreneurial Control: Evidence from a Discrete Choice Experiment

Author: **Marius Berger**, *Centre for European Economic Research (ZEW)*
Author: **Thorsten Doherr**, *Centre for European Economic Research (ZEW)*
Author: **Sandra Gottschalk**, *Centre for European Economic Research (ZEW)*
Author: **Maikel Pellens**, *UGent*

We study how much entrepreneurs value being in control over their ventures. Even though control and independence are widely believed to be an important reward to entrepreneurship, and despite the importance of control rights for venture capital contract design, it remains unknown how much entrepreneurs value being in control. In order to establish how much entrepreneurs value control, we perform a discrete choice experiment with a representative sample of entrepreneurs in Germany to estimate the value of control in the setting of venture capital investment. In the experiment, participants have to choose between hypothetical investment offers that carry different equity stakes, control rights, and VC value-added activities. We find that entrepreneurs highly value control: In a hypothetical VC contracts, entrepreneurs are willing to give an additional 38% of equity shares to investors to avoid the highest level of control, a voting majority. We additionally estimate entrepreneurs' valuations of VC value-added activities. We find that these carry a premium, reaching 12% of equity when the investor offers market access support. Our findings hint that control requirements form important entry barriers for entrepreneurs to venture capital financing.

Paper is Available to Meeting Registrants Only.

ENT: The Role of Values in Strategic Entrepreneurial Shifts During a Pandemic

Author: **Luc Glasbeek**, *Vrije U. Amsterdam*
Author: **Martin Van Der Vijver**, *Vrije U. Amsterdam*

Our ongoing longitudinal research on entrepreneurship examines how firms in the Dutch floriculture sector—the third-largest exporter in the Netherlands, generating 9.2 billion euros in revenue in 2018—strategically respond to the implications of Covid-19. We aim for a contribution to the strategic entrepreneurship literature, examining how personal value systems shape strategic decision-making in times of crisis. To date, we have examined 14 Dutch floriculture wholesale companies, and we expect that the next 6 to 8 months will provide critical opportunities for additional data collection. We plan to have a comprehensive working paper available in June 2021, incorporating the views of 45 director-level informants.

Paper is Available to Meeting Registrants Only.

ENT: Childhood Roots of Entrepreneurship: Parental Divorce, Entrepreneurial Entry and Performance 

Author: **Mateja Andric**, *U. of St. Gallen*
Author: **Wei-Jun Hsueh**, *U. of St. Gallen*
Author: **Isabella Hatak**, *U. of St. Gallen*
Author: **Thomas Markus Zellweger**, *U. of St. Gallen*

We examine the roots of entrepreneurship in childhood by studying how parental divorce affects entrepreneurial entry and performance in adulthood. Drawing on life course theory, we theorize that parental divorce impairs children's socialization and accumulation of human capital in consequence to deprived family resources, which affects children's likelihood to become entrepreneurs and their performance in entrepreneurship. Based on data from the United States from the 1979-2016 waves of the National Longitudinal Survey of Youth (NLSY79) and applying a quasi-experimental design, we find that parental divorce in childhood increases the odds of entrepreneurial entry while at the same time negatively affecting entrepreneurial performance in adulthood. We also find that the impact of parental divorce on entrepreneurial entry and performance strengthens with increasing family socio-economic status, suggesting that entering entrepreneurship can constitute a path of downward social mobility for individuals from high socio-economic status families who experienced parental divorce in their childhood.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **743** | Submission: **17453** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Incubation and acceleration

Digital Session Chair: **Veronika Ermilina**, *Old Dominion U.*

ENT: **Digging Into Selection Criteria For Accelerator Acceptance: What Kind of Owners Are More Attractive?**  

Author: **Veronika Ermilina**, *Old Dominion U.*
Author: **Matthew Farrell**, *Old Dominion U.*
Author: **Fatemeh Askarzadeh**, *Old Dominion U.*

Drawing on signaling theory, we aid in the identification of the rarely acknowledged impact of business owner's features on acceptance to accelerator programs. Using a multi-national sample of 10,298 observations for startups in 166 countries over 2016-2018, we show that accelerators do not evaluate applicants uniformly. We find that entrepreneurs from developing countries are less likely to be accepted by accelerators than entrepreneurs from developed economies. Counterintuitively, we also find an advantage for female entrepreneurs in accelerator acceptance. Further, our results suggest a positive impact of education. Accelerators are a growing provider of entrepreneurial resources and a main driver of growth and innovativeness. Despite the extant literature demonstrating the benefits of accelerators, determinants of acceptance to these programs, particularly at the individual level, are underexplored. Here, we extend entrepreneurship literature and show some sources of variation in access to international accelerator programs. Our comparative study enhances business owners' insight for application to entrepreneurial resources.

Paper is Available to Meeting Registrants Only.

ENT: **Managing the Process of Turning Researchers into Knowledge-Intensive Entrepreneurs**   

Author: **Linus Brunnström**, *School of Business, Economics and Law U. of Gothenburg*
Author: **Maureen McKelvey**, *U. of Gothenburg*

Universities are increasingly engaged with a diverse set of activities, aimed at impacting the surrounding society, including starting firms based on research. But how do university incubators manage researchers? In this paper, the empirical setting is Sweden, where previous research suggests that the Swedish institutional context likely leads to a prioritization of commercialization by firm creation, rather than licensing or sales of IP. The reason is that the individual researcher owns all research outcomes in Sweden and not the university or state. Therefore, our paper explores how incubator and technology transfer office managers (hereafter innovation managers) reason when trying to manage researchers to reach the goal of creating knowledge-intensive entrepreneurial (KIE) firms. Two findings are of particular relevance for the literature. The first finding relates to how interviewed managers view researchers. Although expected from previous research, we provide more detailed understanding of why innovation managers perceive these researchers as being slow, less eager to start a business, and stuck on technical improvements, but also that their ideas are viewed as high-impact ones. Our second finding provides more detailed insights into how these managers developed a number of alternative paths to deal with researchers as potential entrepreneurs and still achieve commercialization. With or without the active participation of the researcher owning the ideas, we detail how these managers pursue two paths towards utilizing researchers' ideas in order to impact society – namely actively seeking ways to start a KIE firm or actively seeking ways to transfer and distribute the ideas more widely.

Paper is Available to Meeting Registrants Only.

ENT: **From Co-founders to Founding Team: A Longitudinal Study of Mechanisms That Enable the Transition**

Author: **Eleni Georgiadou**, *Nord U. Business School*
Author: **Raj Krishnan Shankar**, *Nord U. Business School*
Author: **Tommy Clausen**, *Nord U. Business School*

This study explores the mechanisms that enable a group of co-founders to successfully transition to a founding team. Employing techniques of process research—grounded theory and temporal bracketing—we study five groups of co-founders who banded together during an entrepreneurship learning program in Norway to start a venture. Following these groups from the beginning of their formation throughout a period of 17 months, we observe the conditions that stimulate members' bonding processes. Our findings suggest a complex and dynamic interplay of mechanisms and properties that guide the transition from a group of co-founders to a founding team. These properties emerge as collective entities that team members cultivate as result of their interaction over time and significantly affects the content of team processes. Keywords: Co-founders; groups and teams; new venture development; team development

Paper is Available to Meeting Registrants Only.

ENT: **The Spatial Distribution of High Growth Entrepreneurship: Generative Mechanisms of Heavy Tails**

Author: **Tejaswi Channagiri Ajit**, *U. of Florida*
Author: **Gwendolyn Kuo-fang Lee**, *U. of Florida*

Why does a disproportionate amount of high-growth entrepreneurship concentrate in a small number of geographical areas? Our research question is motivated by the heavy tails in the frequency-size distributions of high-growth entrepreneurship—the number of early-stage financing rounds, acquisitions among firms that received early-stage financing, and initial public offerings (IPOs)—in a metropolitan or micropolitan statistical area (MSA). The heavy tails could result from either of two distinct processes, but the existing research on entrepreneurship and agglomeration cannot tell the two processes apart. In this paper, we apply technical advances from complexity science and analyze which process is the more likely generative mechanism for the observed heavy tails. Using data from Crunchbase, our analysis covers 129,949 financing rounds of 58,517 unique firms across 657 MSAs, 10,145 acquisitions, and 4,614 IPOs. We find the multiplicative process to be the more likely mechanism, compared to the rich-get-richer process, which has been posited in the literature as a driver of regional advantage. For research, our finding changes the way we theorize and study agglomeration and entrepreneurship. For government policy, our research enhances the efficacy of interventions—in the form of tax breaks, business incubators, or grants aiming to stimulate entrepreneurial activity, spur innovation and create new jobs—by revealing the generative mechanism for the emergence of a region's advantage in high-growth entrepreneurship. For entrepreneurs, our research informs whether and how the choice of where to locate the start-ups may have implications for the likelihood of obtaining early-stage financing, becoming acquired, and going public.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cognition and bias in entrepreneurship

Digital Session Chair: **Barbara Burkhard**, *Aalto U.*

ENT: **A Meta-analysis of Entrepreneurs' Overconfidence on Entrepreneurial Action and Venture Performance**

Author: **Barbara Burkhard**, *Aalto U.*
Author: **Dean Shepherd**, *U. of Notre Dame*
Author: **Joakim Wincent**, *Luleå U. of Technology*
Author: **Dietmar Grichnik**, *U. of St. Gallen*

Entrepreneurs often exhibit overconfidence, which appears to promote entrepreneurial action but can also lead to negative venture outcomes. Although many believe overconfidence is universal among entrepreneurs, there is likely substantial variation in the strength of entrepreneurs' overconfidence and the resulting relationships. To develop and explain this variation, we build on entrepreneurial agency to develop a model of entrepreneurs' overconfidence and use a meta-analytic approach to test our hypotheses based on 31 studies across 16 countries. We theorize on a core difference between overconfident entrepreneurs and their less confident counterparts—namely, that overconfident entrepreneurs are more agentic than less overconfident entrepreneurs because of their overly positive perceptions of themselves. Our findings largely support our theorizing that national institutions that impose fewer constraints on entrepreneurial agency magnify the effect of overconfidence on entrepreneurial action and venture performance. Thus, our theorizing and findings provide new insights into when entrepreneurs' overconfidence has the greatest impact on their action. Finally, our study provides information about the effect of different measures of entrepreneurs' overconfidence.

Paper is NOT Available. Please contact the author(s).

ENT: **Impact Evaluation in Early Stage Impact Investing**

Author: **Fabian Scholda**, *WU Vienna*
Author: **Peter Vandro**, *WU Vienna U. of Economics and Business*
Author: **Reinhard Millner**, *WU Vienna U. of Economics and Business*
Author: **Michael Meyer**, *WU Vienna U. of Economics and Business*

In recent years, impact investing has seen remarkable growth rates in the investment market. A share of this market is concerned with funding social enterprises, often in an early stage of development, promising investors financial returns as well as the creation of measurable social impact. For investors, an important step in the investment process is the selection of suitable investment opportunities. Prior research has suggested that the anticipated impact of a social venture is a central criterion of most impact investors' in such selection processes. However, little is known about how impact investors form ex-ante assessments about the impact potential of a venture in absence of hard evidence as it is typically only provided by ex-post impact assessments. Working with 20 verbal protocols of assessments provided by seven experienced impact investors this paper sheds light on the cognitive processes used by impact investors to form ex-ante assessments of the social impact potential. Our findings suggest that impact investors draw from a set of specific cognitive patterns and heuristics for assessing impact. We identify 23 distinct cognitive patterns used to assess impact that were not previously described in research on heuristics of for-profit investors. These findings underscore the distinctiveness of impact investing as a practice (as compared to commercial investing) and highlight the important role of individual cognition in the selection process.

Paper is Available to Meeting Registrants Only.

ENT: **Success Lies in the Eye of the Beholder: Personality Traits, Negativity Bias and Equity Crowdfunding**

Author: **Andrew Jay Isaak**, *Heinrich-Heine U. of Dusseldorf*
Author: **Julia Neuhaus**, *Heinrich-Heine U. of Dusseldorf*
Author: **Denefa Bostandzic**, *Heinrich-Heine U. of Dusseldorf*

Expressed personality traits can play a pivotal role in shaping how the entrepreneurs' narratives are perceived by investors. Using a sample of 709 campaigns collected from four leading US-based equity crowdfunding websites and enriched with corresponding pitch videos and S.E.C. data, this study investigates the relationship between personality traits signaled by entrepreneurs to investors and subsequent funding success of equity crowdfunding campaigns. Of the Big Five personality traits, in particular, we find that higher conscientiousness, lower neuroticism, extraversion, and surprisingly lower openness seem to serve as signals of equity crowdfunding success, significantly affecting both the funding amount received and the number of investors attracted by campaigns. Moreover, we find that the information volume of a given campaign amplifies the negative effect of perceived neuroticism on funding success, suggesting a role for negativity bias. Partly challenging conventional wisdom, this study extends the literature on the relationship between personality and entrepreneurial finance by providing new input to a longstanding and central debate on the impact of individual-level components upon entrepreneurial outcomes in the underexplored alternative finance market and by demonstrating the context-dependent nature of personality signals within their respective investment contexts.

Paper is Available to Meeting Registrants Only.

ENT: **Media Mentions as Rose-Colored Glasses: Availability Bias in Venture Formation**

Author: **Dana Kanze**, *London Business School*
Author: **Mark Conley**, *Stockholm School of Economics*

Despite its rarity, venture capital raising has captured the media's attention rather than the far more common occurrence of venture death. We shed light on a situational factor that influences why founders overoptimistically believe they can beat the odds of failure when already familiar with the low base rates of market entry success. Drawing upon the entrepreneurial cognition literature regarding the availability heuristic, we theorize that frequent media mentions make information about fundraising more "available" to prospective entrepreneurs, increasing their motivation to start a venture by causing them to overestimate the magnitude of funding they will be able to raise. We find significant support for this theory through a mixed methods approach—encompassing a ten-year archival study, a randomized experiment (N=317), and an entrepreneur survey (N=110)—that accounts for macroeconomic factors and personal characteristics, including levels of dispositional optimism and prior knowledge. Implications for both theory and practice are considered.

Paper is NOT Available. Please contact the author(s).

Author: **Yong Kyu Lew**, *Hankuk U. of Foreign Studies*

Author: **Nadia Zahoor**, *U. of Strathclyde*

Author: **Francis Donbesuur**, *Loughborough U., School of Business and Economics*

This study proposes and tests a framework of how and when entrepreneurial alertness manifest into international success of small and medium-sized enterprises (SMEs). Specifically, using a survey data from 214 SMEs in UAE, this study investigates relationship between entrepreneurial alertness, business model innovation, and international scope of SMEs. Findings from the survey data indicates that business model innovation (i.e. entrepreneurial action) provides a significant mediating mechanism through which entrepreneurial alertness (i.e. entrepreneurial capability) impacts on SMEs' international scope (i.e. international performance). When perceived domestic market dynamism is high, the effect of business model innovation on international scope is strengthened. From these findings, we discuss the theoretical contributions for international entrepreneurship research and the practical implications for managers and owners of SMEs.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **745** | Submission: **17229** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:45AMET (UTC-4)**

Resiliency Versus Burn-out: Well-being at Work

Digital Session Chair: **Shihan Li**, *Heinz College - Carnegie Mellon U.*

Well-being and Resiliency

HCM: Stronger through Agreement: The Role of Consensus in Social Influence on Work-related Stress

Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*

Author: **Nynke Niezink**, *Carnegie Mellon U. - Dietrich College of Humanities and Social Sciences*

Stress in the workplace is prevalent and an important concern in organizational practice. Apart from being shaped by situational factors and individual propensities, people's stress experiences are affected by their social contacts via interactions. Little is known about how compositional features of one's local network amplify or dampen the strength of this social force. Adopting a network perspective, we propose that the degree of peer consensus in stress perceptions positively moderates individuals' susceptibility to peer influence. We conducted a 6-month longitudinal study of the coevolution of psychological stress and social ties applying stochastic actor-oriented models. Our analysis supported the moderation hypothesis: The higher the variance of stress scores among peers was (i.e., the lower the consensus), the less the focal person was influenced by his/her peers' stress. Our work establishes that consensus amplifies the power of peer influence on stress development.

Paper is Available to Meeting Registrants Only.

HCM: Resource Depletion a Significant Issue for Junior Medical Officers - A Case Study

Author: **Afshan Rauf**, *U. of Wollongong*

Author: **Shamika Almeida**, *U. of Wollongong*

Author: **Laura Rook**, *U. of Wollongong*

Junior medical officers (JMOs) report many mental health concerns, including stress and overall poor wellbeing. Given that they are often considered the 'public face' of the medical frontline, it is essential to examine the issues that they face during their training program. This study aims to use the conservation of resources (COR) approach to examine the factors that influence the resource depletion of JMOs and organizational practices that mitigate resource loss of the JMOs within an Australian public hospital. The study used 49 semi-structured interviews with healthcare professionals, including 11 junior medical officers working in an Australian regional hospital. Overall, the resource loss of JMOs occurred due to 'job-related challenges' and 'person-related challenges'. The job-related challenges included conflicting job demands, job-related emotional strain and unmanageable workloads, while person-related challenges included occupational conflict with senior staff and communication difficulties with both patients and supervisors. On the contrary, limited resource gains could be identified such as peer debriefing and learning different skills. Healthcare sector can proactively invest in wellbeing interventions through manager support to minimize resource depletion of JMOs during the internship. The strengths-based approaches and the development of cross-disciplinary team-based approach are most likely to assist JMOs develop, maintain and sustain their wellbeing. The findings of this research emphasize the importance of developing soft skills in healthcare professionals to support resource investment and help create a more nurturing healthcare work environment that fosters resource creation and sustenance for JMOs. Keywords: Resource depletion, junior medical officers, challenges, conservation of resource theory

Paper is NOT Available. Please contact the author(s).

HCM: Interplay of Start-of-workday (SWP) and At-work Presenteeism (AWP): A Daily Diary Study

Author: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*

Author: **Jayanth Narayanan**, *National U. of Singapore*

Presenteeism—attending to work in sickness is associated with deleterious effects on individuals and organizations. In the past decade, presenteeism has gained considerable scholarly attention from the researchers and the practitioners worldwide. Nevertheless, how within-person variation in presenteeism affects work outcomes is not very well understood. Drawing on a decision-making theoretical perspective, we develop a model describing the interplay of start-of-workday presenteeism (SWP) and at-work presenteeism (AWP) on daily emotional anxiety, which evokes malicious social emotion of schadenfreude resulting in daily gossip behaviors targeted at the peers and the supervisor. The results from a ten-wave twice-a-day daily diary study with full time working professionals spanning a period of two weeks (N = 59, total matched morning-evening daily observations = 528) provided empirical evidence for the hypothesized model. By studying the dynamics of presenteeism on employee's daily emotional experiences and social behaviors from a decision-making perspective, we present novel insights to the management and occupational health researchers, as well as the public policy analysts and practitioners.

Paper is NOT Available. Please contact the author(s).

HCM: The Influence of Baby Boomers' Perception of Well-Being Elements on Their Post-Retirement Residence

Author: **Eric J. Emerson**, *Acuity, Advisors to Senior Housing*

Author: **Robert C. Ford**, *UCF & Roy E. Crummer School of Business, Rollins College*

Author: **Koray Simsek**, *Crummer Graduate School of Business, Rollins College*

This study was premised on the idea that baby boomers, like anyone else, desire to maximize their well-being. That is, they seek situations that provide positive emotion, engagement, relationships, meaning and accomplishment (PERMA) which determine their personal appraisal of well-being based on both objective and subjective measures. Thus, the purpose of the research was to identify the most important PERMA elements of well-being that the baby boomer cohort who have decided to retire but have not yet done so (i.e., pre-retirees), seek in their preference in post-retirement residence. Moreover, this study investigates the degree to which this group sees that choice being influenced by their affinity for technology. The data for this correlational study was collected through a survey instrument administered to respondents electronically. The responses were analyzed utilizing logistic regression to generate research findings and implications. The results of this study suggest there is a relationship between the PERMA elements of well-being, singly and collectively, and their preference in post-retirement residence. Further, when considering the impact of affinity for technology on these two variables, the hypothesis of moderation was not significant. Lastly, the impact of Coronavirus (COVID-19) on baby boomers' preference in post-retirement residence was also considered. Future research in these areas is warranted as technological innovations continue to impact the delivery of the elements of well-being, and as baby boomers move through their retirement years, to consider the potential impact on their preference in post-retirement residence.

Paper is Available to Meeting Registrants Only.

Author: **Tera Webb**, *U. of Alabama, Birmingham*

Author: **Anthony C. Hood**, *U. of Alabama, Birmingham*

Background: Psychological safety is the key to learning from failures and teaming effectively. The purpose of this study was to explore how the construct of psychological safety has been incorporated in healthcare literature in order to guide future application within the healthcare context. Given the extensiveness of psychological safety research in healthcare, a scoping review was the best approach for exploring the breadth of studies, evidence, and gaps identified over the past 20 years. Methods: A scoping review of peer-reviewed, published research was conducted using PubMed, Scopus, PsycINFO, Cumulative Index of Nursing and Allied Health (CINAHL), EMBASE, and Medline databases. Results: 134 studies were included in this review. Discussion: Studies are predominantly individual-level, cross-sectional, nursing centered, and largely atheoretical. There is a need for more theory application, empirical rigor, and systematic and meta-analytical reviews. Conclusion: Since Edmondson's seminal work on psychological safety in 1999, this is the first review of psychological safety in the healthcare context. This is a significant contribution to health services research as this review presents collective insight into psychological safety in order to inform future theoretical and empirical research. Keywords: quality, psychological safety

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership in Healthcare Organizations: Implications for Organizational Success

Digital Session Chair: **Kameron Carter**, *Penn State U.*

Leadership and Organizations

HCM: Transformational Leadership, Mission Valence, and Long Term Burnout (WITHDRAWN)

Author: **Janine Bosak**, *Dublin City U.*
Author: **Denis Chenevert**, *HEC*
Author: **Steven Kilroy**, *Tilburg U.*
Author: **Patrick Christopher Flood**, *00353*

This study extends existing research by examining the mediating role of mission valence in the link between transformational leadership and burnout. Using a time-lagged research design we show how transformational leaders can increase hospital employees' attraction to the organization's mission (i.e., mission valence), and in turn alleviate long term burnout.

Paper is NOT Available. Please contact the author(s).

HCM: Matched Delegation: When the Leader Delegates the Right Tasks, How does the Team Benefit?

Author: **Kameron Carter**, *Penn State U.*
Author: **Greg L. Stewart**, *U. of Iowa*
Author: **Samantha Solimeo**, *U.S. Department of Veterans Affairs*

Delegation research has traditionally focused on delegation as a whole—how much or how little a leader or supervisor is willing to allocate tasks to their subordinates. Although past research has indicated the importance of delegation for team performance, it has often overlooked one of the main aspects touted by practitioners, choosing the right person for the job. In an effort to provide a more nuanced view of delegation and if the right person is being chosen for the job, this research introduces the concept of matched delegation: delegating a task to the individual whose abilities most closely match the demands of the task where individuals receive decision-making authority for tasks that neither exceeds nor discounts their abilities, but rather most closely matches the extent of their abilities. We take a leader-centric view and investigate how the leader giving up control of their non-central tasks and central tasks influences their own and team member effectiveness, and subsequent team performance. Hypotheses were tested using a sample of 495 primary care professionals (PCPs) and their surrounding team members (i.e., a registered nurse, a licensed practical nurse, and an administrative associate) from patient aligned care teams from the Veteran's Health Administration (VHA). Results showed that leader delegation of their non-central tasks positive influenced leader effectiveness, team member effectiveness, and team performance, results that were not found through leader delegation of their central tasks. Theoretical and practical implications are discussed as well as the limitations and directions for future research within the VHA as well as for research studying delegators' decisions and team processes and performance.

Paper is NOT Available. Please contact the author(s).

HCM: Hope, Commitment, and Stress Mediating Between Leadership, Financial Resources and CAHP Performance

Author: **Choiwai Maggie Chak**, *U. of Twente*
Author: **Lara Carminati**, *U. of Twente*
Author: **Celeste P.M. Wilderom**, *U. of Twente*

Combining the goal setting and job demands-resources (JD-R) theory, we examined how highly collaborative leadership and ample financial resources affect high project performance in community-academic health partnerships (CAHPs) through three mediators: individual project workers' hope, goal commitment and stress levels. With a sequential explanatory mixed-method research design we collected and analyzed survey data (N = 318) and held semi-structured interviews (N = 21). The hypothesized three-path mediation model was tested using structural equation modelling with bootstrapping. Project workers' hope, goal commitment and stress: (1) fully mediate between highly collaborative leadership and high project performance; and (2) partially mediate the relationship between ample financial resources and high project performance. The qualitative data corroborated these findings, revealing the crucial role of hope as a cognitive-motivational mechanism that facilitates project workers' coping strategies during the various challenges of the diverse CAHP projects. These findings contribute to the project management and CAHP literatures by accounting for the effects of project workers' hope in enabling high CAHP project performance as well as for two other under-researched CAHP project resources (ample financial resources and collaborative leadership). Moreover, we show the applicability of combining goal-setting and JD-R theory in networked health-promotion projects that link academic to community work.

Paper is Available to Meeting Registrants Only.

HCM: Boundary Work in Public Teaching Hospitals in Europe: The Role of Perceived Ethical Leadership

Author: **Teresa Carla Oliveira**, *U. of Coimbra*
Author: **Filipa Cartaxo**, *unaffiliated*

Managing employment relationships in complex organization undergoing constant change such as a hospital is demanding for all stakeholders. Retaining staff requires enhancing coordination of mutual needs and benefits, in particular when this involves as much task flow as work relations and boundary changes. Drawing upon both signaling and social exchange theories we developed a model exploring how perceived ethical leadership (PEL) can benefit employees and organizations. We test our model in a cross-sectional exploratory study using a questionnaire to collect dyads among a sample of chief nurses and nurses working in different services in a European teaching hospital which, over two decades, has undergone major changes in both its internal and external environments. Our results show that organisations gain from signaling concern to enhance employee's affective commitment, overall job satisfaction and resourcefulness and that this has a positive impact on both performance and wellbeing. Keywords: Public teaching hospital; changing boundaries; perceived ethical leadership; team work process

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **747** | Submission: **16827** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:00AM ET (UTC-4)**

Innovation in International Management

Digital Session Chair: **Michael Murphree**, *U. of South Carolina*

This session examines the topic of innovation in international management. It includes papers on learning by exporting via organizational innovation, rapid internationalization and innovation performance, communication technologies and the management of innovation, and emerging market firms' persistence with failed innovations.

IM: Learning by exporting via organizational innovation

Author: **Romina Guri**, *U. of Groningen*
Author: **Florian Noseleit**, *U. of Groningen*
Author: **Pedro Faria**, *U. of Groningen*

The benefits of learning by exporting are examined in the light of productivity or technological innovation improvements and the existing evidence is controversial. We suggest that firms can also learn in export markets how to better manage and organize their activities, and therefore introduce organizational innovation (OI). Moreover, we argue that learning-by-exporting would depend on the competition from abroad that firms face domestically and the technological status of the industry in which they operate. We test our prediction using six waves of the German Community Innovation survey (CIS) covering the period from 2006 to 2016. Our findings show that exporting is associated with the introduction of organizational innovation and this effect is less pronounced if firms face strong competition from abroad, especially for those that operate in technologically lagging industries.

Paper is Available to Meeting Registrants Only.

IM: Rapid internationalization and innovation performance

Author: **Xiaobo Wu**, *Zhejiang U.*
Author: **Yanan Fu**, *Zhejiang U.*
Author: **Jing Li**, *School of management, Zhejiang U.*

Although internationalization is an inherently dynamic process, the time dimension of international expansion has rarely been a major focus of international business research. Using an organizational learning perspective, we attempt to explain how time-based international expansion patterns influence parent companies' innovation performance in emerging markets. We consider that the internationalization process could generate potential benefits attributable to knowledge transfer while being influenced by time compression diseconomies. Based on these two mechanisms, we test four hypotheses regarding parent companies' innovation performance: 1) internationalization speed (main effect); 2) internationalization rhythm (two-way interaction); 3) organizational slack; and 4) competitive intensity (three-way interaction). Using unbalanced panel data of Chinese multinational enterprises between 2008 and 2014, we find a negative relationship between parent companies' internationalization speed and innovation performance, and this relationship is stronger if the internationalization rhythm is irregular. The negative moderating effect of an irregular rhythm weakens with an increase in internal organizational slack and strengthens with an increase in external competitive intensity. These results suggest that firms should assess their internal capabilities and external competitive environment to judge whether a certain international pattern is feasible or necessary.

Paper is Available to Meeting Registrants Only.

IM: Communication Technologies and the Management of Innovation

Author: **Luis Ballesteros**, *George Washington U.*
Author: **Catherine Magelssen**, *London Business School*
Author: **Casidhe Horan Troyer**, *London Business School*

We examine the effects of the introduction of broadband technology on innovation within firms. Managing innovation across geographically dispersed locations is one of the most important challenges confronting firms. We contribute to the literature on the management of R&D activities by studying how control rights affect innovation within the firm. Using a shock to communication and matched sample analyses, we find evidence that whether the parent or a subsidiary holds control rights over an R&D subsidiary's activities is important for innovation outcomes. Specifically, parent-controlled R&D units have significantly smaller changes in innovation quantity, quality, and are less likely to integrate new knowledge or collaborate after the introduction of broadband technology relative to subsidiary-controlled R&D units. These results are concentrated amongst firms that have greater information processing constraints – such as in large firms, and when the parent must invest more effort to broker collaboration and perform higher-quality monitoring such as when there is greater distance in technological expertise, and when there is cultural distance and different language between R&D subsidiaries and controlling entities. Our findings suggest that the parent does not merely fail to leverage the potential advantages of communication to foster innovation but may use it to exert greater control in a way that stifles innovation.

Paper is Available to Meeting Registrants Only.

IM: Emerging market firm's persistence with failed innovations

Author: **Sarah Edris**, *Maastricht U., School of Business & Economics*
Author: **Thorsten Wahle**, *Alliance Manchester Business School*
Author: **Stijn Horck**, *Maastricht U., School of Business & Economics*
Author: **Ajai Singh Gaur**, *Rutgers U.*

We explore the conditions under which firms persist with failed innovations. While prior literature suggested firm's persistence with failure may vary by their experience with novel vs incremental innovations, we argue the institutional experience of the innovating firm can explain their persistence via their ability to interpret failure events. Firms from advanced economies may react to failure by persisting with innovations after setback, whereas firms from emerging markets may react to failure by abandoning failed innovations. Additionally, emerging market firms may transform negative feedback from one type of innovation into developments for another (i.e., switch the type of innovations they undertake). We test hypotheses using FDA-approved drugs (1998-2019). Our analysis provides insights on learning from failure and innovation efforts in an international business context, and their consequences.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **748** | Submission: **12637** | Sponsor(s): **(IM, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AM ET (UTC-4)**

**International, Transnational, and Transitional
Entrepreneurship**
Transitional Entrepreneurship



Chair: **Kaveh Moghaddam**, *U. of Houston, Victoria*
Organizer: **George Nakos**, *Clayton State U.*
Distinguished Speaker: **Anil Nair**, *Old Dominion U.*
Panelist: **Majid Ghorbani**, *Renmin U. of China*
Panelist: **Sarika Pruthi**, *San Jose State U.*

The distinction of International Entrepreneurship and Transnational Entrepreneurship may not be clear cut. International Entrepreneurship is predominantly concerned with the firm as a unit of analysis, while Transnational Entrepreneurship usually examines the dual nature of the firm and individual entrepreneurs. Transnational Entrepreneurship entails migrant entrepreneurs who leverage opportunities that arise from their dual networks and optimizing resources in their host and home countries. Consistent with the 2021 AOM conference theme of “Bringing the Manager Back in Management”, the aim of this Panel Symposium is to examine how immigrant entrepreneurs manage their ventures in a global market.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Ethics in Management Education: Imagination, Integrity and Responsibility



Digital Session Chair: **Henriette Lundgren**, *George Washington U.*

MED: **Facilitating Ethical Reflective Practice in the Context of Experiential Learning**   

Author: **Henriette Lundgren**, *George Washington U.*

Author: **Emily Morrison**, *George Washington U.*

Author: **SeoYoon Sung**, *Rutgers U.*

MED Junior Faculty Best Paper Award. Sponsored by SAGE/Journal of Leadership and Organizational Studies for the most significant contribution to management education by a Junior Faculty authorship team (all earned doctorates since 2014 or working on it).

Recognizing the benefits and shortcomings of experiential learning for its participants, less is known about how experiential learning facilitators (i.e., teachers, coaches, leaders) reflect on, make sense of, and learn from experiential learning activities in their own practice. The purpose of this study is to explore the complexities of critical incidents that arise in experiential learning and teaching using an enactive lens. The enactive lens allows for more nuanced, complex insights than constructivist lenses allow. We show that facilitators are affected in multiple ways by their experiential teaching experiences, around the themes of validation, preparedness, control, emotions, and framing/reframing. We show experiential learning as a relational and embodied practice while discussing the importance of contextualizing experiential learning in safe-to-fail spaces and workplaces. We further develop a practical understanding of what it means to facilitate ethical reflective practice in experiential learning and teaching. By doing so we add to the body of experiential learning theory and pedagogy by encouraging facilitators to grow their experiential expertise by reflecting on their own critical incidents and engaging in more sharing with colleagues through experiential-teaching communities of practice.

Paper is Available to Meeting Registrants Only.

MED: **Responsible Management Education: The Risk of Responsibility**    

Author: **Paul Hibbert**, *U. of St Andrews*

This essay takes a particular perspective on Responsible Management Education (RME), focusing on problems identified in recent research. The problematic issues are related to a lack of clarity associated with the key terms, and consequential impacts of RME that might be missed because of this lack of clarity. As an illustration of the consequences, the essay discusses moral injury, an experience of the betrayal of one's fundamental values that leads to ongoing, debilitating anguish. The essay argues that moral injury might also be a hazard faced by managers, expected to act responsibly in challenging and constraining contexts, after completing an RME program. As a response to this problem, the essay encourages further fundamental research in the field.

Paper is NOT Available. Please contact the author(s).

MED: **Teaching Moral Imagination Through Theatre Pedagogy** 

Author: **Rachel Dickinson**, *Warwick Business School*

Author: **Demetris Hadjimichael**, *Warwick Business School*

Global Forum Best Paper Award for the paper that best creates the opportunity to address global issues of significance to management education and/or development.

Moral imagination can be understood as a process of self-reflecting that enables one to step back and become more aware of a given situation so as to imaginatively and evaluatively identify possibilities of ethically responding. Indeed, several studies have highlighted that the moral imagination is key to dealing with ethically challenging situations in organizations. The purpose of this paper is to introduce a theatre-informed pedagogical approach for teaching business ethics with a focus on exercising and developing the moral imagination. Specifically, following a brief review of the relevant literature, we describe the undergraduate course Acting Responsibly and explain how its design and delivery enables development of the moral imagination. Moreover, we reflectively discuss the course's underlying design principles and suggest ways in which they can be leveraged within the context of traditional ethics classes.

Paper is NOT Available. Please contact the author(s).

MED: **Down the Slippery Slope: Moral Disengagement and Academic Integrity's Grey Areas**  

Author: **Kelley Packalen**, *Smith School of Business, Queen's U.*

Author: **Kate Rowbotham**, *Queen's School of Business, Canada*

Most students do not engage in serious cheating, but many engage in seemingly insignificant transgressions. While these small misgivings may be brushed aside as trivial, prior research shows that major ethical violations tend to follow small, common violations – the so-called slippery slope effect. In this study we combine computer-facilitated focus groups, an online survey and open-ended responses to identify when and why students think it is acceptable to engage in both specific minor academic integrity violations and violations more generally. We also demonstrate that the slippery slope effect occurs in academia as students who find it acceptable to violate academic integrity in more “grey area” situations also engage in more trivial and non-trivial academic integrity violations in general. We analyze our findings using mechanisms of moral disengagement and neutralization theory to categorize why students violate academic integrity and find that the mechanisms they use to justify engaging in specific trivial violations differ from those they use to justify violating academic integrity more generally. We conclude with recommendations that directly address ways that faculty and administration can neutralize the mechanisms that students use to morally disengage both in relation to specific trivial violations as well as more generally.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Social Ties at Work

Digital Session Chair: **Thomas Joseph Zagenczyk**, *Clemson U.*

OB: Friendship, Advice and Distant Ties with Leaders and Similarity in Citizenship Behavior

Author: **Thomas Joseph Zagenczyk**, *Clemson U.*
Author: **Sara Krivacek**, *Clemson U.*
Author: **William L. Gardner**, *Texas Tech U.*
Author: **Kevin S. Cruz**, *Georgia Southern U.*
Author: **Claudia Cogliser**, *Texas Tech U.*
Author: **Debbie Laverie**, *Texas Tech U.*

We adopt the view of leadership as a relational phenomenon and draw on social influence theories to investigate whether leaders motivate followers to engage in similar interpersonal citizenship behavior (ICB) as leaders. We argue that employees will demonstrate ICB similar to leaders with whom they have advice and distant ties (when employees consider coworkers to be leaders but do not have direct ties with those leaders), whereas employees will have dissimilar ICB to leaders with whom they have friendship ties. Results of a social network study of 132 employees in the business college of a large southwestern university indicate that employees have similar levels of interpersonal citizenship behavior to leaders with whom they have advice ties and dissimilar levels of interpersonal citizenship behavior to leaders with whom they have friendship ties. We find distant ties with leaders have no effect on interpersonal citizenship behavior. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Social Networks and Citizenship Behavior: The Mediating Effect of Organizational Identification

Author: **Thomas Joseph Zagenczyk**, *Clemson U.*
Author: **E. Erin Powell**, *North Carolina State U.*

Are employees more likely to identify with their organization and engage in helping behaviors on its behalf if the coworkers who make up their social networks identify strongly and help the organization? Despite origins in social psychological research, prior studies of the antecedents of organizational identification have focused primarily on individual-level psychological and perceptual factors. This has limited our understanding of how OI forms and how it relates to the attitudes and behaviors it shapes. We reconceptualize organizational identification as a social phenomenon influenced by structural (similarity with respect to structural position) and relational (advice and friendship ties) dimensions of social networks. This allows us to theorize two distinct social influence paths through which OI affects organizational citizenship behavior: a direct path whereby social information processing and social learning affect OCB, and an indirect path in which social influence affects OCB through its effect on OI. We conducted a social network study of employees in a construction company. The theory we develop departs from most prior work in arguing that OI is neither a matter of individual perceptions generated in isolation, nor a simple function of the number of ties that an employee has, but that it is in important ways instead an outcome of relations and interactions with co-workers, as reflected in the social structure of the employing organization. Our arguments thereby relocate a primary source of organizational identification from perceptual to structural and relational factors. We discuss important implications for both theory and practice.

Paper is Available to Meeting Registrants Only.

OB: Workplace Gossip and the Evolution of Friendship Relations: The Role of Complex Contagion

Author: **José Luis Estévez**, *Linköping U.*
Author: **Rafael Wittek**, *U. of Groningen*
Author: **Francesca Giardini**, *U. of Groningen*
Author: **Lea Ellwardt**, *U. of Cologne*
Author: **Robert W. Krause**, *Freie U. Berlin*

Complex contagion theory is used to develop novel hypotheses on the effects of workplace gossip on expressive relations. It is argued that hearing gossip from multiple senders or about multiple targets impacts receivers' friendships with gossip targets. Hypotheses are tested in a two-wave sociometric panel study among 148 employees of three units in a Dutch childcare organisation. Stochastic Actor-oriented Models yield only very weak support for simple contagion processes, with positive gossip fostering receiver-target friendships in one, and negative gossip significantly decreasing them in another of the three Departments. No support was found for complex contagion effects based on multiple senders. Findings for complex contagion based on multiple targets were inconsistent. Implications for theories of gossip and reputation are discussed.

Paper is Available to Meeting Registrants Only.

OB: Is it about time? Counteracting the Negative Effect of Virtuality on Performance with Team Density

Author: **Martijn Jungst**, *EDHEC Business School*
Author: **Lorraine Marie Uhlaner**, *uhlaner*

The use of virtual tools has become the norm in organizations to remain competitive in a global and dynamic environment. To understand the impact of these tools on team performance, we examine virtuality through an episodic lens. We develop a temporal model that links virtuality processes and the emergent state of team density with team performance over time, and test the hypothesized relationship in 36 temporary teams. Random coefficient growth modeling shows that team density attenuates the negative relationship between virtuality and team performance, highlighting the importance of a configurational approach to understand the impact of team processes on team performance over time. We discuss the theoretical implications of conceptualizing virtuality in a time- and context-sensitive perspective.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leader Support for Recovery and Coping

Digital Session Chair: **Charlotte Foerster**, *Johannes Kepler U. Linz*

OB: Leadership behaviors that reduce psychological distance and increase adaptive coping and performance   

Author: **Anders Friis Marstand**, *Birkbeck, U. of London*
Author: **Olga Eptropaki**, *Durham U.*

During the COVID-19 pandemic, millions of employees have found themselves working from home, physically separated from their leaders and work teams. Drawing from construal level and conservation of resources theories, our study focused on the psychological distance employees experience from their manager as a key explanatory mechanism for employee coping and task performance during the pandemic. We specifically examined the role of three leadership behaviors (initiating structure, consideration, and vision communication) on employees' perceptions of psychological distance from their manager and the subsequent effects on employee task, emotion, and avoidance coping and task performance. Using data from a four-wave time-lagged online study of remotely working participants (N = 343) conducted in April-May 2020, we found that consideration and vision communication reduced employees' perceptions of psychological distance from their manager, while psychological distance decreased task coping. Support for a serial mediation model was also found, with consideration and vision communication positively and indirectly influencing task performance via psychological distance and then via task coping. Results from our study provide insights into how leaders can stay psychologically close to their employees despite their physical separation and the implications of psychological distance from the leader for employees' coping responses and performance.

Paper is Available to Meeting Registrants Only.

OB: Paradoxical leadership behavior: How leaders contribute to organizational resilience 

Author: **Charlotte Foerster**, *Johannes Kepler U. Linz*
Author: **Stephanie Duchek**, *BTU Cottbus-Senftenberg*
Author: **Caroline Paparella**, -
Author: **Wolfgang H. Guettel**, *TU Wien*

Living and operating in a global world, the risk for a global economic crisis has never been greater. As the ongoing events in terms of the COVID-19 crisis show, organizations need to be highly resilient to survive in a crises-prone world. Acknowledging the central role of leaders during organizational crisis, we examine how leaders handle existence-threatening organizational crisis, and how this is affecting organizational resilience. As part of a larger research project on crisis management, we conducted 37 interviews with leaders operating in organizations that were faced with such a major crisis. By telling their own crisis story, our leaders were able to reconstruct their behaviors very precisely. Resulting from our inductive analysis approach, we found that our leaders' behavior during these major crises was not straightforward but somehow paradox. In sum, we identified seven pairs of paradoxical leaders' behaviors in all three phases of the organization's resilience process (i.e., anticipation, coping, adaptation). Nonetheless and even while leaders also need to balance paradox demands before and after critical situations, this need was particularly relevant during crisis. By shedding light on how leaders handle major organizational crisis and how this behavior is affecting organizational resilience, we do not only provide important implications for future resilience research but also derive crucial practical implications for crisis management.

Paper is Available to Meeting Registrants Only.

OB: What Leaders Do Matters: Supervisor Support for Recovery and Employee Recovery  

Author: **Ze Zhu**, *George Mason U.*
Author: **Julia Baines**, *George Mason U.*
Author: **Lauren Kuykendall**, -
Author: **Bo Zhang**, *Texas A&MU, College Station*

Research suggests that leaders play an important role in employees' recovery from work stress. Very little research to date has examined leader behaviors that promote or inhibit employees' recovery. This study aims to better understand the nature and impacts of recovery-supportive supervisory behaviors. Specifically, we (1) proposed an expanded conceptualization of supervisor support for recovery, (2) developed and validated a measure consistent with this expanded conceptualization, and (3) examined the effect of supervisor support for recovery on employee recovery. In Study 1, we conducted a qualitative study to identify the dimensional structure of supervisor support for recovery. Based on the qualitative data, we conceptualized it as a multidimensional construct with four dimensions: not communicating about work during nonwork time, not requiring work during nonwork time, modeling recovery, and encouraging recovery. In Studies 2 and 3, we developed and validated a scale to measure supervisor support for recovery. We found that supervisor support for recovery was distinct from other leadership constructs (e.g., perceived supervisor support, family supportive supervisor behaviors, and transformational leadership) and explained additional variances in psychological detachment and burnout above and beyond the three similar leadership constructs. Relative importance analysis suggested that supervisor support for recovery was more important than the other three similar constructs in predicting psychological detachment, but perceived supervisor support was the most important predictor in predicting burnout. Implications for future research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **752** | Submission: **12268** | Sponsor(s): **(OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

The Third-decade of the Affective Revolution: How Affect and Emotions Extend Organizational Research *The Third-decade of the Affective Revolution*



Organizer: **Seoin Yoon**, *Texas A&M U., College Station*
Organizer: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
Discussant: **Joel Koopman**, *Texas A&M U.*
Presenter: **Yu Tse Heng**, *U. of Washington, Seattle*
Presenter: **Seoin Yoon**, *Texas A&M U., College Station*
Presenter: **Fadel Khalil Matta**, *U. of Georgia*
Presenter: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*

Since the Affective Revolution declared by Barsade, Brief, and Spataro (2003), interest in the role of affect and emotions has become “de rigueur” (Ashkanasy & Dorris, 2017: 67) for organizational scholars. In summarizing the past two decades of this literature, a series of reviews (e.g., Ashkanasy & Ashton-James, 2005; Ashkanasy & Dorris, 2017; Ashkanasy & Humphrey, 2011; Brief & Weiss, 2002; van Knippenberg & van Kleef, 2016) note three common trends: 1) the Affective Event Theory (AET) is at the core of research on emotions, 2) it is important to examine the interaction of AET with emotion-laden topics (e.g., emotional labor, emotional intelligence), and 3) leaders serve as “mood managers” who actively influence their followers’ feelings and emotions. On the precipice of the third decade of the affective revolution, this symposium showcases a recent stream of research projects on affect and emotions that extend these previous trends both in isolation and together. By highlighting the contemporary and ongoing approach that advances these trends in one or more ways, each of the papers in this symposium set a research agenda for the future.

A Randomized Controlled Trial Approach to Examining the Effects of Cannabis Use on Creativity

Author: **Yu Tse Heng**, *U. of Washington, Seattle*
Author: **Christopher Barnes**, *U. of Washington*
Author: **Kai Chi Yam**, *National U. of Singapore*

When a Leader is Ostracized: A Multilevel Model of Leader’s Experienced Ostracism at Work

Author: **Seoin Yoon**, *Texas A&M U., College Station*
Author: **Junhyok Yim**, *City U. of Hong Kong*
Author: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*

Exchanging the Same Favor: The Role of Resource Distinctions and Affect in Leader-follower Exchanges

Author: **Fadel Khalil Matta**, *U. of Georgia*
Author: **Edwyna Theresa Hill**, *U. of South Carolina*
Author: **Michael Baer**, *Arizona State U.*
Author: **Emma Laier Frank**, *U. of Georgia*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*

The Effects of Low Power on Paranoia and Aggression

Author: **Michael Schaefer**, *Singapore Management U.*
Author: **Trevor Foulk**, *U. of Maryland*
Author: **Christilene Du Plessis**, *Singapore Management U.*
Author: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Author: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Process Views on Organizational and Industry Change



Digital Session Chair: **Heidi Korin**, *U. of Turku, School of Economics*

ODC: **How Strategic Planning Practices Evolve Over Time: Longitudinal Case Study**

Author: **Heidi Korin**, *U. of Turku, School of Economics*
Author: **Hannele M J Seeck**, *U. of Turku, School of Economics*
Author: **Kirsi Liikamaa**, *U. of Turku, School of Economics*

Winner of ODC Division Best Paper Award

Carolyn Dexter Award Nominee

The literature on strategy practice as a historically embedded phenomenon is scant. To fill this gap, this study expands the strategy-as-practice (SAP) literature by examining the meaning of historical embeddedness in the evolution of strategy practice. We draw on the framework of strategic planning as a social practice presented by Langley and Lusia (2015) and the notion of *modus operandi* (Chia & Holt, 2006). We use a longitudinal case study design combined with historical methods to examine the evolving and historically embedded strategic planning practice of a healthcare organization throughout its lifespan. Our results show that historical embeddedness appears in structures and routines, materiality, positioning, and reflecting, representing an internalized way of acting. We show that reflection is essential for the evolution of strategy practice and contribute to theory development by demonstrating that strategic planning is a continuous development process and that, in this evolution, history provides continuity yet also facilitates the evolutionary process. Keywords: Evolution; historical embeddedness; strategic planning; strategy-as-practice

Paper is NOT Available. Please contact the author(s).

ODC: **Achieving an Organizational Sustainability Transformations through Aggregating Micro-Level Changes**

Author: **Kim Strunk**, *U. of Passau*
Author: **Susanne Kiener**, *U. of Passau*
Author: **Anna Will**, *U. of Passau*
Author: **Laura Ziegltrum**, *U. of Passau*
Author: **Marina Fiedler**, *U. of Passau*

Organizations struggle to initiate change for sustainability and particularly in identifying relevant projects and creating engagement for sustainability. Therefore, organizational sustainability transformation (OST), meaning a substantial rather than a symbolic shift in the organization's operations, values and goals to extensively incorporate sustainability concerns, is not a one-time project but requires a long-term attention to the issue. However, little attention has so far been given to implement micro-level changes towards sustainability. Extant literature emphasizes the importance of micro-level changes in an OST, yet it remains widely unclear how to aggregate these micro-level changes to support a substantial and large-scale sustainability transformation. This is however crucial for enhancing our understanding of how micro-level changes add up to a large-scale transformation over time. Building on a qualitative inductive study with key informants, we reveal how an OST can be achieved through emergent evolutionary continuous micro-level changes. We provide a model to understand OST better, by explaining how the decentralized micro-level changes, integrated in a clear sustainability vision, but without a detailed planned change agenda, can be achieved collectively. We identify three inter-related cycles illustrating the organizational dynamics of the OST, revealing opportunities for supporting an OST and showing where an OST can possibly fail when the dynamics are neglected. In addition, we derive recommendations for managerial actions in an OST.

Paper is Available to Meeting Registrants Only.

ODC: **The Endogenous Mechanisms and Dynamics of the Business Ecosystem Evolution: A Process Study**

Author: **Fengbin Wang**, *School of Business, Renmin U. of China*
Author: **Xue Zhang**, *Renmin U. of China*

A business ecosystem is a complex dynamic system within which components interact with each other to drive the changes of other components and the whole ecosystem. Although dynamics has been widely identified as a core feature of the ecosystem, how the actual interactions among the components happen and aggregate to drive the self-evolution of the ecosystem have been rarely studied. Adopting a longitudinal inductive case study approach, this study disentangles the interactions among ecosystem components and delineates a temporal recursive pattern of six-phase paths of the business ecosystem evolution. We find that the generative mechanisms underlying business ecosystem evolution are the successive negation of the negation of phases (meso-level explanation) and the self-governing regulators (micro-level explanation) that continually trigger new phases. This explorative inductive study unveils how interactions of components accumulate to drive the ecosystem evolution, which provides a transparent and deeper understanding of the micro-macro linking process.

Paper is Available to Meeting Registrants Only.

ODC: **Starting with a Completed Canvas: Layering as A Mechanism for Change During Emerging Hybridity**

Author: **Nora Rosendahl**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Jane Seppälä**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Timo Olavi Vuori**, *Aalto U.*

Organizations increasingly need to respond to conflicting demands, simultaneously. Scholars have thus described strategies that involve blending or recombination of institutional logics. This paper examines a change approach we label "layering" – where, in the presence of significant institutional constraints, two institutional logics are blended not through replacement or recombination, but through addition: by layering the new on top of the old. Based on a case of an infrastructure hardware and software provider, where practices from the agile software logic were layered on top of legacy practices, we seek to increase understanding of how and why layering can occur. Layering seems to be strongly associated with hybridity – combining conflicting identities, forms, or logics – but, in comparison to prior scholarship, is likely to emerge when hybridity emerges gradually over time, and when actors are constrained in their hybridization strategies by existing institutional arrangements and power structures. Our central contribution is to detail layering in organizational sciences, and the dual change cycles this prompted: one change defeating, the other change strengthening. In doing so, we shine a light on the under-developed role of historical institutional legacies, sequencing, and power structures in shaping organizational responses to conflicting institutional demands.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **754** | Submission: **17265** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Bureaucracy and Knowledge Management

Bureaucracy and Knowledge

Digital Session Chair: **Pedro Monteiro**, *Copenhagen Business School*

OMT: **Mechanisms of Governance and Knowledge Sharing Behavior**

Author: **Stefano Miraglia**, *UCL*
Author: **Jens Roehrich**, *U. of Bath*
Author: **Mostafa Safar**, *U. College London*
Author: **Mihai Talmatchi**, *U. College London*

Understanding how formal and informal mechanisms of governance produce a combined effect on the knowledge sharing behavior of organizational members is a problem which is yet to be resolved in organization studies. Contradictory and inconsistent findings have so far prevented the identification of a set of constructs that can be used to explain the causal linkages between governance decisions and individual knowledge sharing behavior. We addressed this problem through an inductive, multiple-case study of organizations from different industries. We found that, consistently across the cases, three dichotomous theoretical dimensions explicated two opposing patterns of relationships – one on each side of the dichotomy – whereby: (1) a condition of cognitive and normative alignment/misalignment of individuals mediated the influence of (2) concerted/unconcerted governance on (3) effectual/ineffectual knowledge sharing behaviors. By modelling these dimensions and their interrelationships, we are able to lay down the foundations of a theoretical framework for the governance of knowledge sharing in organizational settings.

Paper is Available to Meeting Registrants Only.

OMT: **Bureaucracy Is Dead, Long Live Bureaucracy: A Review for Taking Stock and Moving Forward**

Author: **Pedro Monteiro**, *Copenhagen Business School*
Author: **Paul S. Adler**, *U. of Southern California*

The present review aims to redress the growing gap between the receding discourse on bureaucracy and bureaucracy's persistent reality by clarifying conceptual issues. In doing so, we aim to renew and expand our understanding of bureaucracy as a dominant feature of our organizational landscape. First, we review the organizational research and find three main perspectives of research on bureaucracy, which emerged in succession but persist in parallel. Turning to the state of contemporary research, we note several factors that help explain the shrinking scholarly attention devoted to bureaucracy and the resulting difficulty in making sense of new trends like uberization and holacracy. We conclude by offering four strategies for overcoming these shortcomings.

Paper is NOT Available. Please contact the author(s).

OMT: **Bureaucratic Cartographies of Expertise: The Organization of Specialist Domains in Complex Settings**

Author: **Pedro Monteiro**, *Copenhagen Business School*

How and with what consequences is expertise organized? More specifically, how the multiple formal arrangements in complex settings configure specialist domains and its implications for management of knowledge. I examine this question through a case study of PlaneCo, a blue-chip aeronautical company where the organization of expertise was a core concern and many formal organization arrangements were in place to chart and manage it. Conceptualizing these arrangements as bureaucratic cartographies I draw on 15 months of ethnographic fieldwork in the company's engineering unit and find that they crystalize conceptualizations of expertise, catalyze the formation of specialist domains, and compound distinct experts together. These processes in turn have a downstream effect in the management of knowledge to the extent that they influence the resources afforded to specialists and the flow of knowledge. Unveiling these processes bring contributions to our understanding of knowledge specialization and integration as well as the interplay of bureaucratic organization and expertise.

Paper is NOT Available. Please contact the author(s).

OMT: **Kingdom of Bureaucracy. A Governmental-Political Interpretation of Modern Management**

Author: **Enrico Beltrami**, *Notre Dame de Namur U.*

In this article I place management theory in conversation with Giorgio Agamben's political theology with the dual scope of offering (1) an Agambenian interpretation of management, and (2) a framework that may be useful to illuminate and eventually explain the nature of some decisive and persistent weaknesses of the discipline. The main argument is that Agamben's theological genealogy of economy transforms the discourse on management from a matter of value to one of control. In the first section, I introduce Agamben's political theological project and I discuss how his project can change the way scholars look at management. In the second, I list three fundamental weaknesses of management as a discipline that an Agambenian interpretation of management can make intelligible.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **755** | Submission: **17267** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Performativity, Persuasion and Power

Performativity and Persuasion

Digital Session Chair: **Frithjof E. Wegener**, *Delft U. of Technology*

OMT: **On the Performativity of Design Theories for Organizing**   

Author: **Frithjof E. Wegener**, *Delft U. of Technology*
Author: **Vern Glaser**, *U. of Alberta*

Organization design is at the core of organization studies. In this paper, we explore organizational design by examining the performativity of design theories for organizing. We build on insights from performativity to suggest that a theory of design often impels organizational actors to engage in particular types of actions that influence how organizational design initiatives change organizations. Specifically, we depict how three theories of organizational design—Scientific Management, Design Science, and Pragmatism—influence organizing. We develop an argument that shows how adopting these theories of design influence organizational design by providing organizational actors with different expectations of the roles played by users and designers, establishing core principles of action, generating learning mechanisms, and shaping political dynamics.

Paper is Available to Meeting Registrants Only.

OMT: **"Putting People in Little Boxes": How Scripting Processes Perform New Organizations**  

Author: **Alaric Bourgoin**, *HEC Montreal*
Author: **Samer Faraj**, *McGill U.*
Author: **Paolo Vincenzo Leone**, *McGill U.*

This paper explores the intertwining of power, technology, and organizing, unpacking the performative dynamics through which technological tools foster the creation of new organizations. Through an autoethnographic study of a high-stakes consulting assignment dedicated to the restructuring of a large energy group, we investigated the role and effects of a piece of software that was specifically designed to help the consultant navigate the analytical complexity and political ferocity of the context. Advancing the notion of "scripting process", we shed light on how a novel organizational structure unfolded through a performative process wherein the piece of software acted as a scripting device, framing, feeding, fitting, and realizing the future organization by respectively inscribing, confronting, aligning, and actualizing the interests at play.

Paper is Available to Meeting Registrants Only.

OMT: **Performing Categories through Material, Spatial and Verbal Practices: the case of "Historical Shops"**

Author: **Camilla Ferri**, *U. Ca' Foscari of Venice*

Categories make intelligible our world by classifying and labelling objects, actors and events around us. Sometimes categories are created by some promoters re-interpreting already existing entities to re-orientate meaning systems according to strategic goals. This phenomenon is particularly spread in urban and cultural contexts, where policy-makers often found labels to re-qualify, valorise or preserve specific areas of interest. Adopting a qualitative methodology and a multiple nested case study, I analyse the case of creation of the Historical Shops category in two Italian cities with the aim of understanding the conditions and the mechanisms through which a category takes life, is acknowledged and performed on a daily basis, and the ones that, instead, hinder this process. Findings show that the interaction of material, spatial and verbal practices enacted within categorial boundaries co-create an externally perceived experience of the category, which, in turn reinforce the categorial members' identification with the category, hence sustaining category performance. The initial acts of category creation and actions of category promoters and intermediaries may support or undermine the whole process. The study contributes to categorization studies by providing a situated view on categorization where materiality, place, experience and categorial members' identification have a fundamental role.

Paper is Available to Meeting Registrants Only.

OMT: **Evoking the Leap of Faith Online: An Exploration of the Inner Workings of Trust Signals** 

Author: **Theresia Harrer**, *Middlesex U. London*

Research has so far largely overlooked trust building processes in online contexts. Specifically, while previous research has shed light on relevant signals as antecedents, little attention has been paid to how such signals are actively induced in one-way communication – that is when no prior interaction is given, and reactions cannot be observed immediately. This paper addresses this gap by adopting Goffman's logic in Presentation of Self (1959). I explore how cues and dramaturgical mechanisms are used to evoke signals which relate to three dimensions of trust: ability, benevolence, or integrity. I analyze 19 campaign videos on the largest reward-based crowdfunding platform – Kickstarter – and extract bundles of visual and verbal cues that are enacted via dramaturgical mechanisms. This leads me to three dramaturgical strategies that foster online trust, in particular the leap of faith. The study contributes to trust literature by offering early evidence into how the leap of faith is created online and by providing insights into the creation of trust signals. It also contributes to crowdfunding literature by a more nuanced understanding of signaling.

Paper is Available to Meeting Registrants Only.

Author: **David Hollis**, *Nottingham Business School, Nottingham Trent U.*

Author: **Alex Wright**, *U. of Sheffield Management School*

Author: **Owain Smolovic Jones**, *The Open U.*

Author: **Sanela Smolovic Jones**, *The Open U., United Kingdom*

Finalist for the Responsible Research Award

The face is a significant locus of power upon which judgements concerning a person’s status, worth and attractiveness are made. This study contributes to knowledge of facial norms’ shifting performative power in daily organizing, theorizing facial beauty as a communicatively constituted authoritative text. We achieve this through blending Butlerian and communication as constitutive of organization theorizing. This allows us to enrich understandings of power and performativity’s necessarily entangled and co-constitutive unfolding, as we trace how a normative understanding of facial beauty becomes more and/or less performatively powerful through embodied-textual processes. Our theorizing is generated from an ethnography of a UK cosmetics firm and demonstrates how facial beauty functions as a (figurative) authoritative text that corporealizes, subjectivizes, and is resisted by makeup artists within a confluence of (concrete) text and conversation. We show how through communicative, citational and embodied processes of corporealization, regulation and subjection, everyday performances like makeup applications become performatively powerful on the ground level of interaction. Further, returning authoritative texts to their original figurative formulation uncovers something of how their transformative power shapes organizing’s ongoing accomplishment.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



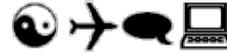
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **756** | Submission: **12317** | Sponsor(s): **(OMT, ODC, MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

**The West and the East Shall Never Meet? Chinese Thought
for Managers and Management**
Chinese Thought and Management



Moderator: **Yuan Li**, *Saint Mary's College of California*
Organizer: **Zhexiong Tao**, *U. of International Business and Economics*
Organizer: **Li Yuan**, *Renmin U. of China*
Panelist: **Robert Chia**, *Glasgow U.*
Panelist: **Andrew H. Van de Ven**, *U. of Minnesota*
Panelist: **Peter Ping Li**, *U. of Nottingham, China*
Panelist: **Runtian Jing**, *Shanghai Jiao Tong U.*
Panelist: **Fengbin Wang**, *School of Business, Renmin U. of China*

This symposium will seek to explicate how Chinese thought differs from the western mode of thinking and the implications for managers and management. The discussion will focus on connecting specific Chinese constructs to topics of organization research, for example, building a Chinese indigenous model of organizational momentum for change, providing a Chinese Daoist processual explanation of endogenous motors of system evolution, and illuminating the implications of Chinese thought on strategy and organization as practice and process.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
 Program Session: **757** | Submission: **17583** | Sponsor(s): **(ONE)**
 Virtual session type: **Synchronous Live Open**
 Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Community partnerships for progressing sustainability



Digital Session Chair: **Raquel Antolin-Lopez**, *U. of Almeria*

ONE: Local Community members' motivations to partner for social impact: A mixed-methods approach

Author: **Raquel Antolin-Lopez**, *U. of Almeria*

Author: **Pilar Jerez-Gómez**, *U. of Almeria*

Author: **Susana B. Rengel**, *Susana*

This article aims to extend the boundaries of extant research on inter-organizational relationships for social impact by identifying the motivational factors that can foster an active collaboration of local communities with a nonprofit organization. Specifically, we focus on the Natural Park and Integrated Management Natural Area (PN-ANMI) of the Serranía del Iñao in Bolivia where 45 communities that collaborate with the PN-ANMI Management Committee are located. The PN-ANMI Management Committee is a nonprofit organization aimed at preserving biodiversity and enhancing local people's social well-being through the collaboration with different stakeholders. We follow a mixed-methods approach. First, we conduct an inductive study primarily based on the interviews with the 45 local community representatives. Next, we perform a binary logistic regression in a sample consisting of the responses of 799 community members that collaborate with the Management Committee (e.g., micro family farms, micro businesses, producers unions, local associations for conservation, and regular dwellers) to validate the findings from the qualitative analysis. Our results show the relevance of ten motivational factors that we aggregated into four theoretical dimensions (environmental preservation, community well-being, self-esteem, and organizational effectiveness).

Paper is NOT Available. Please contact the author(s).

ONE: Local leaders and the environment: little resilience/influence to produce a sustainable environment

Author: **Gustavo Cordeiro**, *Fundação Getulio Vargas - EAESP*

Author: **Paulo Arvate**, *FGV-EAESP*

The Legal Amazon region (LAR) consists on a complex area where multiple actors coexist with conflicting interests. Indigenous population, agribusiness entrepreneurs and small producers are examples of individuals with different behaviors concerning the economic development and deforestation of the area. In this sense, research has been conducted in order to evaluate the impacts of agricultural development and the rise of deforestation levels, the influence of economic incentives on economic development and deforestation and the impact of institutional incentives on deforestation reduction. However, the role of local leadership on these matters has not been analyzed so far. An efficient local leader would be the one who is resilient (e.g. promote both economic development and deforestation reduction on his municipality). Therefore, in our study we test if local leaders are resilient in the Legal Amazon environment, whether or not they make use of economic and/or institutional incentive to promote economic development and deforestation reduction and whether or not sustainable top leaders (e.g. state governors) influence the actions of local leaders (e.g. mayors). For this, we use a Regression Discontinuity methodology and a quasi-randomized experiment (elections with a margin of victory close to zero). Our sample comes from multiple databases and includes over 18000 observations from 755 LAR distinct municipalities for the period between 1996 and 2016. Amongst our results, we identify that local farmer leaders promote economic development but do not produce significant changes on deforestation levels. We also identify that economic incentives are used by these local leaders, but institutional incentives are not. Finally, we identify that top level leaders do not influence local leaders on their actions on behalf of being resilient.

Paper is Available to Meeting Registrants Only.

ONE: To ally and innovate for sustainability: Food retailers and their external partners

Author: **Andra Riandita**, *U. of Stavanger Business School*

Firms ally with various organizations to address social and environmental issues. The existing literature has discussed the success factors for and opportunities arising from such alliances, but few studies have provided a systematic overview of the use of alliances in the context of firms' sustainability initiatives. This study investigated such sustainability alliances, with a focus on the alliances' strategic purposes and choices of partner over time. Applying content analysis methods, data was collected from 12 large food retailers in the EU from 2014 to 2018. The analysis showed that, over this period, the frequency of alliances to support philanthropic endeavors declined. At the same time, retailers increasingly leverage their alliances to engage in sustainability-oriented innovation. Retailers allied themselves with sustainability ventures, while the frequency of cross-sector alliances with NGOs declined. These changes in purpose and choice of partner may reflect efforts by retailers to move from providing more passive support for system-wide change to actively engaging with sustainability initiatives related to their core business activities through product and process innovation.

Paper is Available to Meeting Registrants Only.

ONE: Health Benefits of Local Government Sustainability Efforts: A Social Cognitive Perspective

Author: **Hyun Jung Ji**, *U. of Alabama*

Author: **Su Hyun Shin**, *U. of Utah*

Since climate change presents an unprecedented threat to public health, creating environmentally sustainable communities has become an important policy goal. Many local governments have voluntarily implemented sustainability practices to mitigate and adapt to climate change at community levels. Because of the potential benefits, scholars and practitioners are paying increasing attention to the sustainability practices of local government. This study provides evidence for their health benefits after analyzing data of more than 3,000 older adults between 2012 and 2016. Our findings suggest that incentives for energy-efficient buildings are associated with an increased likelihood that older adults will view life expectancy optimistically. Moreover, incentivizing resource conservation behaviors and installing charging stations for electric vehicles are associated with increased physical activities. Our findings have important implications for local governments by linking climate change and community health issues.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **758** | Submission: **13671** | Sponsor(s): **(ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Managing Grand Challenges: Theoretical, Empirical, and Methodological Perspectives

Managing Grand Challenges



Organizer: **Kerstin Neumann**, *U. of Innsbruck*
Organizer: **Lilach Trabelsi**, *U. of Innsbruck*
Presenter: **Sinziana Dorobantu**, *New York U.*
Presenter: **Anne Jacqueminet**, *Bocconi U.*
Presenter: **Frank Wijen**, *Erasmus U. Rotterdam*
Presenter: **Maurizio Zollo**, *Imperial College Business School*
Presenter: **Uriel Stettner**, *Tel Aviv U.*

An important emerging question in strategy and organization literature is how do managers navigate their firms through increasing levels of environmental uncertainty and ambiguity. Such rising levels of uncertainty and ambiguity are particularly associated with grand societal challenges, including climate change, the dramatic increase of socially divisive forces, inequality, and social unrest, and, most recently, global pandemics. The objective of this symposium is to address theoretically, empirically, and methodologically the question of how firms can manage such complexities and, at the same time, help tackling grand challenges.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **759** | Submission: **15389** | Sponsor(s): **(ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

**Addressing Grand Challenges: Current Barriers and Ways
to Move Forward**
Addressing Grand Challenges



Chair: **Nareuporn Piyasinchai**, *Cambridge Judge Business School*
Chair: **Narae Lee**, *U. of Minnesota*
Discussant: **Shon R. Hiatt**, *U. of Southern California*
Discussant: **Sarah Stephen**, *U. of St. Gallen*
Presenter: **Julia Grimm**, *Cambridge Judge Business School*
Presenter: **Eun-Hee Kim**, *Fordham U.*
Presenter: **Lucrezia Nava**, *Cambridge Judge Business School*
Presenter: **Kala Viswanathan**, *Harvard U.*

Climate change presents a clear and present danger to our society. Businesses and the civil society have made strong commitments and collaborative efforts to address climate change, yet the problem has become increasingly severe. There have recently been growing scholarly interests to understand the barriers of how to effectively deal with current grand challenges, and how such barriers can be overcome. However, important questions remain to identify the best path forward. This symposium brings together leading and emerging scholars in the area to discuss some of these important questions. The four papers in the symposium illustrate unintended consequences from efforts in addressing climate change across different contexts and emphasize the need for strong collaboration at a global scale. The papers suggest solutions to the problem and offer important implications to academics, policies and practices, setting an agenda for future research. The symposium discusses empirical and theoretical connections of research across contexts including institutions, industries, businesses, and organizations' decision makers, and offer management scholars promising opportunities for future exploration.

Non- and Sub-State Action in Post-Paris Climate Governance: Review of a Contested Field

Author: **Julia Grimm**, *Cambridge Judge Business School*

Carbon Targets and Target Attainment

Author: **Eun-Hee Kim**, *Fordham U.*
Author: **Patrick J. Callery**, *Sprott School of Business, Carleton U.*

The Grasshopper and the Ant: Variation in Organizational Adaptive Responses to Climate Change

Author: **Lucrezia Nava**, *Cambridge Judge Business School*
Author: **Maja Tampe**, *ESADE Business School*

A Rising Tide Lifts All Boats: the Effects of Common Ownership on Corporate Social Responsibility

Author: **Kala Viswanathan**, *Harvard U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Partnerships and Collaborations

Digital Session Chair: **Mohammad Moshitari**, *Tampere U.*

PNP: **Innovation Networks for Social Impact: A Multi-Actor Role on Smart City Projects in Brazil**   

Author: **Emilene Leite**, *Örebro U. School of Business*

We investigate how business and socio-political actors contribute and collaborate, within a network, to develop technologies for a social impact. Based on the innovation networks literature and insights gained from two cases of smart city innovation, our study demonstrates that the innovation process in a city context is complex, nonlinear, dynamic, and socially constructed. Moreover, the innovation network is driven by the activities of searching, acting, and convincing of an opportunity to develop smart city solutions. Yet, four roles associated with these activities were revealed: coordinators, contributors, facilitators, and builders. Hence, innovation for smart cities requires different types of actors (business and socio-political), drivers (economic and social), resources (technological and non-technological), and roles in both development and implementation. This study contributes to public and academic discussion on networks by showing that actors' roles and specific innovation activities contribute to a type of innovation network formation that positively impacts business and society.

Paper is NOT Available. Please contact the author(s).

PNP: **NGO–Business Partnerships in the Humanitarian Aid Context: Types and Formation Process**   

Author: **Mohammad Moshitari**, *Tampere U.*

Author: **Evelyne Vanpoucke**, *ULB - Solvay Brussels School of Economics and Management*

Given the immense impact of natural and human-caused disasters, organizations, such as businesses and NGOs, are under increasing pressure to contribute to humanitarian responses. One way to increase the effectiveness of an organization's contribution is through cross-sectoral partnerships. This is also emphasized by the United Nations as: 'the SDGs can only be realized with strong global partnerships and cooperation (www.un.org).' Consequently, new NGO-business partnerships are developed within the humanitarian context. Because of these developments, it becomes important to clearly identify the various types of NGO-business partnerships and the different benefits of engaging in them. To this end, we explore twelve partnership cases between businesses and humanitarian NGOs, suggesting six forms of partnerships, elaborating on the resources provided by businesses and the particular benefits for both NGOs and businesses. In addition, we discuss the implications of this framework for the formation process of NGO-business partnerships.

Paper is NOT Available. Please contact the author(s).

PNP: **Bad Company? Exploring Cross-Sector Partnerships as Potential Threats to Nonprofit Identity**

Author: **Indira Jana Kandel**, *Leibniz U. Hannover*

Author: **Alina McCandless Baluch**, *U. of St Andrews*

Author: **Erk Peter Piening**, *Leibniz U. Hannover*

Nonprofit organizations frequently engage in partnerships with for-profit businesses in order to fulfil their social mission. Although these partnerships can equip nonprofit organizations with access to funding or other resources, they are also a common source of intra-organizational controversy and conflict when social objectives clash with business interests. In this paper, we take an identity threat perspective on cross-sector partnership and assess the conditions under which these partnerships may emerge as threats to the organizational identity of nonprofit organizations. In drawing from arguments from the literature on organizational identity, organizational identity threats, strategic alliances and cross-sector partnerships, we highlight how inter- and intra-organizational influences interact to create, heighten or ease perceptions of organizational identity threats arising from these partnerships. We thereby offer a contingency perspective on organizational identity threats that adds to the wider understanding of how interactions within an organization's network affect and co-construct organizational identity.

Paper is NOT Available. Please contact the author(s).

PNP: **The Interactive Dynamics of International Actors Before and During a Global Pandemic**   

Author: **Ryan Federo**, *U. de les Illes Balears*

Author: **Xavier Bustamante**, *U. Politècnica de Catalunya-BarcelonaTech*

The rapid spread of the coronavirus disease (COVID-19) continues to claim lives worldwide and has become a global pandemic, a distinctive type of societal grand challenge that entails instantaneous, but persisting, catastrophe. This paper sets out to explore the interorganizational network of international actors—comprising multinational companies, intergovernmental organizations, and nongovernmental organizations—by disentangling their interactive dynamics whilst a global pandemic unfolds. Using a unique GDELT big dataset, we draw on the theory of networks to analyze the interorganizational interactions of international actors before and after the World Health Organization announced that the COVID-19 outbreak was a public health emergency of international concern. Due to the immediate and large-scale impact of COVID-19, prevailing theories would expect concerned actors to build a goal-directed network and facilitate more cooperation. However, we find that international actors continuously have a serendipitous interorganizational network and generally have greater conflictive interactions with one another during a global pandemic. Our findings provide novel insights from big data, and we discuss the implications of our discoveries to understand the network of international actors during an ongoing global health crisis.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Technology, Data, and Public Organizations

Digital Session Chair: **Thi Hong Nhung Hoang**, *SKEMA Business School - U. Côte d'Azur*

PNP: **Artificializing Numbers: An Empirical Evidence from a US Intergovernmental Organization**      

Author: **Thi Hong Nhung Hoang**, *SKEMA Business School - U. Côte d'Azur*

Prior studies examining the role of accounting information reveal a research gap on how people utilize the contested accounting information to make sense and indeed legitimate their decision making. This study investigates how do people use accounting numbers to make sense in a complex environment and to legitimize their action? Using the sensemaking perspective framework, the paper shows how the two teams (Management Accounting and Human Resources) make sense (count) differently the same reality (staffing). Data from the field study at a Managerial Accounting team at an Intergovernmental Organization headquartered in US indicate different forms of sensemaking cues, which I term as, 'fading cues' and 'compressed cues'. Fading cues preexist and evolve overtime but its importance is gradually fading in managers' strategic decision making. However, co-existing compressed cues emerge subsequently but play a more important role in managers' action enactment. Managers exploit the multiplicity of cues, which is likely harmful to managers' decision making because of increasing ambiguity, to legitimate their strategic agenda. In this case of a budget implementation, the social process of constructing compressed cues or artificial artefacts, which are neither false nor correct, neither 'soft' or 'hard', not quite useful for people's sensemaking, but used to legitimate managers' strategic decisions, is referred to as artificializing accounting numbers. The artificializing process explains the decoupling of and people's resistance in policy implementation. This paper also highlights the role of systematic power or corporate power in the sensemaking process.

Paper is NOT Available. Please contact the author(s).

PNP: **Viral tweets to fight the virus: How authenticity and confidence impact information diffusion**

Author: **Lea Rüsich**, *Kühne Logistics U.*

Author: **Niels Van Quaquebeke**, *Kühne Logistics U.*

Author: **Maria Besiou**, *Kühne Logistics U.*

To safeguard the diffusion of verified health advice during the pandemic, researchers and practitioners jointly call for experts' confident and authentic communication through social media. Yet, research in Organizational Behavior highlights both - confidence and authenticity - as meaningful sources for endorsement and social influence. However, despite its practical and theoretical relevance, theory so far has not scrutinised the concepts' interplay. Our study seeks to close this gap by pitting authenticity and confidence against each other. Analyzing Twitter data, we find, that experts' authentic tweets, concerning actionable information regarding the pandemic, increases endorsement and information diffusion. Confidence, in contrast, seems to diminish these positive effects. Based on these results, we seek to develop a unified theory of confidence and authenticity as a new domain of influence.

Paper is Available to Meeting Registrants Only.

PNP: **Antecedents of Adoption of Smart City Solutions: The Case of Millennials** 

Author: **Yulia Malchenko**, *Graduate School of Management Saint Petersburg State U.*

The purpose of this study is to develop and suggest a model for determining consumer adoption of smart city solutions (SCS). The authors collect and interpret quantitative data to develop a theoretical model that contributes to understanding the factors influencing consumer attitude towards the concept of SCS. Socially responsible consumption involvement has an indirect positive influence on adoption through attitude towards the concept of SCS. In turn, socially responsible consumption involvement is positive influenced by citizen participation and joy which millennials experience living in the city. Innovativeness has an indirect effect on adoption of SCS through attitude. Citizen participation, apart from abovementioned, has a positive impact on adoption.

Paper is Available to Meeting Registrants Only.

PNP: **More Money, More Digital? The Impact of Public Financial Grants on Digital Transformation in SMEs**

Author: **Jasmin Seitz**, *U. of Regensburg*

Author: **Michael Dowling**, *U. of Regensburg*

In this paper, we theoretically and empirically analyse the impact of state financial grants on the digital transformation of small and medium-sized enterprises (SMEs). Building on a behavioral perspective, we hypothesize that state financial grants will nudge companies' digital transformation regardless of the size of the grant. We collected data from 1,935 SMEs including funded and non-funded companies, which applied for a state grant program in a German federal state. Our results suggest that state financial grants have a significant positive impact on the progress of the digital transformation of companies that received state grants; however, an increase of the state grant amount does not lead to more progress in the digital transformation of companies. Our findings have important implications for research on digital transformation in the context of SMEs as well as for public policy research regarding the firm-level effects of nudging policies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Corporate Social Irresponsibility

Digital Session Chair: **Stephen Brammer**, *U. of Bath*

SIM: Selective Social Remembering: Social Irresponsibility, Organisational Salience, and Firm Reputation

Author: **Stephen Brammer**, *U. of Bath*
Author: **Giulio Nardella**, *Loughborough U., School of Business and Economics*
Author: **Irina Minodora Surdu**, *Warwick Business School*

Organization memory studies have theorized that firms should manage their stakeholders' collective memories following instances of corporate social irresponsibility (CSI), as not doing so, may negatively influence organizational outcomes. Yet, research exploring the relationship between stakeholders' collective memory, CSI and corporate reputation, is underdeveloped. Drawing on the availability bias literature and attribution theory, we theorize that social remembering by stakeholders is strongly 'selective' when recalling the CSI behavior of salient firms - organizations which are readily available for recall in their stakeholders' collective memory - compared to less salient firms, which increases the reputation risk of CSI for organizations which are considered salient. Using a unique dataset of 1,518 company-year CSI events, this paper confirms the strong moderating effect of organizational salience on the relationship between CSI and changes in corporate reputation.

Paper is Available to Meeting Registrants Only.

SIM: How does corporate social irresponsibility affect transaction costs? Evidence from China

Author: **Feng Tianli**, *U. of Electronic Science and Technology of China*
Author: **Fan Yang**, *Master student of UESTC*
Author: **Tan Biao**, *U. of Electronic Science and Technology of China*

Corporate social irresponsibility (CSIR) scandals frequently reported in China, which has a huge impact on enterprises and even society. This paper examines the effect of CSIR on the transaction cost of Chinese private enterprises by focusing on the irresponsible behavior of enterprises. By introducing listed companies, crisis management capacity, we further studied whether CSIR behaviors of enterprises with high visibility bring higher costs, and how enterprises reduce the impact of CSIR on transaction costs under the unique institutional environment of China. Based on data from the 2018 National Survey of Private Entrepreneurs Survey, we found that CSIR increases the transaction cost for firms, especially in listed companies. Moreover, crisis management capacity plays a moderating role in reducing the threat. The conclusion of this study contributes to the understanding of CSIR behavior and its influencing mechanism, as well as the sustainable development strategy of enterprises.

Paper is Available to Meeting Registrants Only.

SIM: The firm is irresponsible, so what?

Author: **Corentin Hericher**, *UCLouvain*
Author: **Flore Bridoux**, *Erasmus U.*

While the body of literature on employees' reactions to their employer's corporate social responsibility (CSR) has grown fast over the last decade, we know little about employees' reactions to corporate social irresponsibility (CSiR). Yet, employees are unlikely to respond to irresponsibility as they do to low CSR because CSiR is a specific action, rather than a set of policies and practices, that involves the intentional violation of a moral standard, while low CSR does not. Building on the literature about people's reactions to moral transgressions and using a multimethod, multisample design (two experiments and one field study), we provide evidence that other-condemning and other-suffering moral emotions are important mechanisms explaining employees' response to CSiR towards other stakeholders, which can take the form of punishing, as often discussed in the organization-centric research, but also of compensating the victim of the CSiR, a behavior rarely studied in the management literature. We also show that CSR towards other stakeholders and gratitude towards the organization weaken the relationships between CSiR and employees' responses, providing an explanation for why employees seem to often fail to react to CSiR.

Paper is Available to Meeting Registrants Only.

SIM: Acting with Impunity? Assessing the Performance Effects of Corporate Social Irresponsibility

Author: **Nicola Croxton**, *Robert Gordon U.*
Author: **Raquel García-García**, *U. of Oviedo*
Author: **Thomas Lawton**, *U. College Cork*

This study examines whether corporate social irresponsibility (CSiR) negatively impacts firm performance, both financial (proxied using Tobin's q) and non-financial (measured through corporate social performance scores). Building on instrumental stakeholder theory (IST), we consider the moderating role of corporate political activity (CPA) to investigate if firms' political actions buffer or intensify the potential negative effect of CSiR. Our analysis of a sample of S&P 500 firms for the period 2007-2017 finds that CSiR does not influence a firm's Tobin's q. But CSiR does diminish corporate social performance, a negative effect that is intensified by firms engaging in financial and relational CPA.

Paper is Available to Meeting Registrants Only.

Author: **Tanusree Jain**, *Trinity College School of Business*

Author: **Rashid Zaman**, *School of Business and Law, Edith Cowan U.*

Author: **Maretno Agus Harjoto**, *Pepperdine Graziadio Business School*

This paper examines the relationship between CEO compensation and corporate social irresponsibility (CSiR) by examining the perceptions of fairness or unfairness of CEO compensation structure. Infusing the integrative model of organizational trust with the bounded self-interest agency theory and the stakeholder-agency theory, we progress the distributive unfairness hypothesis and the procedural unfairness hypothesis to suggest that perceptions of distributive and procedural unfairness in compensation structure influence the severity with which CEOs view firms as opportunistic towards them. Using a sample of 8,873 observations across 849 U.S. firms between 2001-2018 and sophisticated empirics, we theorize and empirically demonstrate how CEO perceptions of firm opportunism trigger negative reciprocity behaviours, manifesting in increased firm-level CSiR. Furthermore, we find the prevalence of reinforcing and counter-balancing effects through which the interactions between distributive and procedural unfairness impact the CEO compensation-CSiR relationship. Our paper contributes to the literatures on CEO compensation and corporate misconduct and has important implications for the design of executive compensation packages.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **763** | Submission: **12632** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Impact Investing in Times of Crises: Rethinking the Nature of Logics
Impact Investing in Times of Crises



Organizer: **Theresia Harrer**, *Middlesex U. London*
Organizer: **Othmar Manfred Lehner**, *Hanken School of Economics*
Panelist: **Gorgi Krlev**, *U. of Heidelberg*
Panelist: **Kai N. Hockerts**, *Copenhagen Business School*
Panelist: **Fergus Lyon**, *Middlesex U.*
Panelist: **Lisa K. Hehenberger**, *ESADE Business School*
Panelist: **Barbara Scheck**, *Munich Business School*
Panelist: **Othmar Manfred Lehner**, *Hanken School of Economics*

Impact Investing, an investment approach that aims to achieve a combination of social and commercial outcomes and thus create blended value, has gained significant momentum over the last decade. It is often heralded as a panacea because of the urgent need to tackle pressing societal and environmental issues despite global governmental austerity measures and a bleak economic outlook. While we have seen tremendous progress in creating an early-stage impact investing market, the recent COVID-19 pandemic with its political and normative pressures has highlighted that we might not yet fully understand how and whether impact investing actually works, and for whom. While this knowledge gap might be due to the pre-paradigmatic (theory-building) state of the impact investing field, in this symposium we also consider how existing theories might inform our understanding and what we need to look out for when applying theories to the highly heterogeneous context of impact investing. We discuss among others that ideas of social justice, progress and cultural individualism might not be recognized accordingly in existing research, and thus that important criteria for impact investing success might be overlooked. This symposium brings together experts from theory and practice and critically examines the nature of impact investing, as well as ways to manage and measure the inherent and manifold heterogeneous logics in these investments. After disentangling what we do (not) know about impact investing the symposium ultimately offers ways forward to research an investment approach that truly recognizes the centrality of beliefs and normative thinking.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

NonMarket Strategy Time Zone 1

Digital Session Chair: **Kunyuan Qiao**, *Cornell U.*

STR: Historical Government Regulations and Firms' Innovation Input  

Author: **Kunyuan Qiao**, *Cornell U.*

I argue that founding and initial public offering (IPO) are sensitive periods when organizations imprinted by their environment. Stronger government interventions during these sensitive periods imprint firms with a more diversified research and development (R&D) structure and a focus that downplays competition and highlights government intervention, which in turn discourages R&D investment. Moreover, the subsequent sensitive period, IPO, modifies imprinting effects formed during founding. Further, founding is a stronger sensitive period than IPO regarding the magnitude of imprinting effect. I test the regulatory imprinting of (1) U.S. firms based on industry and (2) worldwide firms based on location and find supportive evidence. My research contributes to imprinting theory by (1) showing potential mechanisms through which government interventions in history affect firms' R&D and (2) articulating organizational sensitive periods in terms of imprinting dynamics and heterogeneity.

Paper is NOT Available. Please contact the author(s).

STR: The Corporate Social Responsibility Price Premium as an Enabler of Substantive CSR (WITHDRAWN)

Author: **Leandro Nardi**, *HEC Paris*

While consumers' willingness to pay a CSR-price premium is a key economic driver of CSR investments, the literature is relatively silent on whether and how the CSR-price premium affects firms' choice between symbolic and substantive CSR engagement. To shed light on this question, I propose a game-theoretical framework that accounts for both supply- and demand-side factors influencing CSR engagement decisions and socio-environmental performance. Using this model, I establish sufficient conditions under which the CSR-price premium functions as an enabler of substantive CSR investments. I also examine how social performance monitoring, product differentiation, and competitors' CSR engagement choices moderate this enabling effect of the CSR-price premium. My framework suggests that social performance monitoring may either strengthen or weaken the enabling effect of the CSR-price premium, depending on the social performance of substantive CSR, as well as on demand-side conditions. Product differentiation, in turn, nonlinearly impacts the effect of the CSR-price premium, depending also on the CSR engagement choices of competitors. This paper contributes to the literatures on substantive versus symbolic CSR, stakeholder monitoring, and the relationship between competition and social performance.

Paper is NOT Available. Please contact the author(s).

STR: Spelling out the "R" in CSR-Assessing the Impact of Radical Transparency on Gig Workers' Motivation   

Author: **Anna Szerb**, *INSEAD*

Author: **Matthew Lee**, *New York U.*

We study how transparency regarding the negative societal impacts of an employer's activities influences the performance and effort of gig workers on an online labor platform. Building on research that transparency is central to the formation and maintenance of stakeholder trust, we explore across multiple experiments if, and how, such "radical transparency" elicits favorable employee performance and effort. We find that radical transparency is associated with increased employee trust relative to a generic corporate social responsibility (CSR) condition, which mediates a positive effect on worker performance and effort, but that overall, radical transparency does not increase worker motivation compared with CSR alone. However, we also identify conditions under which radical transparency combined with CSR elicits higher worker performance compared with CSR alone. These findings have important implications for research on corporate social responsibility, transparency, and greenwashing.

Paper is Available to Meeting Registrants Only.

STR: How does decarbonization impact the business strategy-performance nexus?

Author: **Alexandra França**, *U. of Vigo*

Author: **António Sartal**, *U. of Vigo*

Author: **Xosé H. Vázquez**, *U. of Vigo*

We address how increasing requirements for decarbonization are affecting the impact of competitive strategies on financial performance. Analyzing a cross-national sample of corporations from 2005 to 2019, our results show that CO2 abatement enhances performance outcomes of differentiation strategies but, conversely, cost leaders find their financial performance compromised. Our study extends the existing strategic management literature and contributes to the ongoing debate stimulated by the question: "Does it pay to be green?" Specifically, it provides a deeper understanding on the reluctance of corporate response to effectively act to climate change grand challenge in spite of growing regulatory pressure. Our results highlight the importance of incorporating business strategy, as a significant ex ante variable, when debating the benefits of carbon management on business performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **765** | Submission: **12682** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AM ET (UTC-4)**

Science and Firm Strategy 
Science and Firm Strategy

Organizer: **Sukhun Kang**, *London Business School*
Organizer: **Xirong Shen**, *McCombs School of Business, U. of Texas at Austin*
Organizer: **Anavir Shermon**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Panelist: **Ashish Arora**, *Duke U.*
Panelist: **Waverly W. Ding**, *U. of Maryland*
Panelist: **Michelle Gittelman**, *Rutgers U.*
Panelist: **Matt Marx**, *Cornell U.*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*

The purpose of this symposium is to foster and accelerate scholarly conversations around the relationship between science and firm strategy. Our goal not only includes surveying existing literature, but also involves contributing to the emergence of new ideas and research agendas, in light of recent advances in novel identification strategies; new bibliometric data on patent citations to science. We bring together five senior scholars with expertise in technological innovation, entrepreneurship, and strategy that share an interest in the relationship between science and firm strategy. We have organized this panel symposium with three ends in mind. First, to provide attendees an overview of recent advances in the literature. Second, to hear from experts regarding future avenues for research and new research tools/datasets for the topic. Third, to create an interactive forum that fosters idea generation and research collaboration for addressing gaps in the literature.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

External Communication in the Context of Mergers and Acquisitions

Digital Session Chair: **Katsuhiko Shimizu**, *Keio U. Japan*

STR: Short- and Long-Term Consequences of a Signal to Multiple Stakeholders: Evidence from Japanese Firms   

Author: **Katsuhiko Shimizu**, *Keio U. Japan*
Author: **Daisuke Uchida**, *Kyushu U.*

Mergers and acquisitions (M&As) are increasingly important globally. In this environment, we observe that Japanese firms have started voluntarily announcing M&A budgets since the 2000s. Given that such announcements may be intended as an anticipatory impression management technique, what are the consequences of such specific announcements from the perspectives of multiple stakeholders both in the short and long run? In the spirit of phenomenon-based research, we address the question by drawing on the research concerning signaling and organizational impression management and by considering the business and social contexts in Japan. We test our hypotheses mainly by using a sample of 895 firms listed on the TOPIX 1000 of the Tokyo Stock Exchange from 2004 to 2017.

Paper is Available to Meeting Registrants Only.

STR: Investor Response to Military Language in Strategy Disclosures    

Author: **Joao Cotter Salvado**, *Catolica Lisbon School of Business and Economics*
Author: **Donal Crilly**, *London Business School*

Corporate executives frequently communicate their strategies in terms of battles, offensives, and victories. Nonetheless, it is unclear whether the use of military language affects stakeholder reactions. Building on insights from cognitive linguistics and prospect theory, we explore how this particular form of metaphorical communication affects investors' reactions to strategic announcements. Specifically, we theorize that executives' use of military language generates negative reactions from investors because it highlights the risks inherent to the strategy being announced. However, consistent with prospect theory, when firms are making losses, the kind of risky strategy conveyed by military language may be viewed as more appropriate. In short, whereas reactions to military language are generally negative, investors react positively to military language used by weak-performing firms. We find consistent evidence for these hypotheses in an archival study and an experiment. The former uses data from 1,371 corporate acquisition announcements; the latter is an experiment involving a targeted sample of 209 participants with prior experience in finance or business administration. Our findings advance a cognitive-linguistic perspective on investor response to strategy disclosures and complement extant work on strategic communication and resource acquisition.

Paper is NOT Available. Please contact the author(s).

STR: Information through Intermediaries: Influence of Venture Capital in M&A 

Author: **Supradeep Dutta**, *U. at Buffalo, The State U. of New York*

This study investigates the influence of indirect relationship between the buyer and seller linked through common (shared) intermediary on the ex-ante acquisition choice and the ex-post acquisition integration outcomes. Prior M&A research has typically focused on the influence of direct ties of entities affiliated either with the buyer or with the seller. In contrast, we build on inter-organizational relationships research to examine how specialized information obtained through an intermediary entity connecting the acquirer-target dyad, influence value creation in acquisition deals. Using acquisition deals of VC-backed technology ventures, we empirically examine the impact of common venture capital affiliations shared between the acquired and acquiring firms on the likelihood of acquisition and post-acquisition management and knowledge integration. We find that acquirer-target dyads with common VC connection are more likely to be selected and more likely to achieve post-acquisition integration and the integration effect is amplified when the common VC is an industry specialist in the acquirer's focal industry.

Paper is Available to Meeting Registrants Only.

STR: Merger and acquisition purposes and external communication strategy

Author: **Tao Han**, *EMLYON Business School*
Author: **Xavier Martin**, *Tilburg U.*

We study under what conditions an acquirer actively conveys information about its deal via a conference call. Drawing upon literatures on communication and competition, we theorize about how the intent of an acquisition is associated with (a) whether a conference call is held and (b) how vague the communication is. If a firm seeks unique synergy through an acquisition, we predict that it will seek to preserve confidentiality and avoid informing rivals, and thus the acquirer will communicate less. Conversely, if a firm seeks to initiate greater industry concentration, it will communicate more extensively by holding a conference call and using more precise language to encourage rivals to follow suit. Empirically, we examine the conference call decisions and transcript contents for domestic acquisitions made by U.S. listed firms (2003-2018), finding support for most of the predictions. The paper thereby opens new research avenues on the strategic use of corporate communication.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
 Program Session: **767** | Submission: **17030** | Sponsor(s): **(STR)**
 Virtual session type: **Synchronous Live Presenter**
 Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AMET (UTC-4)**

Institutional Theory and Nonmarket Strategy

Digital Session Chair: **Tony Lizhang He**, *The Wharton School, U. of Pennsylvania*

STR: Institutional Constraints on the Value of Corporate Political Connections  

Author: **Tony Lizhang He**, *The Wharton School, U. of Pennsylvania*

This paper examines the contingent financial value of corporate political connections and the strategic choice of firms to hold such connections in different institutional environments. I construct a novel dataset by linking (1) the names of top managers and board members from 6,805 public firms across 30 European countries; (2) information on public procurement contracts worth about €97.6 billion in Europe from 2009 to 2017; and (3) proprietary data on the identities of persons with political connections. Using a model with firm fixed effects to control for time-invariant firm heterogeneity and exploiting variation in the political connectedness of a firm's managers and board members across time, I show that political connections increase the value of procurement contracts that firms win from government agencies. However, this value of political connectedness is moderated by stronger national institutions that enable different branches or entities of government to check one another's power, with the model suggesting a €10.8 million difference in the effect of a political connection on procurement contracts between countries with the weakest and strongest of such institutions in 2017. Finally, I show that firms are more likely to hire and retain a politically connected manager or board member when these institutions are weaker. This paper answers calls to identify the value of corporate political connections across multi-country contexts and extends the empirical literature on nonmarket strategy by linking the institutional environment not only to financial value but also to personnel decisions.

Paper is Available to Meeting Registrants Only.

STR: Incidence of Activist Actions on Politically Connected Companies: Examining a 'Cost' of Connection

Author: **Debtanu Lahiri**, *HEC Paris*

Despite both politicians and activists residing in the non-market sphere, research at their interface has been scarce. Our understanding of the dynamics of the firm's relationship with these non-market stakeholders is inadequate. This study partly addresses this void by arguing that the presence of board political connections (BPC) results in the firm being preferred as a target by activists. Two mechanisms are suggested: i. association with politicians imposes higher normative expectations on the firm, resulting in it being held more accountable for violations, ii. violations by such firms generate higher media interest, thereby drawing the attention of other activists – resulting in the lowering of the costs of mobilization, as well as the risks of reprisal for the activist(s) involved in the action(s). For empirical analysis, I utilize, among others, a novel dataset covering activist actions from the years 2010 to 2016. I restricted my analysis to firms located in the US and employed a variety of identification techniques to alleviate endogeneity concerns. The results reveal that politically connected firms are more likely to receive activist actions and face greater number of actions. Moreover, actions on such firms are likely to elicit harsher criticism from activists and also generate higher media coverage.

Paper is Available to Meeting Registrants Only.

STR: Should I Stay or Should I Go? Theorizing on Private Standard Decertification

Author: **Ivan Montiel**, *City U. of New York, Baruch College*

Author: **Remy Balarezo**, *U. de Piura*

Author: **Elena Vidal**, *City U. of New York, Baruch College*

Author: **Petra Christmann**, *Rutgers U.*

Firms pursue third-party certification to private standards to reduce firm-level information asymmetries of certain unobservable characteristics and thus obtain legitimacy. However, when the private standard's legitimacy dilutes, those same firms have reasons to abandon certifications voluntarily – i.e., decertify. Yet our inductive decertification study reveals a more complex set of dynamics beyond legitimacy dilution, which also facilitates decertification behavior. We identify certification-level information asymmetries associated with the ambiguity of the certification per-se that allows firms to act opportunistically and decertify silently. Finally, our findings also unveil that even in the absence of certification-level information asymmetries between the firm and certain stakeholders, firms are oftentimes granted certification waivers, which create an easier path towards decertification.

Paper is Available to Meeting Registrants Only.

STR: The Cost of Dancing with Government Officials: How does Political Networking Affect CEO Burnout? 

Author: **Haiyin Tu**, *Nanjing U.*

Author: **Yuandong Gu**, *Nanjing U. of Finance & Economics*

Author: **Wenli Zhou**, *Nanjing U. of Finance & Economics*

Author: **Shuhuai Peng**, *southwest U. of political science and law*

Despite the existing studies have confirmed that burnout exists in all kinds of occupations, few studies focus on chief executive officer's (CEO's) burnout and its antecedents. Drawing on job demands–resources (JD-R) theory, we investigate the influence of political networking on CEO burnout and the moderating roles of firm performance, differentiation strategy and government effectiveness. Using a sample of 552 CEOs in Chinese firms, we show that political networking is positively related with CEO burnout. That is to say, engaging in political networking activities leads to CEO burnout. Moreover, we find that firm performance and government effectiveness ameliorate the influence of political networking on CEO burnout. By contrast, our results show that differentiation strategy aggravates the impact of political network on CEO burnout. We discuss the implications of our research for theory and practices.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Applying and Extending the RBV

Digital Session Chair: **Swetketu Patnaik**, *Anglia Ruskin U.*

STR: **Extending RBV through the lens of IBV: A longitudinal case study of an Indian Educational Group**

Author: **Swetketu Patnaik**, *Anglia Ruskin U.*
Author: **Surender Munjal**, *U. of Leeds*
Author: **Sujay Sinha**, *U. of East London*

Scholars of the resource-based view of the firm have argued that the unique combination of an organization's resources, especially human resources, can contribute to the competitive advantage. In this paper, we draw upon a case study of a privately owned and operated educational institution in India to analyze how immobile resources and managerial acumen can contribute to the successful implementation of strategy and ability to capitalize on opportunity. To do this, we draw upon the institution-based view, as government regulations and organizational agility combined to allow the educational institution to carve out a spot for themselves in the new space. We discuss implications for educational institutions and other organizations, in India and beyond, and offer suggestions for future research

Paper is Available to Meeting Registrants Only.

STR: **The Creation and Performance Implications of Firm-Level Human Capital Resources**

Author: **Ryan Cooper**, *U. of Maryland, College Park*
Author: **Timothy Gubler**, *Brigham Young U.*

We investigate how the degree of alignment between individual and firm-level human capital resources influences performance. We argue that a high degree of alignment between firm and individual-level human capital profiles increases human capital utilization, coordination, and human capital transfer. This consequently improves performance, and the benefits increase with firm size. For nascent firms, this alignment is created through similarity of individual-level human capital profiles. Drawing on Utah residential real estate data from 1996-2014 and using novel measures to dynamically capture individual- and firm-level human capital profiles, we find that brokerages with higher brokerage-agent human capital alignment represent more home sellers and buyers than brokerages with lower alignment. These benefits increase with firm size. We also find that agent-agent human capital similarity in the first year significantly influences brokerage-agent human capital alignment (and consequently performance) in subsequent years. These results suggest that managers from founding onward must carefully craft and manage firm-level human capital resources to ensure high levels of alignment and utilization. Firms that better manage their general human capital may enjoy persistent performance advantages that are resistant to turnover and difficult for competitors to replicate.

Paper is Available to Meeting Registrants Only.

STR: **Do Employee Absences Help Managers Evaluate Individual Contributions to Team Production?**

Author: **Seth Carnahan**, *Washington U. in St. Louis, Olin Business School*
Author: **Jose Uribe**, *U. of Michigan*
Author: **John Meluso**, *U. of Vermont*
Author: **Jesse Austin-Breneman**, *U. of Michigan*

Subjective performance evaluations and team production both pervade organizations. However, we have little understanding of how supervisors arrive at their subjective evaluations of employee performance when employees produce output in teams. Guided by the causal inference literature, we posit that managers use worker absences to help infer individual contributions to team production. If a team's production improves or declines while a worker is absent, relative to when the worker is present, this pattern may provide managers with important information about the worker's individual contribution to the team's performance. We find support for this idea using data from a mid-sized manufacturing firm in the United States. We find that this pattern is stronger in situations where the information provided by absences will be especially valuable for supervisors.

Paper is Available to Meeting Registrants Only.

STR: **Holding the Best and Worst Hand: A Two-Sided Matching Approach to Seller-Intermediary Relationships**

Author: **Yeon Ju Baik**, *U. of Wisconsin, Madison*
Author: **Darcy Kathryn Fudge Kamal**, *Sacramento State*
Author: **Madhu Viswanathan**, *Indian School of Business*

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

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Optimal Distinctiveness, Business Models, and firm Performance

Digital Session Chair: **Joey Van Angeren**, *Vrije U. Amsterdam*

STR: **Optimal Distinctiveness across Revenue Models: Differentiation of Paid and Free Mobile Apps** 

Author: **Joey Van Angeren**, *Vrije U. Amsterdam*
Author: **Govert Vroom**, *IESE Business School*
Author: **Brian T. McCann**, *Vanderbilt U.*
Author: **Ksenia Podoymitsyna**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech.*
Author: **Fred Langerak**, *Eindhoven U. of Technology*

A critical strategic choice facing firms is how to position products within market categories. The optimal distinctiveness literature highlights a fundamental trade-off in this choice: products should be distinct from other products in order to minimize competition, but similar to other products in order to build legitimacy. In an attempt to resolve mixed evidence about the optimal level of distinctiveness, research has recently begun to investigate how the distinctiveness-performance relationship varies across different contexts. We add to this debate as we link this literature with the business model literature to argue that the shape of the distinctiveness-performance relationship depends on products' revenue models. More specifically, we argue that differences in revenue models affect customer expectations, and this leads us to predict that the distinctiveness-performance relationship varies fundamentally for paid versus free products. Within the class of free products, we further contend that the shape of the distinctiveness-performance relationship depends on whether the free product adopts a freemium revenue model. Hypotheses are tested in a sample of over 250,000 mobile apps from the Apple iOS App Store. We find an inverted U-shaped relationship for paid products and a U-shaped relationship for free products, which becomes flatter for free products using a freemium revenue model.

Paper is Available to Meeting Registrants Only.

STR: **Uncertainty, Status, and Networks: A Relational Approach to Optimal Distinctiveness Theory**  

Author: **Cristina Boari**, *Department of management, Bologna U.*
Author: **Raffaele Corrado**, *Department of management, Bologna U.*
Author: **Charles Kirschbaum**, *Inspire Institute of Education and Research*

Throughout this paper, we suggest and operationalize a relational approach to the Optimal Distinctiveness Theory (ODT). By building a longitudinal model of network evolution between art galleries and artists between 2002 and 2004, we explain the emergence of peer alignment between galleries. We hypothesize and find that both galleries' status differentials and uncertainty impact peer alignment between galleries. High-status galleries preserve their status by avoiding aligning with low-status galleries, whereas under heightened uncertainty conditions, galleries show an overall higher propensity of aligning with peers. Uncertainty and status differential have a joint effect on peer-alignment. Under uncertainty conditions, high-status galleries show yet lower odds of aligning with lower-status peers. Thus, the paper brings a novel approach to operationalization of peer alignment within social network modeling and contributes to the understanding the role of status and uncertainty to explain the emergence of ties, under the lens of Optimal Distinctiveness Theory.

Paper is Available to Meeting Registrants Only.

STR: **How optimal distinctiveness in business model affects SMEs performance? A contingency perspective**

Author: **Jiaping Han**, *School of Business, Renmin U. of China*

In recent years, the question about how business models contribute to competitive advantage and improve firm performance, has been fully discussed by strategic scholars. However, there coexist two controversial forces for SMEs in business model design: legitimacy and competitive pressure. How SMEs balance the tension between legitimacy and competitive pressures in business model design is an important issue which is less appreciated in prior work. In this article, we apply the concept of optimal distinctiveness to test how distinctiveness in business model affects SMEs performance. We apply the topic model methodology to the texts of business model sections in 2943 annual reports of SMEs listing on National Equities Exchange and Quotations (NEEQ) market in China, to measure the distinctiveness in each SME's business model relative to industry average. Results show an inverted U-shape between distinctiveness in business model and SMEs performance. Further, this U-shaped effect is attenuated by firm age, whereas category heterogeneity (as well as nascent market) and subcategory distinctiveness strengthen the relevance of optimal distinctiveness in business model. These findings inject fresh insights into both business model literatures and the optimal distinctiveness perspective.

Paper is Available to Meeting Registrants Only.

STR: **How does Business Model Matter for Technology-based SMEs? An Optimal Distinctiveness Perspective**

Author: **Hai Guo**, *Renmin U. of China*
Author: **Jiaping Han**, *School of Business, Renmin U. of China*

In this article, we introduce the optimal distinctiveness perspective to the business model literature. We argue that distinctiveness in business model design have a nonlinear effect on performance of technology-based SMEs. Specifically, we highlight the distinctiveness in efficiency-centered and novelty-centered business model designs, which are two critical themes attracted the attention of many mainstream researches. To test our hypotheses, we develop a dataset that measures the distinctiveness in efficiency-centered and novelty-centered business model design of 385 technology-based SMEs in nascent market listed on National Equities Exchange and Quotations (NEEQ) market in China. Results show a U-shaped effect of distinctiveness in efficiency-centered business model design and an inverted U-shaped effect of distinctiveness in novelty-centered business model design on performance of technology-based SMEs. In addition, the local density within the industry positively moderates these relationships. These findings provide new insights into business model literatures and the optimal distinctiveness perspective

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

The Personal Influence of CEOs

Digital Session Chair: **Dayuan Li**, *Central South U.*

STR: Once Bitten, Twice Shy: How CEO Famine Experience affects Firm Risk-taking

Author: **Dayuan Li**, *Central South U.*
Author: **Chen Huang**, *Central South U.*
Author: **Lu Zhang**, *Central South U.*

To comprehend the influence of CEOs' early life experience on corporate strategic decision-making, this study examines the impact of CEOs who experienced the Great Chinese Famine during their sensitive period on firm risk-taking. With a longitudinal data of Chinese publicly listed companies from 2006 to 2017, it is postulated that CEOs who experienced the three-year famine are more risk-averse. In addition, the negative relationship between the CEOs' early life experience of the famine and firm risk-taking is found to be stronger for non-state-owned enterprises and companies located in more liberalized markets, whereas the negative relationship is not affected by whether the CEOs have political connections. This article provides a new theoretical and practical perspective for the study of CEOs' early famine experience and firm risk-taking.

Paper is NOT Available. Please contact the author(s).

STR: The Dark Knight Rises, but Where? A Meta-Analysis of Executive Personality and Firm Performance    

Author: **Promila Agarwal**, *Indian Institute of Management, Ahmedabad*
Author: **Ashneet Kaur**, *Doctoral Student at IIM Ahmedabad*
Author: **Sudhanshu Maheshwari**, *Indian Institute of Management, Ahmedabad*

Research on performance effects of top executives' personality has followed traditional approaches to personality research and has categorized traits based on their performance effects as bright and dark traits. While there is support for the positive effects for bright and negative effects for dark traits on performance, emerging evidence on executive personality traits challenges these claims. We meta-analyze 75 independent samples with observations from over 30 years of research on executive personality to reconcile the current debate on the performance effects of bright and dark traits. To clarify some of the inconclusive findings on the performance effects of executive personality, we identify country-level indicators as boundary conditions. Our findings demonstrate that though there are variations among individual traits, at a broad level both bright and dark traits are positively related to firm performance. The moderation effects of country-level factors such as board efficacy, auditing standards, and R&D spending suggest that trait centric view of investigating bright-dark trait and firm performance link is limited in its scope as it ignores the situational factors that trigger the expression of traits.

Paper is Available to Meeting Registrants Only.

STR: Ex-Military CEOs and Portfolio Restructuring Strategies: An Empirical Investigation 

Author: **Guadalupe Solano**, *U. of Texas Rio Grande Valley*
Author: **Michael A. Abebe**, *U. of Texas Rio Grande Valley*

Given the increasingly turbulent nature of the business environment, the potential utility of CEO military experience is receiving recent scholarly attention. In this study, we explore the link between ex-military CEOs and portfolio restructuring strategies (divestitures and asset sell-offs). By virtue of its unique value-based training and intense socialization, military service has a capacity to not only profoundly shape a person's character but also professional decision-making. Drawing insights from the upper echelons theory, we argue that CEO military experience is positively related to the likelihood and frequency of portfolio restructuring strategies given the benefit these strategies provide in refocusing the firm to its core business. Furthermore, we propose that CEO tenure serves as a boundary condition whereby the positive relationship between ex-military CEOs and portfolio restructuring declines over time as they become entrenched in their position. We empirically tested our predictions using a panel data of S&P 500 firms between 2014-2018. The findings paint a mixed picture; firms led by ex-military CEOs have a higher likelihood and frequency of asset sell-offs. Further, this relationship turns negative among longer-tenured CEOs. Contrary to our predictions, CEO military experience is not associated with divestiture activities. Implications for research and practice are discussed.

Paper is NOT Available. Please contact the author(s).

STR: Keeping nice in check: When a nice CEO is not so nice for the firm

Author: **Andrew B. Blake**, *U. of Arkansas*
Author: **Oleg V. Petrenko**, *U. of Arkansas*
Author: **Federico Aime**, *Oklahoma State U.*
Author: **Theodore Waldron**, *Texas Tech U.*
Author: **Mahbuba Akter**, *U. of Arkansas Sam M. Walton College of Business*

In this study we argue that agreeableness, a personality trait that describes a set of behavioral patterns associated with getting along with others including compassionate, polite, and nice behaviors, is an important determinant of CEO decision making and subsequent firm performance. We use self-reported CEO agreeableness from 141 CEOs collected in partnership with an internationally recognized personality assessment firm to show that CEO agreeableness positively influences firm performance and that this relationship is weakened/strengthened by external and internal contexts of the organization. Our models show that technologically intensive industries weaken the relationship between agreeableness and firm performance while positive attainment discrepancy strengthens that relationship. Supplemental qualitative interviews from 10 top executives support our findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Behavioral Perspectives on Boards of Directors

Digital Session Chair: **Stephen Smulowitz**, *International Institute for Management Development - IMD*

STR: Board Demographic Diversity and Innovation: The Moderating Effects of Aspirations and Available Slack  

Author: **Stephen Smulowitz**, *International Institute for Management Development - IMD*
Author: **Didier Cossin**, *International Institute for Management Development - IMD*

Previous research has examined both the effect of demographic diversity, and performance relative to aspirations (PRA), on innovation intensity. We begin to integrate these two different lines of research by showing how demographically diverse boards of directors respond differently in terms of innovation intensity to the information that PRA provides. More specifically, we theorize that diverse boards will more effectively use the information from problemistic search to engage in innovation, due to information-processing and decision-making processes. Similarly, diverse boards will more effectively use slack search to develop innovation. However, in contrast, diverse boards will respond to positive PRA by reducing innovation even more than less diverse boards. Testing these predictions using a panel dataset of 18,161 observations for 2,012 S&P 1500 firms for the period 2006-2016, we provide robust empirical support for most of our predictions.

Paper is Available to Meeting Registrants Only.

STR: Director Election, Shareholder Dissent, and Earnings Management 

Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*
Author: **Xinhao QIAO**, *Hong Kong U. of Science and Technology*
Author: **Xueying Bian**, *Singapore Management U.*

Shareholders can voice their opinions primarily by voting in director election. The potential effects of their voting behavior on subsequent board monitoring were examined using data on S&P 500 firms spanning 2003 to 2019. Voting results were found to correlate strongly with a board's monitoring of upward earnings management. A high percentage of dissenting votes in the election of directors predicts weaker subsequent monitoring, as does a large difference in the number of dissenting votes among the different nominees. These effects are more pronounced when the directors perceive the board's operation to be unjust and when the directors' personal characteristics are more similar.

Paper is NOT Available. Please contact the author(s).

STR: CEO or Board Dominance? Uncovering the strategy-making process 

Author: **MOHAMMADS ADEGH HASHEMI**, *postdoctoral Research Fellow HEC Montreal*
Author: **Amin Moeinian**, *U. of Tehran*
Author: **Mahdi Ebrahimi**, *assistant Professor of Business Management at the U. of Allameh*
Author: **Taieb Hafsi**, *HEC Montreal*

Many firms have either CEO or board as the upper hand in their strategy-making process. Which configuration leads to a better strategy-making? This study tries to open the black box of CEO-board power relations to answer the question. To conduct a multiple-case-study of six banks in an overly politicized context of Iran, we interviewed 49 board members, CEOs, and top executives. We based our theory-building on within and cross-case analysis. Our observations revealed that, contrary to agency theory, board dominance harms the strategy-making process more significantly than the CEO dominance, at least in the Iranian context. Nevertheless, this research shows the multifaceted and complicated nature of power relations, thus alarms to give linear answers and sweeping prescriptions to such a question. Our attempt led to the development of a conceptual model including concepts and their proposed relationships based on three levels of analysis, including individual (e.g., personality, sense of belonging), group (e.g., trust, cohesiveness), and organizational (e.g., managerial stability, strategic change). Our contribution is providing a more contingent picture of CEO/board dominances and their effects on the strategy-making process. Furthermore, more details are explored and explained about personality and trust dynamics compared to the existing literature.

Paper is Available to Meeting Registrants Only.

STR: Team Sports outside the Work, Teamwork at the Board

Author: **Sadi Koray Demircan**, *U. of Victoria*

Building on spillover, social exchange, and similarity-attraction theories, in this study, I hypothesize that CEO engagement with team sports is positively associated with firm financial performance, and this relationship is further accentuated in innovative industries. CEO engagement with team sports as a non-work activity affects their cognitions and, consequently, their workplace behaviors and leadership styles. The contiguous nature of CEO leadership style at the CEO-TMT interface further cascades throughout the organization and affects both organizational processes and outcomes. This study contributes to the research on upper echelons theory (UET) by explicating the potential outcomes of CEO engagement with team sports as an unexplored phenomenon.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Exploration and Search

Digital Session Chair: **Kyootai Lee**, *Sogang U.*

STR: A Manager's Pursuit of Ambidexterity in New Technology Implementation Contexts 

Author: **Kyootai Lee**, *Sogang U.*
Author: **Han-Gyun Woo**, *Ulsan National Institute of Science and Technology*
Author: **Tae-Young Park**, -

The regulatory focus of individuals tends to influence ambidexterity pursuits; however, the underlying mechanism has remained unclear. This study investigates the role of regulatory focus induced by promotion- and prevention-framed messages for ambidexterity pursuits. We conducted three experiments with above middle-level managers in the new technology innovation context. The results indicate that managers with situationally induced (SI) promotion (prevention) focus tend to have higher opportunity (threat) appraisal (Experiment 1). Opportunity appraisal (but not threat appraisal) mediates the relationship between SI regulatory focus and ambidexterity pursuits (Experiment 2). Organizational risk-taking strategy moderates the links from SI regulatory focus to opportunity appraisal to ambidexterity (Experiment 3). This study provides new insights on the role of regulatory focus for ambidexterity pursuit. It theoretically contributes to the understanding of the mechanisms of how managers can have different cognitive processes in the ambidexterity pursuits when they are responding to the changes in technological environments.

Paper is Available to Meeting Registrants Only.

STR: What Directs Search? Behavioral Evidence on the Role of Performance Stability      

Author: **Sheen S. Levine**, *U. of Texas at Dallas*
Author: **Charlotte Reypens**, *U. of Texas at Dallas*
Author: **Christoph Riedl**, *Northeastern U.*
Author: **Felix Mauersberger**, *U. of Bonn*

Search is fundamental to entrepreneurs, managers, and their organizations. It is a cornerstone of the behavioral theory of the firm. But although theory and firm-level evidence rely on presumed individual mechanisms, these remain untested or contested. We join the effort to uncover the micro-processes of search by theorizing about and testing the effect of performance stability and variability. We expect that searchers treat stability as an indicator of reliability, considering it alongside aspiration-performance gaps when embarking on exploration. We take a multimethod approach, combining qualitative evidence, incentivized behavioral simulations, and a preregistered experiment (n=4750 decisions). The findings confirm that stability triggers exploration separately from an aspiration-performance gap. We propose that searchers are not only reactive, responding to immediate negative experiences—but also proactive—accumulating and processing feedback before acting. We discuss how the evidence adds to the debate on managerial perceptions of risk and individual vs. organizational search.

Paper is Available to Meeting Registrants Only.

STR: Two Faces of Decomposability in Search: Evidence from the Recorded Music Industry 1995-2015 

Author: **Sungyong Chang**, *London Business School*

We propose that decomposability may generate a trade-off across different stages of search. We compare (1) decomposed search, the process of searching by producing a decomposed module, and (2) integrated search, the process of searching by producing a full-scale product. In the variation generation stage, decomposability can allow firms to experiment with more alternatives at the same time than an integrated search. However, in the selection and retention stages, a decomposed search may be more vulnerable to imperfect evaluation than an integrated search. It may increase the chance of missing out on promising alternatives after the first evaluation because the low cost of a decomposed search makes firms less committed to each alternative. We test our theory with a unique empirical setting, the recorded music industry, where singles (i.e., decomposed products) and albums (i.e., integrated products) have coexisted since the early twentieth century. In the variation generation stage, single-producing firms experiment with 35.22% more new artists than album-only-producing firms. In the selection and retention stage, single-producing firms are 69.57% more likely to neglect top-tier artists who failed in their first releases because single-producing firms have a higher performance target (i.e., lower commitment) than album-only-producing firms.

Paper is Available to Meeting Registrants Only.

STR: Machine Learning in Strategic Search: Alleviating and Aggravating Local Search

Author: **Jane Seppälä**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Timo Olavi Vuori**, *Aalto U.*

Machine learning technologies could direct executives' scarce attention to improve the quality of decision making and, in particular, improve the search for strategic options. However, the use of such technologies could also amplify bias or induce local search. We draw from literature on local search as well as literature on managerial implications of artificial intelligence in general and machine learning in particular to specify how the use of machine learning could affect search in the context of strategic decision-making. We propose how machine learning applications can broaden or distort search space, change how cues are noted, and affect the interpretation of alternatives. We further detail what factors are likely to shape these dynamics. We thus contribute to the literature on heuristics in management by detailing how technologies might alleviate or aggravate local search, and to the literature on algorithmic decision-making by suggesting how the use of these technologies influences the quality of search.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

New Frontiers in Ecosystem Research

Digital Session Chair: **PuayKhoon Toh**, *U. of Texas at Austin*

STR: Generative or Exclusionary? How Ecosystems Evolve with Coordination and Standardization 

Author: **PuayKhoon Toh**, *U. of Texas at Austin*
Author: **Cameron Miller**, *Syracuse U.*

The literature typically depicts ecosystem evolution as “generative”, with coordination fueling growth in complements and complementors. We suggest that it could instead be “exclusionary”, where complements increase but complementors do not grow meaningfully and core component owners dominate the complementary areas with their own complements. Using a descriptive approach and data on ICT ecosystems adopting standard setting as coordination mechanism, we systematically trace how ecosystems evolve alongside standardization, indicating signs of “exclusionary” growth. We further describe how exclusionary growth occurs – core component owners exploit standardization and litigation to crowd out other complementors over time. Findings suggest that core component owners’ strategy to coordinate across complementors is interdependent with their choice to integrate into complementary areas, and that standardization is not merely a coordination mechanism but can be used strategically to stifle competition from complementors. Findings also help substantiate the practical threat that core components owners could exhibit monopolistic behavior in ecosystems.

Paper is Available to Meeting Registrants Only.

STR: The Ecosystem Penalty: Value Creation Technologies and Incentive Misalignmen 

Author: **Olivier Chatain**, *HEC Paris*
Author: **Elena Plaksenkova**, *The Ohio State U. Fisher College of Business*

When are the incentives of a business ecosystem’s participants aligned with its growth? How is the technology of value creation affecting this alignment? To answer these questions we formally model how value creation determines value capture in a business ecosystem. We find that alignment is typically imperfect compared to an integrated benchmark, highlighting an “ecosystem penalty” whereby participants’ returns to value creation are lower than that of the ecosystem. The occurrence of this penalty depends on whether the technology is loosely coupled (value additive in inputs), exhibits bottlenecks (value constrained by the weaker input), or is strongly supermodular (value multiplicative in inputs). Contrary to conventional wisdom, we find it can be severe for the participants who are constraining the system the most.

Paper is NOT Available. Please contact the author(s).

STR: Architects and Bottlenecks: Ecosystem Roles in the Solar Photovoltaic Industry  

Author: **Nathan Furr**, *INSEAD*
Author: **Anna Szerb**, *INSEAD*

Although ecosystems play a critical role in a focal firm’s ability to create and capture value, we have limited understanding of how the roles non-focal firms play contribute to their own performance. In the context of the maturing solar photovoltaic industry, we examine how the choice to produce bottleneck, non-bottleneck, and architectural components or complements for focal firms impacts the survival of these non-focal firms. We observe that the larger ecosystem follows a different lifecycle than that of the focal industry, expanding while the focal industry contracts following a dominant design. Furthermore, we find that although producing bottleneck and architectural ecosystem elements has survival benefits relative to producing standard elements, producing elements that combine both has the greatest survival benefit among the specific ecosystem roles.

Paper is Available to Meeting Registrants Only.

STR: Towards an ecosystem-based view of the firm

Author: **Nudrat Mahmood**, *Schulich School of Business*
Author: **Anoop Madhok**, *Schulich School of Business*

In this paper we use a generativity lens to develop an ecosystem-based view of the firm. In doing so we extend the domain of firm analysis to a context where valuable resources exist at the level of the ecosystem and are largely unknown to the focal firm ex ante. We suggest that by virtue of being both apart from as well as an essential part of the ecosystem, the platform firm plays the dual role of ecosystem designer and ecosystem governor. As the ecosystem designer, it develops a generative platform that allows it to attract towards itself complementors that possess potentially superior resources, and in doing so seed generativity within the ecosystem. As the ecosystem governor, the firm governs the value co-creation activities that take place and in doing so fosters generativity within the ecosystem. We contend that by conducting its dual role as apart from and a part of the ecosystem effectively, as designer-cum-governor, the firm can ultimately leverage the fruits of generativity to its advantage. Ultimately, we suggest that an ecosystem perspective requires a more holistic approach to assess competitive advantage; one in which the interplay between the firm, complementors and consumers creates the means through which firm-level advantage is created.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **774** | Submission: **10224** | Sponsor(s): **(STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00AM - 9:30AM ET (UTC-4)**

Platforms, Platform Characteristics, and Complementor Performance and Strategy
Complementor Competition on Digital Platforms



Chair: **Carmelo Cennamo**, *Copenhagen Business School*
Participant: **Kevin Boudreau**, *Northeastern & NBER*
Participant: **Manav Raj**, *New York U.*
Participant: **Joost Rietveld**, *UCL School of Management*
Participant: **Feng Zhu**, *Harvard U.*

Following the introduction of the Internet in the 1990s, digital markets and platforms have grown in size and prevalence over the last three decades. Consumers can now purchase clothes and household supplies through Amazon, groceries through Instacart, transportation through Uber or Lyft, lodging from Airbnb, takeout from Grubhub, and entertainment offerings from YouTube, Netflix, or Spotify. Digital platforms enable greater exchange and reduce the cost of consumption but change the organization of markets and alter the strategic choices that firms face. In this symposium, we compile research that examines what the implications of platforms and certain platform characteristics are for the providers competing on them. In doing so, we will allow for a greater understanding of the unique challenges and opportunities facing firms competing in such markets.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **775** | Submission: **16615** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00AM - 5:00AM ET (UTC-4)**

TIM Café 1 *TIM Café 1*

Organizer: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Thomas M. Kluter**, *IESE Business School*

Introducing the Community and Today's Sessions at AoM 2021. For those new or unfamiliar with AOM join us for a conversation about the Technology and Innovation Management community (TIM). Bring questions or ideas along, or just enjoy a joint café session with a TIM Executive member discussing the community. We will also highlight some of the key TIM sessions of the day.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **776** | Submission: **10834** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:30AM - 10:00AMET (UTC-4)**

What's Next for Narratives? A Prospective Look Theoretically, Methodologically, and Pragmatically



What's next for narratives?

Moderator: **Mercedes McBride**, *Case Western Reserve U.*
Panelist: **Richard J. Boland**, *Case Western Reserve U.*
Panelist: **Hans Hansen**, *Texas Tech U.*
Panelist: **Daved Barry**, *Clarkson U.*
Panelist: **David M. Boje**, *Emeritus*
Panelist: **Grace Ann Rosile**, *New Mexico State U.*
Panelist: **Alice De Koning**, *Haskayne School of Business, U. of Calgary*

Narratives have a rich history in the Academy, helping us to cognitively organize and cohere meaning in organizations, and—farther yet—understand the construction of the organization itself. Vaara, Sonenshein, and Boje (2016) explored what the future holds for narratives in the context of organizational stability and change, asking prescient questions regarding theoretical and methodological approaches. This panel symposium aims to extend their prospective project via an interactive discussion between narrative scholars, asking what could be next for narratives in Management. Are existing theories of narrative adequate for furthering our understanding of organizational phenomena? Or are there emerging forms of narrative theory that hold greater promise? Methodologically, how can we research narratives in new and different ways that remain rigorous yet honor the symbolic and interpretivist traditions in which narratives are primarily situated? And pragmatically, what are emerging approaches for applying narrative practices in an organizational system? To bring the manager back to management, how can these frameworks help address contemporary and emerging managerial challenges? The proposed Panel Symposium will ask these questions and more of our panelists, whose pioneering voices in narratives and narrative theory span well over thirty years.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networks

Digital Session Chair: **Evgueni Vinogradov**, *Nordland Research Institute*

TIM: Modelling webs of innovation value chains in the light of complexity theory

Author: **Evgueni Vinogradov**, *Nordland Research Institute*

Author: **Minh Thu Nhien Nguyen**, *NTNU*

Author: **Are Jensen**, *Nordland Research Institute*

The concept of Innovation Value Chains (IVCs) has been applied to studying innovation processes both on the abstract theoretical level and in particular industries. The recent studies suggest that various IVCs may co-exist forming interrelated networks where innovation in one area boost multiple innovations in other areas. This paper analyses the resulting webs of IVCs (WIVCs) in the light of complexity theory calling for the respective methodological approaches, including agent-based modelling (ABM). ABM has been previously used to study innovation processes and this paper suggests the next step in developing of such models. It describes how interrelated IVCs may be modelled and studied as complex dynamic systems. The model description is structured in accordance with ODD+D protocol. Referring to the complexity theory, the paper culminates with testable propositions and concludes with implications for researchers and practitioners.

Paper is NOT Available. Please contact the author(s).

TIM: Commercializing Emerging Technologies through Networks: Insights from UK Nanotechnology SMEs

Author: **Fatemeh Salehi**, *Lecturer in Enterprise, Alliance Manchester Business School*

Author: **Philip Shapira**, *Alliance Manchester Business School*

Author: **Judy Zolkiewski**, *Professor in Marketing, Alliance Manchester Business School*

This research investigates how small and midsize enterprises (SMEs) manage in networks for commercializing emerging technologies. Contrasting network types and their influences on commercialization outcomes are probed in the context of SME value chain positions. We build on literature on SMEs and innovation, networks, and how innovation occurs within collaborative arrangements. In a multiple case approach, 20 UK nanotechnology SMEs and their value-chain positions and strategic nets for commercialization are examined. Data are collected through 40 semi-structured primary interviews with managers and informants and from secondary business databases and other sources. We consider roles of SME agency and strategy to put forward a refined six-part framework of network types. Commercialization outcomes are found to vary by SME strategic net type and value chain positioning. SMEs can proactively create incumbent-oriented, SME-oriented or broker-oriented nets that aid commercialization. Incumbent-oriented nets with proactive SMEs enable successful commercialization of upstream and midstream products. SME-oriented nets are used for downstream commercialization. Broker-oriented nets facilitate commercialization in the upstream part of the value chain. Hybrid nets are used where SMEs pursue multiple commercialization strategies. Reactive approaches to networking and interrupted nets are unfavourable for commercialization. The study's conceptual and managerial implications are discussed.

Paper is Available to Meeting Registrants Only.

TIM: Toward a socially embedded view of disruptive technology emergence

Author: **Elisabeth S.C. Berger**, *Johannes Kepler U. Linz*

Author: **Leif Brändle**, *U. of Hohenheim*

Author: **Michael Deane Howard**, *Texas A&MU., College Station*

While prior literature emphasizes that technological discontinuities influence firms' collaboration activities, it remains unclear how technology collaboration networks emerge and evolve. Drawing on models of different stages of technological change, we examine how firms' rules of attachment evolve along technological discontinuities. Specifically, we theorize on the social embeddedness of technology emergence by focusing on the transferability of status mechanisms and tie closure across established and disruptive technology networks. The evolution of monoclonal antibodies in the cancer treatment provides a unique research context to test our theorized model. Results are based on a social network analysis spanning 20 years and 523 firms and emphasize that alliance formation dynamics in emerging disruptive technology collaboration networks are driven by status transfers from the established technology network. However, as the disruptive technology matures, status signals from the disruptive technology network start to become relevant to tie formation in both networks. In addition, our findings indicate that dual network triadic closure bridges the boundaries between the established and disruptive technology networks.

Paper is Available to Meeting Registrants Only.

TIM: Hype and Lock-in: The Dynamics of the Early Adoption of Ambiguous Technology (WITHDRAWN)

Author: **Lien De Cuyper**, *ETH Zürich*

Author: **Bart Clarysse**, *ETH Zürich*

In this study, we investigate how a venture makes sense of and adopts an emerging technology surrounded by hype during the early stages of its development. To do so, we draw on an inductive, qualitative study of a Swiss fintech start-up that adopted blockchain technology. The model we develop shows that there are three phases during which distinct aspects of the technology are highlighted, and different dynamics play out: (1) technology idealization, (2) technology internalization and (3) technology disassociation. We find that the motivation for using an emerging hyped technology changes over time, as different ideological and functional characteristics become important. Our model also shows that emerging technologies surrounded by hype are first used symbolically, and only later are they structurally embedded in the venture. We also show how, in some cases, a venture may become locked into an unsuitable technology by the hype and may resort to decoupling from the technology, in order to move away from it behind the scenes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **778** | Submission: **13428** | Sponsor(s): **(HR, OCIS, SIM, TIM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:45AM - 10:45AMET (UTC-4)**

Algorithmic Management: Toward a Cross-Disciplinary Research Agenda *Algorithmic Management*



Organizer: **Ulrich Leicht-Deobald**, *U. of St. Gallen*
Organizer: **Christoph Lutz**, *BI Norwegian Business School*
Organizer: **Jeroen Meijerink**, *U. of Twente*
Presenter: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Presenter: **Laura Lamers**, *U. of Twente*
Presenter: **Gemma Newlands**, *BI Norwegian Business School*
Presenter: **Mareike Mohlmann**, *Bentley U.*
Discussant: **Thomas J. Donaldson**, *The Wharton School, U. of Pennsylvania*

Recent years have seen a rapid uptake of algorithms in the workplace, both in standard employment settings and in new types of work such as the gig economy. Algorithmic management, defined as a system of control that relies on machine-readable data and software algorithms that support and/or automate managerial decision-making about work, has been introduced in the human-computer interaction (HCI) literature in the context of Uber and gradually adopted by business and management community. However, research on algorithmic management is still in its infancy: Most research on algorithmic management has focused narrowly on the gig economy, neglecting algorithmic management in standard employment settings. More importantly, research on algorithmic management has prospered in different research communities, including HCI, information systems, industrial relations, HRM and communication, but often lacks cross-disciplinary dialogue. Our workshop strives at bringing together researchers from different sub-fields of management who work on algorithmic management. After setting the stage with four expert presentations by leading academics from different fields of inquiry, participants will join breakout groups that mix disciplinary backgrounds. Then, the panel will include a summary by a discussant and a plenary group discussion that synthesizes the expert presentations and the breakout groups.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: 779 | Submission: 15914 | Sponsor(s): (AAM, IM, OMT, STR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

Institutional Convergence / Divergence and the Future of Chinese and US Business



Institutional differences between US and China

Chair: **Michael Young**, *Appalachian State U.*
Organizer: **Xinran Joyce Wang**, *U. of Missouri*
Presenter: **Wei-Ping Wu**, *Hong Kong Baptist U.*
Presenter: **Arif Mahmood**, *Beijing Normal U.-Hong Kong Baptist U. United International College*
Presenter: **Xiaoyu Yu**, *Shanghai U.*
Presenter: **Hongjuan Zhang**, *Tianjin U.*

This professional development workshop (PDW) is designed to exchange ideas on the increasingly important topic of Chinese and US business institutional differences and how to deal with them. Recent events, from the trade wars to the Covid-19 pandemic, emphasize more than ever the institutional differences that exist between the US and China. It was initially thought that China's entry into the WTO would lead to institutional convergence and increased compatibility among organizations and businesses. However, that has not played out in practice and currently it appears that divergence is the new consensus. The fact is that both countries are experiencing institutional turbulence and each side is learning how to navigate this increasing divide. The topic is of importance as US-China tensions have introduced complications for multinational firms amid increasing political animosity (e.g. the dispute regarding Huawei market access and disputes over intellectual property rights differences). The Chinese economy has now grown to the point that it is larger than that of the US in terms of purchasing power parity (PPP). As the world's two largest economies, it is the best interests of the entire world to increase resource exchange, global cooperation and market entry for between the US and China. In this environment, it is important for researchers to understand the institutional differences and how managers from both countries can deal with them. In that regard, this workshop seeks to encourage constructive dialogue regarding institutional arrangements and Chinese and US business cooperation. The intention is to provide a spectrum of topics and viewpoints. It will include both theoretical and practical components. The objective is to promote dialogue by finding common ground and providing advice for practitioners on how to deal with the differences.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **780** | Submission: **16682** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

A Conversation with Isabel Wilkerson *GDO Plenary Session*

Host: **Eddy S. Ng**, *Queen's U.*
Host: **Eden King**, *Rice U.*

The Gender and Diversity in Organizations (GDO) Division is proud to present Isabel Wilkerson, Pulitzer Prize winning author of “Caste: The Origins of Our Discontents” to keynote our Plenary.

Please join us on Monday, 2 August 2021 at 9:00 AM ET (UTC-4).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **781** | Submission: **16578** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:00AMET (UTC-4)**

IM Division Award for the Best Dissertation in International Management
IM Division Dissertation Award

Chair: **Davina E. Vora**, *State U. of New York at New Paltz*
Participant: **Marica Grego**, -
Participant: **Vera Kunczer**, *WU Vienna*
Participant: **Nan Zhang**, *California State U. Stanislaus*

Come and hear presentations by the finalists for the IM Division D'Amore-McKim School of Business Northeastern University Award for the Best Dissertation in International Management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Ownership, Entrepreneurship and Privatization Issues in International Management



Digital Session Chair: **Pallavi Shukla**, *Rutgers Business School*

This session includes interrelated papers related to issues of family ownership, entrepreneurship and privatization. The papers include a review of the international entrepreneurship literature. Two papers focus on family firms examining the moderating effect of social capital on the entrepreneurial internationalization of family-owned firms, and how family ownership and family management affect family firm multinationality. A final paper in the session examines whether privatization affects internationalization strategy.

IM: **Addressing internationalization under International Entrepreneurship mainstreams and Risk Evolution**

Author: **Salman Kimiagari**, *Thompson Rivers U.*
Author: **Iman Rakhshani**, *Senman U.*

By an in-depth analysis of peer-reviewed journal papers (2002 to 2020), this article systematically reviews internationalization under two main IE streams (behavioral strategy and cross-national opportunism) and risk evolvability, through institutional views. The results show that (a) risk evolvability matrices are considered heterogeneous as per behavioral strategy and international opportunism; (b) thus, risk is considered an integral part of the developmental process of firms; (c) in examining the mechanism of determinants and theories, internationalization is often viewed as cross-national opportunism; (d) industrial determinants fall short in the literature; (e) few studies opt for comparative approaches; and (f) a strong correlation exists between dynamism, opportunism and institutionalism. The study contributes to understanding the (a) interconnection between the domains by an isolated view of the two streams, (b) fuller manifestations of risk, (c) interplay of institutional perspectives, (d) research structure conceptualization, (e) interconnections at the interplay, and (f) future research directions.

Paper is Available to Meeting Registrants Only.

IM: **Multinationalization of family firms: The influence of family ownership and family management**

Author: **Arindam Mondal**, *XLRI-Xavier School of Management*
Author: **Somnath Lahiri**, *Illinois State U.*
Author: **Sougata Ray**, *Indian Institute of Management, Calcutta*

Drawing on family business, international business, and emerging market literature we theorize in this study how family ownership and family management affect important dimensions of family firm multinationality. Results of empirical analysis involving a sample of Indian family firms demonstrate that family ownership and family management impact three dimensions of multinationality (scale, scope, and location choice) somewhat differently. By offering findings that are new to the literature our study extends the growing literature on international expansion of family firms in general, and those from India in particular.

Paper is Available to Meeting Registrants Only.

IM: **The moderating effect of social capital on the entrepreneurial internationalization of Family Owned**

Author: **Christian Keen**, *U. Laval*
Author: **Valeriano Sanchez-Famoso**, *U. of the Basque Country UPV/EHU*
Author: **Leo Dana**, *Montpellier Business School*

Family owned businesses (FOBs) are the most dominant type of business organization. New technologies, pressure to have access to key resources, and markets make internationalization a crucial entrepreneurial strategy for FOBs survival. The literature remains inconclusive about the internationalization of FOBs. To address this research deficit, this paper analyses the relationship between entrepreneurial orientation (EO) and their internationalization of FOB and the moderating effect of family social capital (FSC). To answer this question, we built an original database of Spanish FOBs and tested our research model using Partial Least Squares regression. Our results showed a positive relationship of entrepreneurial orientation on the internationalization of FOBs and positive mediating effect of FSC on the internationalization of FOBs. This paper contributes to the existing literature by providing a detailed literature review on the internationalization of FBOs, EO and FSC. Empirical contributions extend the inconclusive body of research on the relationship between EO and internationalization of FOBs to include the moderating effect of FSC.

Paper is NOT Available. Please contact the author(s).

IM: **Does Privatization Affect Internationalization Strategy?**

Author: **Zheyang Wu**, *Fudan U.*

The International Business literature has well documented the substantial differences between state-owned firms and privately owned firms in their international strategy, particularly in the setting of Chinese enterprises. However, a state-owned firm may transform its ownership and become a privately-owned firm. In this case, we do not know whether the privatized firm makes international strategies like other private firms. To explore the impact of privatization, we study the market entry decisions made by Chinese listed firms from 2000 to 2018. We categorize all firms into three types: the state-owned, the privatized, and the originally private firms. We find that privatized firms are less averse to the political risks of a host country when entering a market than originally private firms. The former firms' market entry decision is more consistent with that of state-owned firms. This organizational inertia experienced by privatized firms can be partially attributed to their experience in the host country before the privatization. Interestingly, their prior direct connection with the government does not influence their decisions any longer even though this connection mitigates political risks for state-owned firms. We therefore call for more research into the impact of privatization on firms' international strategy.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **783** | Submission: **12235** | Sponsor(s): **(IM, STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

**Researching National Innovation Ecosystems: Institutions,
Infrastructure, and Firms**
Researching National Innovation Ecosystems



Chair: **Joseph L.C. Cheng**, *U. of Illinois at Urbana-Champaign*
Chair: **William Maloney**, *World Bank*
Panelist: **Daniel Erian Armanios**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*
Panelist: **Kazuhiro Asakawa**, *Keio U.*
Distinguished Speaker: **Eduardo Bitran**, *Academic U. Adolfo Ibáñez*
Panelist: **Peter Thomas Bryant**, *IE Business School*
Distinguished Speaker: **Diego Comin**, *Dartmouth College*
Distinguished Speaker: **Stephen Ezell**, *Information Technology and Innovation Foundation*
Panelist: **Xudong Gao**, *Tsinghua U.*
Panelist: **Lauren Lanahan**, *U. of Oregon*
Panelist: **Michael Leatherbee**, *Pontificia U. Católica de Chile*
Panelist: **E. Geoffrey Love**, *U. of Illinois at Urbana-Champaign*
Panelist: **Elizabeth L. Rose**, *U. of Leeds*
Panelist: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

As global economic competition becomes increasingly innovation-driven, policymakers in both government and business are actively searching for ways to increase innovation at all levels of society. Past research on innovation policy tended to take a piece-meal investigative approach with focus on a single or narrow set of explanatory variables, resulting in limited or ineffective policy recommendations. The proposed PDW seeks to develop a programmatic, cross-national research agenda to investigate the respective roles of a nation's formal and informal institutions, knowledge infrastructure, and firm capabilities in affecting innovative performance at multiple levels of analysis and examine policy implications for governments, businesses, entrepreneurs, and other stakeholder groups. The session will be highly interactive with keynote speakers, panel commentators, and participants engaging in small group discussions to develop a preliminary research agenda that combines individual members' research interests with the aim of forming a global research network for follow-on collaboration.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **784** | Submission: **10946** | Sponsor(s): (MC, ODC, MED)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 12:00PMET (UTC-4)**

**Management Consulting in the Era of the Digital
Organization**
Consulting in a Digital World



Moderator: **David B. Szabla**, *Western Michigan U.*
Participant: **Daniel Denison**, *IMD*
Participant: **Anthony F. Buono**, *Bentley U.*
Participant: **Joanne Preston**, *Joanne C. Preston & Associates*
Participant: **William A. Pasmore**, *Columbia U.*
Participant: **Frida Perner**, *Stockholm School of Economics*
Participant: **Judith H Katz**, -
Participant: **Fred Miller**, *Kaleel Jamison Consulting Group*
Participant: **Rita D. Meyerson**, *Organizational Management Consultant*
Participant: **Wessam Abdelaziz**, *Western Michigan U.*
Participant: **Dea Mulloli**, *Western Michigan U.*
Moderator: **Margaret D. Gorman**, *Denison Consulting*

As we begin to fully experience the era of the digital organization, one of the questions critical to the field of management consulting is, how is the practice and research of management consulting affected by the epoch of the internet of things, biotechnology, materials science, data science and big data, and quantum computing? The upcoming volume of Research in Management Consulting, Management Consulting in the Era of the Digital Organization, addresses this question. The purpose of this professional development workshop is to provide participants with a venue for sharing and exploring knowledge about management consulting in a virtual world. Contributing authors of the forthcoming volume share their observations about new consulting processes and techniques and interact with attendees interested in either enhancing their practice or developing their research agendas. The session brings together established scholars, practitioners, scholar-practitioners, and doctoral students, creating a forum through which practice and research ideas can be shared and research partnerships that emphasize inquiry into the field of management consulting during a time of profound change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **785** | Submission: **10241** | Sponsor(s): **(MOC, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

Managing with Emotions: Harnessing Benefits and Mitigating Detrimental Effects at Work

Harnessing Benefits of Emotions at Work



Organizer: **Yuxuan Lily Zhu**, *U. of California, Irvine*
Organizer: **Maia Young**, *U. of California, Irvine*
Discussant: **Myeong-gu Seo**, *U. of Maryland*
Presenter: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Yuxuan Lily Zhu**, *U. of California, Irvine*
Presenter: **Hooria Jazaieri**, *Levey School of Business, Santa Clara U.*
Presenter: **Xiao-yu Liu**, *U. of International Business and Economics*
Presenter: **Hanbo Shim**, *Rutgers U.*
Participant: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Olivia Amanda O'Neill**, *George Mason U.*
Participant: **Irene E. De Pater**, *Curtin U.*
Participant: **Remus Ilies**, *National U. of Singapore*
Participant: **Jinyoung Sohn**, *U. of Maryland - College Park*

Employees experience a wide range of positive and negative emotions at work, and their effects on performance and wellbeing could be beneficial or detrimental. In this symposium, we highlight how adequately understanding, utilizing, and regulating emotions can help us harness the benefits and guard against potential downsides of emotions at work. Across five empirical papers using diverse empirical approaches across various contexts, this symposium examines how individuals can deploy and manage emotions to facilitate performance, wellbeing, and social relationships. Discussant Myeong-gu Seo will offer implications and future directions in the study of workplace emotions and emotional intelligence. In doing so, we seek to generate novel and relevant insights about the cognitive, behavioral, and social implications of everyday attempts at understanding, using, and managing our own emotions and the emotions of others at work.

An Affective Model of Positive Adaptation for Working Mothers during the Covid-19 Pandemic

Author: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Author: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Naomi Beth Rothman**, *Lehigh U.*

Projecting Passion: Connecting Anxiety to Passion Improves Entrepreneur Pitch Performance

Author: **Yuxuan Lily Zhu**, *U. of California, Irvine*
Author: **Maia Young**, *U. of California, Irvine*

#SOGRATEFUL: Gratitude Bragging as an Emotion Regulatory Strategy

Author: **Hooria Jazaieri**, *Levey School of Business, Santa Clara U.*
Author: **Olivia Amanda O'Neill**, *George Mason U.*

The Role of Proactive Personality and Information Exchange in Affect Transference in Service (CANCELLED)

Author: **Xiao-yu Liu**, *U. of International Business and Economics*
Author: **Irene E. De Pater**, *Curtin U.*
Author: **Remus Ilies**, *National U. of Singapore*

The Effects of Emotional Intelligence on Social Networks

Author: **Hanbo Shim**, *Rutgers U.*
Author: **Myeong-gu Seo**, *U. of Maryland*
Author: **Jinyoung Sohn**, *U. of Maryland - College Park*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **786** | Submission: **10877** | Sponsor(s): (MOC, OMT, OB)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

Unpacking How Employees Navigate Unfulfilled, Unreasonable, and Unexpected Occupational Ideals

Navigating Occupational Ideals



Organizer: **Pascale Fricke**, *U. of British Columbia*
Organizer: **Natalya Alonso**, *Haskayne School of Business, U. of Calgary*
Organizer: **Patrick Reilly**, *U. of British Columbia*
Discussant: **Katherine C. Kellogg**, *MIT*
Presenter: **Winnie Jiang**, *INSEAD*
Participant: **Karim Ginena**, *U. of Virginia Darden School of Business*
Presenter: **Julia DiBenigno**, *Yale School of Management*
Presenter: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Participant: **Michel Anteby**, *Boston U. Questrom School of Business*

Occupations have become stabilizing fixtures of modern-day employment, providing employees with a set of established cultural tools, norms, values, and beliefs that offer meaning to employees and guide their workplace interpretations and action. Yet, as employees perform their occupations “on the ground”, they frequently encounter situations that challenge these occupational meaning systems. This symposium showcases four papers that develop novel theory about how individuals respond to incongruities between situational demands, environmental constraints, and audiences’ expectations, on the one hand, and occupational norms, values, and beliefs, on the other hand. More specifically, we examine (1) how workers counter harmful occupational cultures, (2) how women in male-dominated occupations transcend their status as female “tokens”; (3) how employees respond to labels (e.g., “hero”) cast upon their occupation by external audiences; and (4) how employees manage frequent exposure to tasks that conflict with their occupational ideologies extolling the nature and necessity of the work. Taken together, our papers and discussion endeavor to contribute to and generate future research on contemporary occupational dynamics, as well as deliver actionable insights for managers.

Meaning Detachment and Deviation from Invincibility Cultural Scripts among Stunt Performers

Author: **Winnie Jiang**, *INSEAD*
Author: **Karim Ginena**, *U. of Virginia Darden School of Business*

Transcending Tokenism: How Women in Male-Dominated Occupations Can Challenge Gendered Work Norms

Author: **Julia DiBenigno**, *Yale School of Management*

Heroes from Above and from Below: Workers’ Reactions to the Moralizing of their Work

Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Author: **Michel Anteby**, *Boston U. Questrom School of Business*

The Music Between the Notes: How Employees Manage Unforeseen Work Realities

Author: **Pascale Fricke**, *U. of British Columbia*
Author: **Natalya Alonso**, *Haskayne School of Business, U. of Calgary*
Author: **Patrick Reilly**, *U. of British Columbia*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **787** | Submission: **11453** | Sponsor(s): **(MOC, OMI, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

New Frontiers in Behavioral Strategy 
Behavioral Strategy

Organizer: **Luke Rhee**, *U. of California, Irvine*
Panelist: **Pino G. Audia**, *Dartmouth College*
Panelist: **Stefano Brusoni**, *ETH Zürich*
Panelist: **Donal Crilly**, *London Business School*
Panelist: **Vibha Gaba**, *INSEAD*

Behavioral strategy has long been a central subject in organizational and strategy research. The goal of this panel symposium is to highlight theoretical and empirical gaps in the behavioral strategy literature and propose future directions to advance our understanding for the human element in strategy. Specifically, our distinguished group of panelists will discuss 1) intra-psychic mechanisms from the perspectives of cognitive and social psychology and neuroscience, 2) the situated and structural aspects of behavioral strategy in a multi-level context, and 3) how firm strategists make decisions at the collective level and communicate with stakeholders.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **788** | Submission: **10511** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

Merging Identity and Spirituality Through a Success Scenario

Merging Identity and Spirituality



Participant: **Eric Gautier**, *U. Paris Nanterre*
Participant: **Catherine Voynnet Fourboul**, *U. Pantheon-Assas (Paris II)*
Participant: **Patrick Mathieu**, *Patrick Mathieu Singularity*
Participant: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*

The aim of the workshop is to discover the existence of a singular success scenario for each participant. Deciphering the steps of one's own success scenario gives each person access to a spiritual dimension and acquire a better awareness of his or her singularity, i.e. the stable part of identity (Goffman, 1963). Success is understood as the achievement of a positive impact for oneself, for others and in society in general. It can be contextualized with the theory of derailment (Lombardo & Eichinger, 1989), i.e., when a person deviates from his or her success scenario. This inquiry requires us to search for what is deepest in ourselves; we suggest this is an exercise of existential hygiene and spiritual health. Thus, we may improve the coherence between our identity and our inner spiritual dimension. However, success scenarios are usually not conscious for the individuals, even if they may approach them when reflecting on personal and professional successes and failures. As academics and practitioners, we have developed an original method to identify individual success scenarios when we accompany leadership transitions, by relating them to the concept of singularity. The workshop will demonstrate the singularity method developed by a consultant (Gautier, Voynnet-Fourboul, 2019) in order to provide the means to decrypt one's success scenario (Mathieu & Monneyron, 2015), as well as the reasons for potential derailment (Lombardo & Eichinger, 1989).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **789** | Submission: **10390** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

OB Division Plenary
OB Division Plenary

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KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **790** | Submission: **13049** | Sponsor(s): **(OB, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

Advancements in Ethical Voice Research

Advancements in Ethical Voice Research

Organizer: **Anjier Chen**, *National U. of Singapore (NUS)*
Discussant: **James R. Detert**, *U. of Virginia*
Presenter: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Presenter: **Jihyeon Kim**, *Purdue U.*
Presenter: **Feng Qiu**, *U. of Massachusetts, Amherst*
Participant: **Linda K Trevino**, *Pennsylvania State U.*
Participant: **Edward McClain Wellman**, *Arizona State U.*
Participant: **Emma Laier Frank**, *U. of Georgia*
Participant: **Marie S. Mitchell**, *U. of Georgia*
Participant: **Crystal I Chien Farh**, *U. of Washington*
Participant: **Ke Michael Mai**, *National U. of Singapore*
Participant: **Aleksander P.J. Ellis**, *U. of Arizona*

Employees play a critical part in promoting work group and organizational ethical decision-making: They can do so by engaging in ethical voice behavior, communicating concerns, information, ideas, or suggestions about ethical issues in the workplace. Over the years, several streams of research have emerged and evolved, with the focus on ethical voice, such as whistle-blowing, moral objection and rebellion, verbal reactions to third-party injustice, and social issue selling. In this symposium, we seek to capture and integrate some of the new empirical and theoretical developments in ethical voice research and offer insights into future research on this topic.

Ethical Voice and Its Consequences: An Integrative Model

Author: **Anjier Chen**, *National U. of Singapore (NUS)*
Author: **Linda K Trevino**, *Pennsylvania State U.*

Doing Good and Doing Well: the Nature and Implications of Ethical Voice in Organizations

Author: **Edward McClain Wellman**, *Arizona State U.*
Author: **Emma Laier Frank**, *U. of Georgia*
Author: **Marie S. Mitchell**, *U. of Georgia*
Author: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Crystal I Chien Farh**, *U. of Washington*

Cross-cultural Differences in Reactions to Female and Male Moral Objectors

Author: **Jihyeon Kim**, *Purdue U.*

“Nonheroic Heroes”: How Competition and Machiavellianism Jointly Promote Whistleblowing

Author: **Feng Qiu**, *U. of Massachusetts, Amherst*
Author: **Ke Michael Mai**, *National U. of Singapore*
Author: **Aleksander P.J. Ellis**, *U. of Arizona*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **791** | Submission: **16678** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:00AMET (UTC-4)**

OCIS Business Meeting
OCIS Business Meeting

Organizer: **Marco Marabelli**, *Bentley U.*

Business Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **792** | Submission: **16586** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

OSCM Division Meet the Journal Editors Panel
OSCM Division Meet the Journal Editors Panel

Moderator: **Stephanie Eckerd**, *U. of Tennessee*
Panelist: **Wendy Tate**, *U. of Tennessee*
Panelist: **Tyson Browning**, *Texas Christian U.*
Panelist: **R Glenn Richey**, *U. of Alabama, Tuscaloosa*
Panelist: **Robert D Klassen**, *U. of Western Ontario*
Panelist: **Tingting Yan**, *Wayne State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **793** | Submission: **11205** | Sponsor(s): **(RM, OMT, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

Critical Questions in Qualitative Research: Addressing Who, What, When, Where, and Why



Critical Questions in Qualitative Research

Organizer: **Luke Hedden**, *Boston College*
Participant: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Blake E. Ashforth**, *Arizona State U.*
Participant: **Julia DiBenigno**, *Yale School of Management*
Participant: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Participant: **Michael G. Pratt**, *Boston College*

This PDW will highlight how scholars can address key decisions throughout the qualitative research process. By drawing from the expertise of researchers who exemplify skill in qualitative research (Michel Anteby, Blake Ashforth, Julia DiBenigno, Jennifer Howard-Grenville, and Michael Pratt), this session will address a broad set of interconnected questions that paint a picture of the qualitative research process as a whole. A set of five brief presentations will move chronologically through the main decisions that qualitative scholars must address. In these brief presentations, successful scholars will share their expertise and experiences regarding how they have addressed these questions in their own research—making the session both inspirational and educational for qualitative researchers at all stages of their careers. In addition to the presentations, this PDW will allow attendees to discuss their own “critical questions” with other qualitative researchers in a highly interactive format. Attendees will therefore be encouraged to bring questions stemming from their own research. Through the presentations and the interactive discussions, this PDW will provide opportunities for scholars to share their ideas and experiences with one another in order to make tangible progress on their own research.

Because space is limited, pre-registration is required. Please use the following link to register:
https://bostoncollege.co1.qualtrics.com/jfe/form/SV_3vCV5aDsV7yfKWW

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

How Temporality and Space Shape and Are Shaped by Strategy-Making

Temporality and Space in Strategy-Making



Digital Session Chair: **Kathrin Sele**, *Aalto U. School of Business*

SAP: **Enacted Clock-Time: How Temporal Agency Structures Strategic Activity**

Author: **Vikas N. Prabhu**, *Indian Institute of Management, Bangalore*

SAP Best Practice-Oriented Paper Award

Agents strategizing in a specific context engage in an ongoing process of temporal structuring that regulates, and reflects, their strategic activity (Orlikowski & Yates, 2002). My study attempts to unpack the temporal structuring process to understand the interplay between temporal agency and strategic activity. Using a phenomenological approach (Interpretative Phenomenological Analysis, as per Smith & Osborn, 2008), I investigated the research-oriented strategic activities of a set of doctoral students in different stages of their respective programs at an elite management institute. Consistent with the structuration perspective, I observed dynamism in the temporalities underlying individuals' strategic activities, characterized by shifting temporal structuring patterns in response to their evolving contexts. Importantly, I found that temporal agents attempt to control their strategic context through enacting temporal discipline. Abstracting from my findings, I propose a process model of temporal enactment that substantiates the role of temporal agency in effecting strategic outcomes. By elaborating the process of temporal structuring, this study contributes at the intersection of temporality and strategy-as-practice literatures.

Paper is Available to Meeting Registrants Only.

SAP: **Temporal Reflexivity When Striving to Be a Strategic Actor**

Author: **Liisa Valikangas**, *Technical U. of Denmark*
Author: **Eero Vaara**, *U. of Oxford*

In this paper, we argue that temporal reflexivity is a key, but as of yet poorly understood, part of strategic actorhood and agency. We propose a view of strategic actorhood that acknowledges the key role of reflexivity in time and space when striving to be a strategic actor. By placing temporal reflexivity at the front and center of strategic agency, our analysis adds to a key component to recent discussions about actorhood and agency in strategic management research. In particular, we identify and elaborate on five key aspects of temporal reflexivity that each warrant attention and together for a framework for a better understanding of what temporal reflexivity means in practice. By so doing, our analysis also advances research on temporality in management and organization studies more generally.

Paper is Available to Meeting Registrants Only.

SAP: **Storying Organizational Identity and Strategy: An Antenarrative Analysis**

Author: **Etieno S. Enang**, *Coventry U.*
Author: **Harry Sminia**, *U. of Strathclyde Business School*
Author: **Ying Zhang**, *U. of Strathclyde*

The different temporal focus of strategy and of organizational identity (OI) raises questions about how the temporal discrepancies between the two can be overcome. Antenarratives are useful for making sense of complexity in organization studies, making them particularly suitable for understanding temporality in organizational becoming. We present, as our main theoretical contribution, four mutually constitutive temporal discursive strategies that are based on antenarrative and deal with coherence and incoherence between strategy and OI over time. We label these practices as reiterating the past, projecting the past, reinforcing the past, and adapting to the future. Our study tracks the storying over a period of 20 years to explore how a family-owned firm searched for novel solutions in their past and future in a manner that enabled strategy and OI to flow together. We show how the firm's incremental change emerged when they engaged 'before' 'bet' and 'beneath' antenarratives. However, 'between' antenarratives made more radical change plausible.

Paper is Available to Meeting Registrants Only.

SAP: **Shaping the Buildings That Shape Us: Restoring Coordination Following a Disruption**

Author: **Samer Faraj**, *McGill U.*
Author: **Karla Sayegh**, *U. of Cambridge*

The move to a new, state-of-the-art building is a momentous occasion in the life of an organization as it offers the rare opportunity to establish novel ways of working and organizing. However, when long established coordination practices can no longer be carried out in the new space, costly breakdowns may occur, necessitating effortful repair work to re-establish coordination. Through a two-year ethnographic study, we examine how coordination was disrupted and restored following the relocation of a leading hospital into a newly built and equipped state-of-the-art building. We show how established care coordination practices could no longer be sustained in the new setting and how the urgency of addressing situations of breakdown forced a reconstitution of coordination arrangements to better align with the new space. Our findings highlight the importance of the situation, rather than external environments, in guiding shared action and the importance of organizing boundaries and scripts in reassembling a novel coordination ordering. Thus, we suggest a move away from the notion of "coordination as social structure" toward a performative view of coordination that foregrounds the situation, the joint effects of material arrangements and boundaries and scripts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **795** | Submission: **11256** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:00AM - 10:30AMET (UTC-4)**

STR Plenary - Managing Tensions between Stakeholder and Shareholder Objectives *STR Plenary*

Participant: **Timothy B. Folta**, *U. of Connecticut*
Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Subramanian Rangan**, *INSEAD*
Panelist: **Jim Snabe**, -
Panelist: **Davis Smith**, -

There are increasing pressures for firm strategies to better balance tensions between markets and society, humans and nature, and the present and the future. These tensions introduce enormous complexity for CEOs and have huge implications for strategy research on firm performance. This plenary features a discussion between two leading CEOs (Jim Snabe - Chairman of Maersk and Siemens, and Davis Smith - CEO of Cotopaxi) who have effectively managed this complexity, and two leading scholars (Jay Barney - University of Utah, and Subi Rangan - INSEAD) who push the boundary of our understanding of this topic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **796** | Submission: **12217** | Sponsor(s): **(TIM, STR, OMT, PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00AM - 11:00AMET (UTC-4)**

Research on Universities, Commercialization and Academic Engagement *Commercialization and Academic Engagement*



Organizer: **Riccardo Fini**, *U. of Bologna*
Organizer: **Markus Perkmann**, *Imperial College London*
Organizer: **Rossella Salandra**, *School of Management, U. of Bath*
Presenter: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Presenter: **Michael A. Bikard**, *INSEAD*
Presenter: **Pablo D'Este**, *Polytechnic U. of Valencia*
Presenter: **Andrew Nelson**, *U. of Oregon*
Presenter: **Henry Saueremann**, *ESMT European School of Management and Technology*
Presenter: **Valentina Tartari**, *Copenhagen Business School*

This workshop is aimed at scholars interested in research on universities and public science. We will focus on exploring the impact of universities on their economic and social environment, a topic of particular interest to management researchers. As stakeholders are calling for more impact, this raises several issues for research. First, as universities are challenged to be engines of innovation, more research is needed on how intra-scientific progress can be reconciled with the external relevance of academic science. Second, it draws attention to the pathways and organizational forms for achieving this, including new ways in which university-knowledge is transferred or co-produced besides the established mechanisms. Third, it highlights the diversity of stakeholders with a claim on the use of scientific knowledge. Overall, then, there are rich opportunities for management researchers to assess the impact of university science, the pathways conveying such impact, and the way in which different stakeholders are involved. This workshop provides an opportunity for participants to learn about recent work, different approaches, theories, data sources, and methods available for the study of the impact of academic science both on science itself and its wider environment. In doing so, the workshop aims to respond to the annual meeting theme, by shedding light on how domain-specific outcomes could be valued by multiple stakeholders. This PDW will be useful to both early career and experienced faculty to identify promising research opportunities, as well as to explore conceptual approaches and methodological challenges in this area.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **797** | Submission: **11835** | Sponsor(s): **(MED, ONE, IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

Sustainability in Management Education: Exploring the Role of Cultural Context
Role of Culture in Sustainability Pedagogy



Participant: **Sarah Easter**, *Abilene Christian U.*
Participant: **Kim Ceulemans**, *TBS Business School*
Participant: **Matthew Murphy**, *U. of Victoria*
Participant: **Ashish Aggarwal**, *Indian Institute of Management, Lucknow*
Participant: **Andrea Maria Prado**, *INCAE Business School*
Discussant: **Dror Etzion**, *McGill U.*
Discussant: **Fiona Moore**, *U. of London*

Sustainability has become a popular teaching topic in business schools around the world. Yet, there has been very little mention of the role of culture in relation to embedding sustainability in business education. This lacuna is surprising given that researchers have noted the crucial role that culture plays in variation in sustainability adoption across contexts. In response, this 2021 symposium is designed to begin to explore the role that culture plays in sustainability-focused management pedagogies by bringing together academics that teach sustainability in a variety of different contexts. Rather than trying to determine universal or aggregate dimensions of culture that can be generalized without significant regard for differentiated contexts, we take the view that culture can best be understood in respect to specific settings, and, therefore, a high level of contextualization is imperative. Thus, our desire is to begin a conversation to understand sustainability-focused pedagogical practices in a grounded manner and how they may vary across differentiated contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Supervisor and Coworker Support

Digital Session Chair: **Virajanand Varma**, *Indian Institute of Management, Ranchi*

OB: Daily supervisor support, engagement, and extra-role behaviors: The role of psychological attachment

Author: **Jeffrey Joseph Haynie**, *Louisiana Tech U.*
Author: **Virajanand Varma**, *Indian Institute of Management, Ranchi*
Author: **Elizabeth Ragland**, *Doctoral Student*

In this paper, we integrate conservation of resources and relational cohesion theories, and test the mediating role of daily job engagement in the relationships of daily supervisor support (SupS) with prosocial behaviors such as interpersonal justice treatment and individually-directed organizational citizenship behaviors (OCBI). Additionally, we propose employees' turnover intentions to minimize these effects when high. Employees of a small credit union were recruited to participate in a repeated survey spanning ten days of a two-week workday period. 50 employees (59.52% response rate) with a total of 293 survey responses contained usable responses that were used in our hypothesis tests. Daily job engagement was found to mediate the relationships of daily SupS with OCBI, not interpersonal justice treatment. Turnover intentions were also found to reduce the SupS-job engagement relationship and offset the indirect effect with OCBI only. The implications of these findings for future research are then discussed.

Paper is Available to Meeting Registrants Only.

OB: The Impact of Cross-Domain Attention Residue and Buffering Effect of a Family Supportive Supervisor

Author: **Marcie LePine**, *Arizona State U.*
Author: **Soohyun Yoon**, *Arizona State U.*

Research on attention residue, or thoughts about one task persisting while performing another task, has predominantly focused on switching from one work task to another work task and its effect on work performance. We extend this literature by focusing on cross-domain attention residue, switching between work and family tasks while working from home, and examine the impact of cross-domain attention residue on work-family conflict and work and family performance. In addition, we examine whether management practices, specifically family supportive supervisor behaviors, may buffer the negative effects of cross-domain attention residue on work-family conflict and work and family performance. In a sample of 95 working from home matched participant-partner pairs, we tested and found support for our hypotheses. Our study highlights the need to examine the unique challenges that work from home employees face as they juggle work and family tasks, and the role that managers may play in buffering the negative effects of those challenges.

Paper is Available to Meeting Registrants Only.

OB: Follower Thriving and Job Performance Despite Leader Incivility? Dual Effects of Coworkers' Support

Author: **Ridwan Saptoto**, *Ph.D Student*
Author: **Desiree Van Dun**, *U. of Twente*
Author: **Celeste P.M. Wilderom**, *U. of Twente*

This study examines the mechanisms through which uncivil leader behavior can still lead to followers thriving and performing well in their jobs. We combine tenets of the conservation of resources, job demands-resources, broaden-and-build, and threat to self-esteem theories to develop the hypotheses. Leader incivility behaviors were expected to reduce follower positive affect and, in turn, to thwart thriving and job performance. To counteract those negative leader effects we derived two other, paradoxical hypotheses about the role of coworkers' support: such support was expected to both intensify and reduce the negative follower effects of leader incivility. On invoking a survey design, we collected data from Indonesian employees (n = 226), in three waves (separated by three weeks), and tested the mediated moderation hypotheses with structural equation modeling. The relationship between leader incivility behaviors and job performance was indeed mediated by employee positive affect and thriving in a series. Moreover, we established the intensifying effect of coworkers' support to leader incivility behaviors, and coworkers' support also compensated for the negative leader effect by providing solace to the victimized peer. In the future, similar models need to be examined in actual work settings where coworker relations are outright competitive or otherwise dissimilar.

Paper is Available to Meeting Registrants Only.

OB: Remotely stressed: Investigating remote work stressors, employee burnout, and supervisor support

Author: **Kayla Lacey**, *U. of Nebraska at Omaha*
Author: **Cheryl Gray**, *U. of South Florida*
Author: **Paul E. Spector**, *U. of South Florida*

Remote work is rapidly increasing in popularity, and much remains to be known about this new means of working. Across three studies using disparate methodologies, this research investigates remote work stressors, their relations with employee burnout, and the role of supervisor support. Study 1 provides a qualitative investigation of stressors experienced by 44 remote employees from an executive coaching company. A content analysis reveals eight stressors that are specific to or exacerbated by remote work. Study 2 begins to develop and evaluate a quantitative scale of remote work stressors based on the taxonomy established in Study 1. Using the new scale, a survey study (N = 196) demonstrates that each of the remote work stressors is positively associated with employee burnout, particularly excessive autonomy, work-life conflict, and diminished visibility. Study 3 replicates the results of Study 2 using a sample of university staff employees who transitioned to working remotely due to COVID-19 (N = 226). Study 3 also examines the role of supervisor support, finding that some unhelpful forms of supervisor support may act as additional stressors to remote workers. Drawing from the stressor-strain model, the findings provide valuable insights relevant to the future of remote work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Employee Deviance Behaviors

Digital Session Chair: **Andrea Pittarello**, *Virginia Tech*

OB: If It's Broken, Fix It: The Effectiveness of Moral Reminders Depends on Prior Behavior

Author: **Andrea Pittarello**, *Virginia Tech*
Author: **Thekla Schmidt**, *WHU-Otto Beisheim School of Management*
Author: **Assaf Segel**, *Hebrew U. of Jerusalem*
Author: **Ruth Mayo**, *Hebrew U. of Jerusalem*

It is still unclear whether moral reminders promote, hinder, or have no effect on behavior. In a field study measuring dishonesty and three experiments on reciprocity, we varied whether the reminder was phrased with an affirmation or a negation and whether it depicted people hurt by dishonesty. We also tested the type of behavior targeted by the reminder being first time or repeated. While depicting people hurt by dishonesty had no effect, affirmative reminders were more effective than negated ones. Crucially, we show that prior behavior is the main predictor of the effectiveness of reminders: While reminders are effective for first time behaviors, in repeated contexts they increase morality only for people who initially don't comply. Our findings offer insights that may explain inconsistencies in past work and encourage practitioners to consider people's behavior before implementing any interventions.

Paper is Available to Meeting Registrants Only.

OB: The Effects of Work-Related Electronic Communication during NonWork Time on Workplace Deviance

Author: **Huan Cheng**, *Huazhong U. of Science and Technology*
Author: **Weili Zheng**, *Wuhan U. of Technology*
Author: **Jinfan Zhou**, *Nanjing U.*
Author: **Beijing Tan**, *Huazhong U. of Science and Technology*

Advances in electronic communication technologies have made organizations more efficient and flexible. However, such technologies have not only changed the way employees work but also blurred the lines between work and nonwork domains. Drawing from relative deprivation theory and moral disengagement theory, the current study investigates when and how work-related electronic communication received during nonwork time leads to negative cognitive and behavioral consequences of employees. Using a daily survey across two work weeks, we found that work-related electronic communication during nonwork time enhanced one's tendency of moral disengagement, which in turn resulted in increased workplace deviance in the next day. Moreover, segmentation preference, a stable personal factor, strengthened the relation between work-related electronic communication during nonwork time and enhanced moral disengagement. Implications of these findings for theory, practice and future research on work-related electronic communication during nonwork time are discussed.

Paper is Available to Meeting Registrants Only.

OB: What are They Talking About: Exploring the Effects of Linguistic Ostracism on Proactive Behavior

Author: **Guanglei Zhang**, *Wuhan U. of Technology*
Author: **Weili Zheng**, *Wuhan U. of Technology*
Author: **Mingze Li**, *Wuhan U. of Technology*

Economic globalization increases opportunities for people speaking different languages to work together, making linguistic ostracism almost inevitable in the workplace. However, research offers only limited insight into its mechanisms. To help address this research gap, we draw on group engagement model, and apply an analysis of multi-source, multi-wave data from different samples to demonstrate a negative relationship between linguistic ostracism and employee proactive behavior. Findings also indicate that belongingness need satisfaction mediates the negative relationship between linguistic ostracism and employee proactive behavior, which explains how the internal mechanisms of linguistic ostracism result in low employee proactive behavior. In addition, findings show that employees with high trait social standing uncertainty will likely experience less belongingness need satisfaction and less likely to participate in proactive behavior when experiencing linguistic ostracism.

Paper is Available to Meeting Registrants Only.

OB: Self-Threatening Discretionary Behavior: Conceptualization, Measurement Development, and Validation

Author: **Ilanit SimanTov-Nachlieli**, *Tel Aviv U.*
Author: **Peter Bamberger**, *Tel Aviv U.*
Author: **Songqi Liu**, *Georgia State U.*
Author: **Mo Wang**, *U. of Florida*
Author: **Jingju Chen**, *Shanghai Jiao Tong U.*

The current research develops and validates a measure of employee Self-Threatening Discretionary Behavior (STDB), a new construct capturing a novel form of employee discretionary behavior which, while presumed to enhance one's performance, also poses physical threats to one's well-being. To assess STDB, we refined and validated a 7-item scale using six samples of individuals employed in various lines of work in three countries (USA, Israel, and China). Findings indicate that the STDB scale: (a) demonstrates high reliability and content validity; (b) is positively correlated, yet distinct from, other established employee discretionary work behaviors such as organizational citizenship behavior, pro-social rule breaking behavior, and working excessively; and (c) demonstrates incremental validity in the prediction of important employee outcomes including physical health, resource depletion, work exhaustion, and supervisor-rated performance, over and above demographics and other related discretionary work behaviors. We also identify situational (work pressure) and personality (conscientiousness and neuroticism) factors as antecedents of STDB. The theoretical and empirical implications of capturing this novel form of employee discretionary work behavior are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **800** | Submission: **16631** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

OMT Business Meeting *OMT Business Meeting*

Division Chair: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Division Chair-Elect: **Martin J. Kilduff**, *UCL School of Management*
Program Chair: **Eva Boxenbaum**, *Copenhagen Business School*
Professional Development Workshop Chair: **Forrest Briscoe**, *Pennsylvania State U.*
Past Chair: **Peer Fiss**, *U. of Southern California*
Representative-at-Large: **Aleksandra Joanna Kacperczyk**, -
Representative-at-Large: **Lisa Ellen Cohen**, *McGill U.*
Representative-at-Large: **Dalhia Mani**, *Indian Institute of Management, Bangalore*
Representative-at-Large: **Pablo Martin De Holan**, *HEC Paris*
Representative-at-Large: **Santi Furnari**, *City, U. of London*
Representative-at-Large: **Marya Besharov**, *Oxford U., Saïd Business School*
Representative-at-Large: **Paul Tracey**, *U. of Cambridge*
Representative-at-Large: **Michel Anteby**, *Boston U. Questrom School of Business*
Representative-at-Large: **Yutaka Yamauchi**, *Kyoto U.*
Participant: **Hovig Tchalian**, *Drucker School of Management*
Participant: **Kevin Woojin Lee**, *New York U.*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Shipeng Yan**, *City U. of Hong Kong*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Emily S. Block**, *U. of Alberta*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Laure Cabantous**, *Cass Business School, City U. London*
Participant: **Emilio J. Castilla**, *Massachusetts Institute of Technology*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *U. of Technology, Sydney*
Participant: **Srividya Jandhyala**, *ESSEC Business School*

Come join us for our business meeting. This activity is a great opportunity to learn what the OMT division is up to. All OMT members and prospective members are welcome. Our PDW chair will introduce this year's OMT artifact.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability governance: Risk and reporting,

Digital Session Chair: **Anshul Mandliya**, *Indian Institute of Management, Indore*

ONE: Understanding Environmental Social and Governance controversies: A Moderated Mediation Model

Author: **Anshul Mandliya**, *Indian Institute of Management, Indore*
Author: **Jatin Pandey**, *Indian Institute of Management, Indore*

In the last few decades, attention towards organizational controversies has grown manifold due to the increased activism of media houses, rating agencies, and lawmakers. This increase in attention has brought controversies at the disposal of internal and external stakeholders of the firm. These stakeholders which majorly include stockholders, investors, customers, governing bodies, and, employees of the firm are observed to respond negatively to such controversies. Little attention has been paid to explore the antecedents and consequences of these controversies in the extant literature. Thus, the study aims to explore the relationship between corporate governance, ESG controversies, and workforce satisfaction across the manufacturing sector in the world. Results of the study show that firms with low governance level are seen to observe higher ESG controversies which further negatively affect their workforce satisfaction levels. Additionally, environmental management teams and product responsibility at the organizational level are seen to moderate the relationship between corporate governance and ESG controversies, while their indirect effects are also observed on workforce satisfaction. Organizational image and social identity theory are used as theoretical anchors to explain the key relationships between these constructs. The results of the study are primarily useful for organizations and policymakers to reduce ESG controversies and scandals. The result would also contribute to research in workforce satisfaction from the perspective of organizational controversies and other CSR-related constructs.

Paper is Available to Meeting Registrants Only.

ONE: Beacon of Hope or Ships in the Night? A systematic assessment of changes in corporate reports

Author: **Keith Whittingham**, *Crummer Graduate School of Business, Rollins College*
Author: **Andrew Earle**, *U. of New Hampshire*
Author: **Dante Ignacio Leyva-de La Hiz**, *Montpellier Business School*
Author: **Alessia Argiolas**, *U. Cattolica del Sacro Cuore*

While the importance of achieving global sustainable development has been in the United Nations (UN) agenda for decades, the role of the private sector in such political agenda has been largely ignored. However, current urgency about global warming and increasing inequalities has made the UN to ask for a massive collaboration from a variety of actors, among which businesses play a key role given their ability to develop new and bold ideas to tackle social and environmental issues. As a result of this, the UN launched the Sustainable Development Goals (SDGs) in 2015, a year that may represent a major shift in the way business is conducted. Taking that year 2015 as a reference, we took 164 large corporations from the S&P Sustainability Yearbook and analyzed their pre-SDGs and post-SDGs sustainability reports to see if they actually changed their sustainability practices. Our results show that there is indeed a change from the pre- and post-reports over the average of firms, and across some industries and geo-institutional groups.

Paper is Available to Meeting Registrants Only.

ONE: Sincerity not Hypocrisy: Green M&A and Corporate environmental Governance

Author: **Xiaoyue Zhao**, *Northwestern Polytechnical U.*
Author: **Jia Ming**, *Northwestern Polytechnical U.*
Author: **Zhe Zhang**, *Xi'an Jiaotong U.*

Although governments in China has introduced a serious of environmental police and measures to ensure the improvement in corporate green management such as green merger and acquisition (green M&A), we find that part of green M&A firms still pollute environment. This cast doubt on assertions that green M&A expect to have a positive impact on reducing corporate environmental pollution. To explain this tension, we use both perspectives of legitimacy-benefit and illegitimacy-penalty to discuss when organizations will take green M&A as a sincere greening action rather than hypocritical greenwashing in environmental governance. We thus argue that media scrutiny and state-owned enterprise (SOE) influence the likelihood that an organization will take green M&A as a sincere substantive strategic action. To be specific, we investigate that the positive relationship between green M&A and corporate environmental governance is stronger for firms in localities with greater media scrutiny, as these firms face more legitimacy-benefit and illegitimacy-penalty. While state-owned enterprises (SOEs) weaken it, as SOEs have natural political connections to undermine legitimacy-benefit and avoid illegitimacy-penalty. Empirical analyses using data on Chinese heavy-polluting firms listed on stock exchange from 2009 to 2017 support these arguments.

Paper is Available to Meeting Registrants Only.

ONE: Corporate Resilience During Crisis: The Role of Sustainability, Risk Management, and COVID-washing

Author: **Ariela Caglio**, *Bocconi U.*
Author: **Gaia Melloni**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Janet Su**, *U. of Lausanne*

Resilience is the ability of an organization to anticipate, prepare for and respond to sudden disruptions. Using the COVID-19 pandemic as a research context, we study the relationships between corporate sustainability and resilience in times of crisis. Indeed, it is debatable whether the so-called environmental, social and governance (ESG) initiatives do or do not immunize stocks against crises such as the COVID-19 pandemic. Moreover, despite the importance of risk management for crisis management efforts and the potential for "COVID-washing," there is no evidence that either lead to greater resilience. In our paper, we analyse global firms which disclose about COVID. Results from multivariate regression analyses show that top ESG performers fare better during the crisis but worse during the recovery period. We also find evidence that firms with more advanced risk management approaches handle the crisis better. Lastly, COVID-washing, though beneficial in the short-term, does not pay off in the long-term. In this respect, we address important knowledge gaps for managers, investors, and other non-financial stakeholders by offering robust empirical evidence on predictors of corporate resilience and the effects of corporate sustainability, risk management, and COVID-washing on financial performance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **802** | Submission: **13197** | Sponsor(s): (SIM, TIM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

Imagining Management Research In Human-Centered & Digital-Powered Convergence Science and Innovation

Management Research in Convergence Science



Moderator: **Srivardhini K. Jha**, *Indian Institute of Management, Bangalore*
Organizer: **Laurette Dubé**, *McGill U.*
Presenter: **John Keogh**, *Henley Business School, U. of Reading, United Kingdom*
Presenter: **Cameron McRae**, *McGill U. - Desautels Faculty of Management*
Presenter: **Maria Carmela Annosi**, *Wageningen U.*
Participant: **Spencer Moore**, *Wageningen U. and Research*
Presenter: **Atefeh Ramezankhani**, *Deloitte Consulting, LLP*
Participant: **Jeroen Struben**, *EMLYON Business School*
Discussant: **Isam Faik**, *Ivey Business School*
Discussant: **R Sandra Schillo**, *Telfer School of Management, U. of Ottawa*
Discussant: **Ted London**, *U. of Michigan*
Discussant: **Shawn Brown**, *Pittsburgh Supercomputing Center*

Many forms of risk, uncertainty, and possibility face individuals and organizations today. At the same time, the industry 4.0 digital transformation of science, business, and society has unlocked many affordances for sustainable resilience. This symposium presents four emerging convergence research papers, together with invited commentary from leading management scholars, to explore how organizations behave and can use technology to co-create scalable social and economic value. We also explore how digital innovation can accelerate interdisciplinary scholarship and on-the-ground action from a variety of perspectives. Together, this symposium articulates a next-generation, solution-oriented, cross-disciplinary paradigm where management can play a central role.

Convergence for Multi-Level Resilience in a Changing World

Author: **Laurette Dubé**, *McGill U.*
Author: **John Keogh**, *Henley Business School, U. of Reading, United Kingdom*

Co-creation of value through behavioral visibility and digital affordances across enterprises

Author: **Cameron McRae**, *McGill U. - Desautels Faculty of Management*
Author: **Ambika Gandhi**, *Consultants Immobilier Urbain*

Multilevel institutional change through digital transformation for poverty alleviation

Author: **Maria Carmela Annosi**, *Wageningen U.*
Author: **Spencer Moore**, *Wageningen U. and Research*

Creating Commercial Market Ecosystems for Social Impact

Author: **Atefeh Ramezankhani**, *Deloitte Consulting, LLP*
Author: **Jeroen Struben**, *EMLYON Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

CEOs and Corporate Strategy

Digital Session Chair: **Katsushi Suzuki**, *Hitotsubashi U.*

STR: Newly Appointed CEOs and Strategic Change: The Impact of Social Ties 

Author: **Katsushi Suzuki**, *Hitotsubashi U.*

Author: **Yoichiro Nishimura**, *CHUO U.*

Author: **Margarethe F Wiersema**, *U. of California, Irvine*

Demographic characteristics of newly appointed CEOs have been shown to influence the extent of strategic change they pursue, but our understanding of the role of social capital is more limited. In this study, we seek to provide insight into the role of social capital on executive decision making by examining the influence of social ties between the newly appointed CEO and the prior CEO. We find that in firms with newly appointed CEOs with social ties, there was significantly less strategic change than in firms with new CEOs without social ties. Further, we find that poor firm performance and CEO power result in more strategic change for new CEOs with no social ties but does not have a significant effect on new CEOs with social ties. Our study contributes to our knowledge on the role of social capital in influencing whether executive succession leads to strategic change.

Paper is NOT Available. Please contact the author(s).

STR: CEO's Industry Experience and Firm Performance: The Effects of Corruption and Political Uncertainty

Author: **Juan Carlos Morales**, *U. of Kansas*

Author: **Vincent L. Barker**, *U. of Kansas*

We examine how CEO's industry-specific experience influences firm performance in emerging markets. Drawing from upper echelons theory and a learning perspective, we argue that as CEOs accumulate industry-specific experience, they increase their understanding of the environmental dynamics within emerging markets, strengthen intra-industry connections to key suppliers, creditors, regulators, and influential resource networks that helps firms acquire and maintain access to critical resources. As such, firm performance should increase as its CEO gains industry knowledge. However, we also argue that as CEOs acquire industry-specific experience, they develop commitment to industry practices and the value of older knowledge gained from their early years in the industry decreases, hurting firm performance. Therefore, we posit that an inverted U-shaped relationship exists between CEOs' industry-specific experience and firm performance. We also examine the effect of two important moderators in the context of emerging markets: corruption and political instability. We argue that the increased environmental uncertainty and complexity caused by corruption or political instability accelerate CEO learning effects making for greater performance gains and steeper performance declines with increasing CEO industry experience. We test our hypotheses using data from the World Bank's Enterprise Survey of firms in emerging economies from 2006 to 2019 covering 143 countries. The results largely support our hypotheses. We conclude by discussing the implications of this research for CEO learning, CEO experience, and firms in lesser-developed institutional environments.

Paper is NOT Available. Please contact the author(s).

STR: Do Social Media Influence CEOs' Strategic Decisions? CEOs' Twitter Activity and Subsequent M&As 

Author: **Amirhossein Zohrehvand**, *Leiden U.*

Social media have introduced entirely new ways in which CEOs can communicate; however, our understanding of the impacts of social media communication on CEOs and their decisions has remained limited. I argue that CEOs' social media activity increases their confidence, risk-taking, and M&A activity and decreases their organic growth expenditure. I argue that social media activity can be confusing for external stakeholders, resulting in less favorable market reactions to this increased M&A behavior. I test my theory using the M&A activity of a sample of CEOs from S&P1500. I found that CEOs who are active on Twitter engage in 800 million dollars more expensive deals than before they joined. This effect increases by 1 million dollars for every ten extra tweets. For every thousand tweets, investors' reactions to this increased M&A activity is one percent less positive. I discuss the implications for the literature on M&A and CEO social media communication.

Paper is NOT Available. Please contact the author(s).

STR: CEO Power Motive and Propensity for Real Options Strategy: Evidence from New Industry Entry Mode Choice between Acquisition and Corporate Venture Capital 

Author: **Boshuo Li**, *U. of Miami*

Real options theory posits that firms pursue a real options approach in investment to reduce uncertainty. Yet, top executives may exhibit heterogeneous motives to mitigate uncertainty. We propose that CEOs' power motive—the motive to exert impact, influence, and control over others—can influence their uncertainty avoidance propensity and thereby affect whether they will take a real options approach in decision making. To test our argument, we consider whether firms choose to enter a new industry through acquisition (a non-real options mode) or corporate venture capital (CVC) (a real options mode). We find that CEOs with a stronger power motive are more likely to enter a new industry through CVCs rather than acquisitions. In addition, this relationship is stronger in the presence of high decision uncertainty reflected by boards' lack of experience in the new industry and a salient threat from short sellers. This study extends real options theory by highlighting the importance of CEO power motive in shaping whether firms will adopt a real options strategy in decision making.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Antecedents, Management, and Outcomes of Interfirm Collaboration

Digital Session Chair: **David Joel Skandera**, *U. of Central Florida*

STR: The role of corporate social responsibility in the formation of strategic alliances

Author: **David Joel Skandera**, *U. of Central Florida*

Author: **Dane Patrick Blevins**, *U. of Central Florida*

Firms that pursue more corporate social responsibility (CSR) are perceived as operating with more integrity and should thus be more attractive strategic alliance partners. It remains unknown, however, whether this attractiveness actually translates into more new alliances and how the relationship between CSR and alliances differs for different types of CSR. Drawing from signaling theory, we present novel theorizing about the unique signaling properties of the three core dimensions of CSR— environmental, social, and governance responsibility — and explain how the salience of any type of CSR as a signal depends on the institutional setting. Relying on 17 years of data spanning 2,291 observations across 354 U.S. firms, we find that environmental and social responsibility have a positive impact on the number of new alliances firms enter, but that governance responsibility has a negative impact. Further, we find that the relationships between alliance formation and environmental and governance responsibility, respectively, are attenuated by the extent to which the respective type of CSR is institutionally prescribed in the organizational field. Our study adds important nuance to knowledge about the signaling properties of CSR and contributes by explaining the impact of various dimensions of CSR on another key strategic activity that firms pursue — the participation in alliances. We also contribute to understanding of signaling theory by introducing a novel boundary condition that defines the salience of an activity as a signal: institutional norms for the activity.

Paper is NOT Available. Please contact the author(s).

STR: Can Alliance Substitute Acquisition? The Evidence from Natural Experiment

Author: **Jaemin Lee**, *Imperial College Business School*

Author: **Joon Mahn Lee**, *Korea U. Business School*

We utilize a quasi-experimental setting that exogenously changes costs to acquire the targeted firm, which allows us to examine the relationship between the costs of acquisitions and decisions to pursue alliances. We find that firms with increased acquisition costs, due to the increased takeover protection, are more likely to experience alliances than their comparison group and that equity alliances are more likely to be adopted to substitute for acquisitions than non-equity alliances. Our post-hoc analyses also reveal that when the cost of acquisition increases, acquisitions indeed become less likely and that the sequential investment relationship of alliances and acquisitions becomes less likely. Finally, we show that following an increase in takeover protection, alliance performance decreases and acquisition premium increases.

Paper is Available to Meeting Registrants Only.

STR: Relational Capabilities: Is it an influencer to business financial performance?

Author: **MD Pigola**, *U. Nove de Julho - UNINOVE - São Paulo*

Author: **Fernando A R Serra**, *U. Nove de Julho - UNINOVE - São Paulo*

Author: **Priscila Rezende Da Costa**, *U. Nove de Julho*

Author: **Geciane Silveira Porto**, *U. of Sao Paulo (FEA/USP)*

Relational Capabilities (RC) building is a key research area, including decisions heuristics, management of collective uncertainty or any situation that affects more than one actor. It is valuable not only for performance as a whole but also as an asset that generates profitability as well. In this direction, the study conducted a meta-analytic investigation of the association of RC with firm's financial performance from the RC literature. The study also examined the role of moderating factors – knowledge management and partners integration - in influencing this association. For the meta-analytic review, 54 empirical studies that had examined the link between RC and firm's financial performance were sampled. The study adopted the 'random-effects' model using weighted mean of raw correlation coefficient as a measure of the effect size and calculating the path effects using moderator's meta-regression. The results showed the existence of direct and positive association of RC on firm's financial performance and the existence of moderators, partner integration and knowledge management, impact this association revealing that at an aggregate level there is a higher positive association between RC and firm's financial performance.

Paper is Available to Meeting Registrants Only.

STR: Competition, Coordination, and Civic Wealth Creation

Author: **Devin Stein**, *Syracuse U.*

"Civic wealth" emerges from the joint efforts of many stakeholders. Yet, while governments are tasked with investing in civic organizations (i.e. fire and police departments, schools, and homeless shelters) to improve community well-being, some local actors are able to capture disproportionate benefits. We propose a model of how competitive and coordinative incentives faced by civic organizations moderate the effectiveness of external support on community outcomes. We suggest that coordination improves outcomes for the community, but organizational incentives to coordinate eventually level-out with increasing organizational density, while incentives to rent seek increase because of greater competition over resource dependencies. Therefore, we hypothesize an inverted-U shaped relationship where the effectiveness of external resources increases with more civic organizations up to a point, beyond which it declines as competition for survival exceeds incentives to cooperate. Further, we hypothesize that this relationship is moderated by the incentives faced by different types of organizations (i.e. public, private, and nonprofit organizations). To test our theory, we construct an original longitudinal dataset linking civic organizations in communities at high-risk of wildfires in Northern California to their government grants for fire prevention, and subsequent outcomes in terms of property loss. Our results provide evidence that the effectiveness of external support is indeed moderated both by the number and type of organizations in a community.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Navigating Organizational Change

Digital Session Chair: **Yao Ma**, *U. of Neuchâtel*

STR: New CEO Succession Origin and Strategic Change in Turnaround Situations: A Relational Perspective

Author: **Yao Ma**, *U. of Neuchâtel*

Author: **Dimitrios Georgakakis**, *U. of St. Gallen*

Author: **Claudia D. Jonczyk**, *U. of Neuchâtel*

We study the effect of new CEO succession origin on strategic change in firms facing turnaround situations. Taking a ‘relational perspective’ of CEO succession, we argue that the degree to which outside CEO succession associates with strategic change depends on the relational network between the outside CEO and key incumbent executives prior to succession. Using data from 108 companies with new CEOs in turnaround situations between 1993 and 2015, we find that high CEO outsidership has a negative effect on strategic change in firms facing turnaround conditions – while this effect is weaker in the later years of the new CEO’s tenure. We further find that outsider CEOs with more connected intra-TMT network brings a higher degree of strategic change to the firm early after succession. Overall, our paper contributes to the extant literature on CEO succession by underscoring the important role of the relational CEO-TMT interface when a new CEO takes charge with the mandate to bring about strategic change (i.e., in turnaround conditions).

Paper is NOT Available. Please contact the author(s).

STR: The impact of corporate label change on shareholder reaction: Evidence from South Korean firms

Author: **KwangWook Gang**, *Salisbury U.*

Author: **Jihyun Eun**, *Salisbury U.*

Author: **Byungchul Choi**, *Hankuk U. of Foreign Studies*

This study probes the impacts of corporate label change (CLC) on shareholder value. We try to address two research questions: (1) how shareholders respond when investing companies change their corporate label; and (2) what are the factors of firm heterogeneities deviate shareholder reactions? The findings from South Korean companies reveal that corporate label change itself does not significantly affect shareholder value. However, two firm-level heterogeneities—size and prior CLC experience—show inverted U-shaped relationships with the shareholder reactions. Furthermore, the negative and significant interaction between the firm size and prior CLC experience illustrate more dynamic contingencies of how shareholder react depending on the two conditions. Key academic and practical implications are highlighted.

Paper is Available to Meeting Registrants Only.

STR: Spaces for Creativity: The Role of Physical Environment in Creative Problem Solving

Author: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*

Author: **Manuel Sosa**, *INSEAD*

Previous literature has studied how the physical space influences organizational processes and outcomes, and recent studies have delved deeper into this topic by examining the impact of organizational decisions such as relocating offices, reconfiguring into open-office layouts, and adopting flexible seating arrangements. However, the literature has often overlooked the role that the actual visual features of physical space could have on organizational members’ behaviors or performance in important areas such as creativity. We investigate whether a visually stimulating physical environment (as a whole) has a causal effect on individual-level creativity. Specifically, we study how two contrasting physical spaces (visually “quiet” vs. visually stimulating spaces) influence the two most widely recognized types of creative thinking—convergent and divergent creative thinking. Taking a controlled experiment approach, we randomly assigned 116 participants to either a visually “quiet” or visually stimulating space and asked them to solve a convergent or divergent creative thinking task. We found that participants performed better in the convergent creative thinking task in the visually stimulating space and that participants performed better in the divergent creative thinking task in the visually “quiet” space. The implications of our findings for organization designers challenge the wide-spread belief that creative workspaces with many visual stimuli serve as silver bullets for fostering creative problem solving.

Paper is Available to Meeting Registrants Only.

STR: Middle Managers’ Resistance to Strategy Implementation: The Impact of Managers’ Shared Realities

Author: **Benedikt Alexander Schuler**, *U. of St. Gallen*

Author: **Kevin Orr**, *U. of Hull*

Although much is known about the impact of middle managers’ cognition on strategy implementation, little is known about the impact of middle managers’ social cognition on strategy implementation. By studying the top-down implementation of a strategy in the plant of a multinational German engineering company using a qualitative approach, we propose a social cognitive model of middle managers’ resistance to strategy implementation. This model shows how middle managers construct shared realities—subjectively experienced commonalities with others’ inner states—about a new strategy based on information that is socially shared by other middle managers during their sensemaking of the new strategy. As the experience of shared realities socially validates middle managers’ negative inner states about the new strategy, middle managers exert cognitive and behavioral resistance to the implementation of the new strategy. In contrast, middle managers who do not experience shared realities but the same negative inner states about the new strategy do not exert cognitive or behavioral resistance to the implementation of the new strategy. Our study contributes to research on strategy implementation by providing a social cognitive explanation for the question why middle managers resist strategy implementation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Complexity and Cognition in Organizations and Markets

Digital Session Chair: **Shavin Malhotra**, *U. of Waterloo*

STR: CEO Cognitive Complexity, Industry Conditions, and Firm Performance

Author: **Shavin Malhotra**, *U. of Waterloo*
Author: **Joseph Harrison**, *Texas Christian U.*

Research in strategic leadership has pointed to cognitive complexity as a critical dimension of CEO cognition, generally assuming it should be beneficial for CEOs and their firms. We question this assumption and posit a more nuanced effect based on the industry conditions facing the firm. Using a recently developed linguistic tool to assess CEO cognitive complexity in a sample of S&P 1500 firms, we argue and find that the nature of the relationship between CEO cognitive complexity and firm performance is contingent on the levels of complexity, dynamism, and munificence of the industry in which a firm operates. CEO cognitive complexity is positively related to performance in industries characterized by high complexity, low dynamism, and high munificence, but negatively related to performance in less complex, more dynamic, and more hostile industries. Our theory and findings contribute to a more complete understanding of the role of CEO cognition in performance outcomes of firms, and specifically help to clarify the boundary conditions under which cognitive complexity may be a benefit or a burden, with implications for strategic decision making processes.

Paper is Available to Meeting Registrants Only.

STR: Psychology of Resource Pricing Decisions in Strategic Factor Markets

Author: **Ipek Koparan**, *Bentley U.*
Author: **Federico Aime**, *Oklahoma State U.*

Strategic resources mostly have unestablished market prices. In this paper, we recognize that making better predictions on how much strategic resources are worth in corresponding factor markets is as critical as forming more accurate expectations on how valuable such resources are when used in firm-specific resource bundles. By focusing on the latter and disregarding the former, extant literature presents an incomplete story about factor market activities and their probable effects on value generation from resources. How do firms make predictions about market prices of strategic resources? What factors do determine how much to pay for a resource in a corresponding factor market? In an attempt to answer these questions, we focus on two factors that affect the psychology of resource pricing decisions. First is the similarity between focal resource and earlier resource pricing experiences. The second is organizational wealth. We conducted an experiment and an archival analysis in soccer leagues. We find that increased similarity increases accuracy in pricing decisions, but this positive relationship is not linear representing an upper bound on accuracy. Our results also demonstrate a quadratic relationship with decision speed. We find that similarity increases response time up to a certain level. After repeated practice in a relevant domain, decision-makers may develop intuitive expertise or find effective heuristic strategies, which speeds up decisions. Our study results further show that higher wealth may negatively affect precision and speed in resource pricing decisions. Wealthy companies may improve decision quality by constraining the financial resources allocated to resource acquisition. We finally discuss the theoretical and practical implications of study findings and extend future research directions.

Paper is NOT Available. Please contact the author(s).

STR: Hierarchical complexity and corporate opaqueness

Author: **Zhengyi Zhao**, *Beijing Information Science and Technology U.*
Author: **Dirk Boehe**, *Massey U.*
Author: **Ralf Zurbrugg**, *U. of Adelaide*
Author: **Jean Canil**, *U. of Adelaide*

This study examines the impact of hierarchical complexity on corporate opaqueness and how this relationship varies under the moderating effect of corporate diversification. We hypothesise that increases in firms' hierarchical complexity are related to greater corporate opaqueness between the firm and outside investors on the capital market. Using a sample of U.S. firms spanning 5 years from 2012 to 2016, we find a statistically and economically significant, positive relationship between hierarchical complexity and corporate opaqueness. The results of the study further imply that the impact of hierarchical complexity on opaqueness is alleviated when there is related corporate diversification involved in firms' business operations and structures.

Paper is Available to Meeting Registrants Only.

STR: New Insights on the Firm-Specific Human Capital Debate: Theoretically Decoupling KSAOs from Tasks

Author: **Thorsten Grohsjean**, *Bocconi U.*
Author: **David Kryscynski**, *Brigham Young U.*
Author: **Shad S. Morris**, *Brigham Young U.*

In this paper we try to reconcile the conflicting positions in the strategic human capital literature about the implications of firm-specific human capital by suggesting that human capital results from the complementarity that emerges when employee knowledge, skills, abilities, and other characteristics (KSAOs) match the tasks the firm requires to produce economic value. Doing so allows us to introduce a new human capital typology that can be expressed in a two-by-two matrix where the level of specificity of KSAOs to tasks is compared to the specificity of tasks to firms. The two-by-two matrix allows us to organize extant human capital research into three of the four cells, but also highlights an under-theorized cell that we call mobile firm-specific human capital. This type of human capital is characterized by tasks that are specific to the firm, but that only require highly general KSAOs. We then discuss how our framework helps us to revisit the firm-specific human capital debate but also its implications for the HR architecture that has set firm boundaries based on traditional notions of valuable and unique human capital, as well as aggregation issues related to the emergence of human capital resources within the firm.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Dynamic Capabilities, Survival, and Performance

Digital Session Chair: **Peiran Su**, *Oxford Brookes U.*

STR: Dynamic Capabilities of Cowan & Sons, Papermakers, Penicuik, 1779-1965 

Author: **Ying Ding**, *U. of the West of Scotland*
Author: **Peiran Su**, *Oxford Brookes U.*

We applied Teece's dynamic capabilities framework to understand the long-term prosperity of Cowan & Sons. Cowan was a successful Scottish papermaker founded in 1779 and acquired in 1965 as a profitable entity. We divided the firm's 187-year history into four periods (1779-1830-1914-1945-1965) based on critical technological, economic, and social changes in the external environment. We discussed the evidence of sensing, seizing, and transforming capacities to demonstrate how the firm reacted to the external changes. While dynamic capabilities explained Cowan's longevity and success, the historical evidence fed back to the understanding of dynamic capabilities.

Paper is NOT Available. Please contact the author(s).

STR: Why Co-working Spaces in an Analogical Context Exhibit Different Recovery Abilities after COVID-19?

Author: **Wanyue Wei**, *Chengdu U.*
Author: **Zheng He**, *U. of Electronic Science and Technology of China*
Author: **Lez Rayman-Bacchus**, *Winchester Business School, U. of Winchester, SO22 HT UK*
Author: **Tingting Jiang**, *U. of Electronic Science and Technology of China*

Despite co-working spaces as a typical type of platform organizations have attracted much attention in the era of sharing economy, little is known about why these spaces faced with an analogical environment showcase obvious differences in recovery ability when sudden shocks like the COVID-19 pandemic occur. To better understand this novel phenomenon, we collect data from Chengdu high-tech zone and employ fuzzy set qualitative comparative analysis (fsQCA) to identify causal configurations that are likely to lead to a high level of organizational resilience. Our findings reveal that: (1) there are five antecedent configurations multi-morphologically lead to the same outcome; (2) compared with other antecedent conditions, networking ability and diverse value co-creation with customers play more important roles in the formation of a high level of organizational resilience; (3) under certain circumstances, there is a substitutional relationship between industrial experience and communication ability. This study mainly contributes to organizational resilience literature and co-working space research. Some practical suggestions for pursuing co-working spaces' sustainable development are also provided. This paper is extremely useful for researchers and practitioners to understand organizational resilience in an unpredictable business environment.

Paper is Available to Meeting Registrants Only.

STR: Dynamic managerial capabilities and entrant survival: insights from the solar PV industry life cycle

Author: **Ionna Trofimova Elliot**, *Association for Borderless Renewables*
Author: **Omar Al-Tabbaa**, *U. of Kent, Canterbury*

This study identifies the dynamic management capabilities which command firms' survival in their entries into both new and uncertain industries at the maturity stage of an industry lifecycle. Through quantitative data analysis, we reveal that the effect of these capabilities is asymmetrical: whilst dynamic management capabilities (reflected by prior industry experience of executive management) do not assist in entry during the evolution stage, more so, the length of prior industry experience available to entrants at a time of entry correlates to post-entry mortality rates, these capabilities are important to succeed in market entry during the maturity stage of an ILC. Our analysis comprises data from the energy sector during the evolution and maturity stages of solar photovoltaic industry. The empirical setting of the energy sector over the last three decades provides a fresh and ideal domain in which to test the success of entry timing decisions at various stage of an industry lifecycle in uncertain industry. Our results overwhelmingly support our central thesis regarding the specific impact of dynamic management capabilities on post-entry survival. We test and find a partial support for our hypotheses by analysing the acquisitions and joint ventures of 149 energy firms in years between 1997 and 2016. These findings have important implications for the literature on entry timing and dynamic management capabilities.

Paper is Available to Meeting Registrants Only.

STR: Digital Transformation: meet or evade the Challenge? A Case Study in the Maritime Industry  

Author: **Beniamino Callegari**, *Høyskolen Kristiania*
Author: **Alessandra Luzzi**, *BI Norwegian Business School*
Author: **Ingvald Martinsen**, *BI Norwegian Business School*
Author: **Elise Walla**, *BI Norwegian Business School*

As the digital transformation wave expands, more and more existing firms find themselves lacking the capabilities required to cope with the transition. Management faces the question of developing new routines, resources and organizational structures without either damaging existing capabilities or missing current opportunities. We explore the issue through a case study of a large firm in the maritime industry, an industry leader in the digital transformation process. Our study uncovers a structural approach to the development of dynamic capabilities, focused on creating new organizations adjacent to the old structure, minimizing present interferences and attrition while simultaneously preparing the conditions for a sudden, controlled disruption process to take place in the medium term, timed to happen simultaneously with a structural change in market demand. Rather than digitally transform the existing firm, it appears preferable to build up a "born digital" structure from the ground up, benefitting from the domain expertise and the business network managed by the parent company. We argue that such approach may ease many of the tensions associated with digital transformation of oligopolistic incumbent firms and could be replicated widely outside the narrow confines of the maritime sector.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

The Influence of Board Networks

Digital Session Chair: **Pardeep Maheshwaree**, *Aalto U.*

STR: The role of board members' networks in acquiring and using information for outsider CEO selection

Author: **Pardeep Maheshwaree**, *Aalto U.*

Author: **Jens Schmidt**, *Aalto U.*

Outsider CEO selection is one of the most difficult decisions for boards due to lack of information for evaluating suitable candidates. We hypothesize and find evidence that boards use their professional networks to obtain information about outsider CEO candidates in a sample of 318 outsider CEO appointments in S&P 1500 firms from 2004-2013. Our hypothesis that direct ties provide more reliable information and are thus more likely to lead to a candidate being selected than indirect ties was supported. We did not find support for the hypothesis that ties to members of the nominating committee or to more senior board members increase the likelihood of being selected, which indicates that in outsider CEO selection information quality matters more than individual board members' role or status.

Paper is Available to Meeting Registrants Only.

STR: Born Elite, Always Elite? How Board Chairs Gain Access to the Inner Circle of the Corporate Elite

Author: **Simone Maria Eulitz**, *LMU Munich*

Author: **Anja Christine Tuschke**, *LMU Munich*

In this study we examine the effects of board chairs' social class background on becoming a part of the inner circle of the corporate elite. We define the inner circle to consist of those directors best connected among the upper echelons by holding multiple board seats. In line with sociological research we argue that individuals with an upper class upbringing are more likely to be part of the inner circle of the corporate elite. Through an upper class upbringing directors learn the implicit social codes dominating behavior in the inner circle of the corporate elite and are therefore able to swiftly interact within this sublime circle. We further argue that disadvantages arising from not being socialized with such elite social codes can partly be compensated by offering superior qualification, i.e. a high level of human capital. Understanding the interacting dynamics of social class background and human capital might be a step towards opening the corporate elite to more diverse backgrounds.

Paper is Available to Meeting Registrants Only.

STR: A Multidisciplinary Mapping of Political Connections Research: Looking Back and Looking Ahead

Author: **Qiao (Stella) Wei**, *Business School, U. of New South Wales, Sydney*

Existing studies on political connections reflect fragmentations, with scholars within one discipline failing to appreciate how the insights from other scholarship can advance research further. Also, existing political connection literature has largely been viewed as an area nested in other research streams such as nonmarket strategy and corporate political activity, while a systematic and specific review for the upgoing political connections literature remains needed. Relying on science mapping, this study offers a big picture displaying 1,537 systematically identified political connection literature published in 645 multidisciplinary journals over more than 28 years. In doing so, I identify (1) the intellectual structure of political connections based on the most influential works and (2) the research topics of political connections which are reflected in the highly discussed terms. Specifically, I map both the overall status and the evolution of these two aspects. To provide a range of research opportunities for political connections scholars, I describe the clusters in the maps with emphasis on the intellectual structure and research topics that have yet to explore.

Paper is Available to Meeting Registrants Only.

STR: The Co-Evolution of Board Networks and Corporate Strategic Action

Author: **Steffen Triebel**, *Leibniz U. Hannover*

Author: **Christiana Weber**, *Leibniz U. Hannover*

Author: **Julia Brennecke**, *U. of Liverpool*

Network dynamics and network outcomes are two popular research streams in management studies. However, even when assessing the same phenomenon, these research streams are usually treated separately. Using the example of interlocking directorates and corporate strategic actions in the form of acquisitions and divestitures, we model dynamics and outcomes as a co-evolution process. We show that, while acquisitions and divestitures influence changes in the focal firm's network, they are also explained by the focal firm's network position. Our results suggest that co-evolution approaches offer a more nuanced view than traditional analysis and have merit for the field of management studies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adapting to Disruptive Change

Digital Session Chair: **Joseph Simpson**, *Virginia Tech*

STR: Firm Security Orientation: Strategically Responding to an Increasingly Disruptive World

Author: **Joseph Simpson**, *Virginia Tech*
Author: **Richard Hunt**, *Virginia Tech*
Author: **David Matthew Townsend**, *Virginia Tech*
Author: **Maximilian Stallkamp**, *Virginia Tech*

Severe data breaches and cyber-attacks have heightened the salience of security issues facing firms as well as their suppliers, alliance partners, and customers. However, cyber-security is simply one of the many security challenges large firms face in pursuing growth while simultaneously forestalling attacks upon physical assets, intellectual property, supply chains, resources, employees, and customers. Paradoxically, precise strategic levers critical for firm growth – alliances, open innovation, emerging markets, cloud-based big data solutions, and others – are drivers of heightened security threats. Thus, security management issues have taken center stage in efforts to develop strategic responses to a disruptive world, especially as firms attempt to manage their growth objectives within an increasing complex threat environment. To frame these issues for strategy research, we propose and test a novel construct we have labeled “Firm Security Orientation” to assess firms’ ability and willingness to navigate growth-threat paradoxes.

Paper is Available to Meeting Registrants Only.

STR: Novelty and the Onset of Strategic Agenda Shifts: A Bayesian Perspective

Author: **Andrew Sarta**, *Ivey Business School*

The ability to adapt to novel technologies is crucial to strategic management yet challenging for incumbent organizations. Prior experience with technology among decision-makers is believed to ease the process of adaptation since familiarity channels attention toward technological terrains, which enables novel technologies to be detected and prioritized more readily. Paradoxically, familiarity with technology also suggests that experienced decision-makers would be increasingly aware that few novel technologies succeed, therefore, making them less likely to be prioritized strategically. By applying an attention-based view to the emergence of FinTech in financial services, I show the paradoxical nature of familiarity. Through an analysis of 1,400 earnings call transcripts, I leverage topic modeling and Bayesian regression to uncover that increased technological experience generally leads to increased prioritization of FinTech for incumbents; however, the increased prioritization of FinTech occurs when novelty is low. As both technological experience and novel technologies increase together, the probability of FinTech being deprioritized approaches 90%. The findings point to the importance of context in attention-based decision-making and that greater consideration should be given to the nature of stimulus in adaptation research.

Paper is Available to Meeting Registrants Only.

STR: How Do Family Firms Respond Strategically to the Digital Transformation Trend?

Author: **Zixu Liu**, *Tsinghua U.*

Digitalization has been identified as one of the major trends changing society and business. Incumbent firms need to respond strategically to such a digital transformation trend in different forms. The results of our study on Chinese listed companies demonstrated that, as family firms have stronger needs for legitimacy, and are sensitive to invest in uncertain projects, they, compared with their nonfamily counterparts, are more likely to communicate more visions of digitalization, whereas less likely to invest substantively on digitalization, i.e., emphasizing digitalization in their annual reports a lot while making fewer digital investments. Furthermore, we also investigated firm-level and provincial-level contingencies. Specifically, we show that, the family firms that are located in provinces with better digital infrastructure are more likely to communicate more visions of digitalization and invest more substantively in digitalization. Also, the family firms that have finished the intergenerational succession process are more likely to communicate more visions of digitalization.

Paper is Available to Meeting Registrants Only.

STR: Intuition, Reflection and Organizational Adaptation to Discontinuous Change

Author: **Marlon Fernandes Rodrigues Alves**, *Federal Institute of Education, Science and Technology of São Paulo*
Author: **Vincenzo Vastola**, *Montpellier Business School*
Author: **Simone Galina**, *U. of Sao Paulo (FEA/USP)*
Author: **Maurizio Zollo**, *Imperial College Business School*

The phenomenon of adaptation to discontinuous change is a subject of long-standing inquiry in organizational theory. A key source of variation in organizational adaptation is managerial cognition, as it engenders both routine inertia and change. Yet, empirical research on the role of cognitive processing types (Type 1-intuition and Type 2-reflection) in organizational adaptation to discontinuous change is nonexistent. To close this gap, we theorize and show the causal effect of cognitive processing types on group adaptation under different ambiguity conditions. Using a longitudinal, behavioral, no-deception, between-groups experimental design, we introduce a discontinuous change that makes previous routines obsolete to observe how groups adapt. Analyzing behavioral data from 80 groups of experienced managers, we find that: (1) priming Type 1 processing increases organizational adaptation more than Type 2; (2) this effect is stronger in conditions of high ambiguity; and (3) there is no difference between cognitive types when ambiguity is low. Therefore, our findings suggest not only that the nature of change imposes specific cognitive challenges for organizational adaptation, but also that the level of ambiguity of the environment influences the efficacy of the cognitive processing types. Overall, our study advances the understanding of the interplay between managerial cognition and environmental ambiguity on organizational adaptation to discontinuous change.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Evolution of Platforms and Bottlenecks

Digital Session Chair: **Ksenia Podoyntsyna**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech.*

STR: Bottlenecks as Drivers of Evolution in Innovation Ecosystems - A Systematic Literature Review

Author: **Thomas Draschbacher**, *Graz U. of Technology*

Author: **Michael Rachinger**, *Graz U. of Technology*

Bottlenecks have recently emerged as one of the key objects of inquiry in research on ecosystems. However, as the concept of ecosystems in management research and business strategy suffers from a lack of theoretical clarity and rigor in application, definitions of bottlenecks used by different scholars often diverge dramatically. Additionally, despite the high potential significance of the topic to practitioners in today's interconnected business reality, existing literature on strategies to address bottlenecks in ecosystems is disparate and yet to be unified under the roof of an overarching research agenda. We aim to solve this fragmentation by synthesizing existing literature on bottlenecks in the specific case of innovation ecosystems. The results of this study aim to contribute to the research strand of innovation ecosystems in business strategy by (1) offering a clear definition of bottlenecks in innovation ecosystems, (2) by providing a typology to distinguish different types of bottlenecks in innovation ecosystems, (3) by describing overarching strategies that actors can apply to address these bottlenecks, and (4) by conceptualizing bottlenecks as drivers of evolution in innovation ecosystems.

Paper is Available to Meeting Registrants Only.

STR: A Complementor Strategy Based on Fit With Platforms and Competition Among Products

Author: **Vera Verwijmeren**, *Jheronimus Academy of Data Science*

Author: **Ksenia Podoyntsyna**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech.*

Within platform markets, research is dominated by the platform owner's perspective. This study takes the complementor perspective and investigates how complementors can decrease the timeframe needed to sell their products on the platform. Products could have various degrees of fit with different platforms, ranging from bad to excellent. Therefore, we introduce a new concept, namely fit between a product and platform, and develop two distinct measures for it: the number of subcategories and the number of details in product presentation on the platforms. Based on survival analyses and Rubin's potential outcomes framework, we observe a negative relationship of fit with the timeframe needed to sell a product. More specific, complementors will be able to sell 10% faster when aligning their products to the more appropriate platforms. Another element that is researched in this study is the competition among products. We identify an inverted U-shaped relationship, signaling that the benefits of indirect network externalities only hold up to a certain extent for complementors, after which the disadvantages of crowdedness dominate. This contradicts current literature from the platform owner's perspective, which mentions that the benefits of indirect network externalities take place without boundaries.

Paper is NOT Available. Please contact the author(s).

STR: The Shape-Shifting Dynamics of Digital Platform Disruption: How Grab Leveraged Established Players

Author: **Nina Teng**, *London Business School*

Author: **Michael G Jacobides**, *London Business School*

Through our historical case study of the Southeast Asian digital ride-hailing platform ecosystem, we find evidence that incumbents faced with an innovative platform entrant first ignore and then accommodate them, rather than repelling them. This is because there is no clear sense of who is an entrant or incumbent, friend or foe, as industry boundaries are effaced and proactively reconstructed over time. The digital platform entrant we studied, Grab, had the advantage of being able to morph and transform itself. Rather than trying to adapt to the existing industry architecture, it repositioned its business model with little regard for the focal industry or its incumbents, who ultimately clamored to support the disruptive digital platform entrant. Our study contributes a novel perspective on incumbent-entrant dynamics to research on disruptive innovation and digital platform ecosystems.

Paper is NOT Available. Please contact the author(s).

STR: Yes, Get Closer to Your Enemies: Rivals' Product Entry and Focal Firm's Shifts in Exploration Focus

Author: **Kinde M. Wubneh**, *U. of Texas at Austin*

Extant research has long noted the criticality of firms successfully shifting between exploitation and exploration to secure a sustainable competitive advantage. In focusing on internally driven tradeoffs these firms may face, we do not yet have a more comprehensive understanding of the external drivers affecting a firm's exploitation and exploration decisions. Some studies focusing on the influence the environment may have on a firm's decision to exploit and explore note for example market dynamism as predominant stimuli. Yet, we postulate that firms' shifts from exploitation to exploration may be driven due to a specific actor — rivals. Based on FDA medical devices data from 1990 – 2020, we show that exploratory rival entry in a product area prompts domain and firm specific reasons for firms to shift to exploratory entry into that domain as well. Furthermore, this study also finds that several rivals entering, will however reduce this likelihood of entry, while firms with low technological diversity are more likely to develop additional exploratory products in that focal domain.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **811** | Submission: **11169** | Sponsor(s): **(STR, IM, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

Value Creation and Appropriation in Firms: Methodological Challenges and Research Opportunities *VCA in Firms: Challenges and Opportunities*



Coordinator: **Gerhard Schnyder**, *Loughborough U.*
Panelist: **Marvin B Lieberman**, *UCLA Anderson School of Management*
Panelist: **Natarajan Balasubramanian**, *Syracuse U.*
Panelist: **Philipp Kern**, *Loughborough U.*
Panelist: **Blanche Segrestin**, *Mines ParisTech*
Panelist: **Jeroen Veldman**, *Cass Business School, City U. London*

The stakeholder value creation and appropriation (VCA) approach is a new lens for understanding how the economic value created through the firm's activities is shared among its immediate stakeholders—employees, customers, suppliers, government, and capital owners. A series of recent articles in the *Strategic Management Journal* have conceptualized the approach, developed the method, and shown its application in comparative case study analysis (Garcia-Castro and Aguilera, 2015; Lieberman, Garcia-Castro and Balasubramanian, 2017; Lieberman, Balasubramanian and Garcia-Castro, 2018; Kern and Gospel, 2020). The approach holds potential beyond the Strategy field: as a tool for investigating how firm-level decisions and practices create winners and losers, but also as a new way of linking these micro-level patterns to macro-level pressures and outcomes, thereby helping Management scholars contribute to addressing one of the world's grand challenges. The need to better understand inequality in and around organizations has been acknowledged in recent years (Suddaby, Bruton and Walsh, 2018; Amis, Mair and Munir, 2020; Bapuji, Ertug and Shaw, 2020) but has been laid bare in particular during the Covid crisis (Bapuji et al., 2020; Munir, 2020). The goal of this panel symposium is therefore to take stock of how the stakeholder VCA approach has been used so far, reflect on considerations and practicalities of applying it to new empirical settings and research questions, and engage in a discussion of how it could be used to help us unpack the complex relationship between organizations and inequality. To this end, we bring together scholars who are experts on the approach with those who are pursuing research that could stand to benefit from it.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **812** | Submission: **11384** | Sponsor(s): (STR, OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:30AM - 11:00AMET (UTC-4)**

**Strategic Decision Making and the Pursuit of Conflicting Goals:
Taking Stock and Looking Ahead**
Strategic Decision Making and Conflicting Goals



Organizer: **Cha Li**, *U. of Michigan*
Organizer: **Tara (Fengchun) Li**, *Drexel U.*
Panelist: **Felipe Csaszar**, *U. of Michigan*
Panelist: **Vibha Gaba**, *INSEAD*
Panelist: **Metin Sengul**, *Boston College*
Panelist: **Jack A. Nickerson**, *Washington U.*

Strategy and organization research has long recognized that decisions in firms are rife with conflicting goals and interests. However, despite the ubiquity of conflicting goals and the importance to manage them effectively, existing research on strategic decision making largely assumes unitary goals. As a result, there is still a lack of understanding on how conflicting goals influence strategic decision making and how firms can better manage them. This panel symposium brings together a group of distinguished scholars who do cutting-edge research in this area and employ diverse methodologies (e.g., conceptual, empirical, and simulation-based). In particular, the panelists will discuss how taking into account conflicting goals generates new insights on several key aspects of strategic decision making, including (i) search in a complex environment, (ii) responses to performance feedback, (iii) adaptation to disturbances, and (iv) design of organizational structure and processes. Overall, this symposium aims to facilitate research that offers a more fine-grained understanding of how conflicting goals influence strategic decision making and provides practical implications on how firms can effectively deal with conflicting goals.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **813** | Submission: **14033** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:45AM - 11:15AMET (UTC-4)**

Celebrating A Decade of Academic Advancement in Crowdfunding *Academic Advancement in Crowdfunding*



Organizer: **Swati Oberoi**, *Indian Institute of Management, Shillong*
Organizer: **Smita Srivastava**, *Wichita State U.*
Host: **David W. Sullivan**, *U. of Houston*
Participant: **Achal Bassamboo**, -
Participant: **Audra Grace Quinn**, *Ivey Business School*
Participant: **John Christian Broberg**, *Wichita State U.*
Participant: **Dev K. Dutta**, *U. of New Hampshire*
Participant: **Golshan Javadian**, *Morgan State U.*
Participant: **Joel Andrus**, *U. of Missouri*
Participant: **Prasad MV Thotapalli**, -
Participant: **Pyayt Phyo Oo**, *U. of Texas At Arlington*
Participant: **Steven Creek**, *Appalachian State U.*

The aim of this caucus is to provide a forum for conversation about crowdfunding research as a decade of its academic inquiry draws to a close. We seek to take a deep dive in the advancement made in this emerging field over the past decade and uncover its future potential.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networks and Performance

Digital Session Chair: **Caio César Medeiros-Costa**, *U. of Brasilia*

PNP: **Political and Technical Information Exchange in Adversarial Policy Networks (WITHDRAWN)** 

Author: **Jeongyoon Lee**, *U. of Kentucky*
Author: **Kun Huang**, *U. of New Mexico*

Information exchange is one of the essential elements of learning processes in policy subsystems or networks. The role of scientific and technical information in structuring policy subsystems or networks is a foundational tenet of the Advocacy Coalition Framework. Previous research focuses on trust and political influence as drivers of information exchange between actors in networks or subsystems. Few studies examine how low levels of trust and political power disparity, common in adversarial policy networks, are associated with information exchange. Using the quadratic assignment procedure multiple regression, we analyze political and technical information flows in an adversarial local hydraulic fracturing policy network in New York. We found that low levels of trust between policy actors increase political information exchange, and a larger power disparity constrains political information exchange, despite existing informal collaborative relationships. Also, low levels of trust strengthen technical information exchange between collaborative actors in the network. These findings extend research on policy networks and ACF scholarship by pinpointing novel contingencies of political and technical information exchange in an adversarial network.

Paper is NOT Available. Please contact the author(s).

PNP: **Do what you want or what you are told? The effect of forced collaboration on governmental performance** 

Author: **Caio César Medeiros-Costa**, *U. of Brasilia*
Author: **Marcelo Marchesini Da Costa**, *Inspere Institute of Education and Research*
Author: **Alexandre Rabelo Patury**, *U. of Brasilia - Brazil*

Collaboration is an important topic in government studies but collaboration does not always produce the intended results. One of the factors differentiating collaboration between public agencies is the motivation and initial conditions of these arrangements. This paper investigates the effects of forced collaboration on police inquiries in Brazil. Using a unique dataset with all enquires conducted in 2017 and 2018, besides interviews with police chiefs, this paper indicates that inquiries demanded by an external partner have a higher rate of success but take longer to finish. Additionally, forced collaboration interacts with police chiefs' experience to improve performance indicators. On the other hand, forced collaboration interacts with police squads/units based in state capitals, leading to worse results. This paper raises insights to discuss the effectiveness of collaboration between public agencies imposed by legislation. These forced collaborations may align government organizations, but can also compromise efficiency and create additional accountability challenges.

Paper is Available to Meeting Registrants Only.

PNP: **Knowledge-based Resources and Public-Nonprofit Partnership Performance** 

Author: **Aline Santos**, *Fundação Getúlio Vargas/EBAPE*
Author: **Alketa Peci**, *EBAPE/FGV*

Prior research recognizes that both formal and relational factors, defined here as intangible resources, play a role in public-nonprofit partnership (PNP) performance. However, studies overlook the specific role of knowledge-based resources in PNP performance. This study contributes to theory on the role of intangible resources in PNP performance by adopting a resource-based view (RBV) of partnerships to investigate how knowledge-based resources influence PNP performance. Using a unique panel dataset of 108 PNPs with philanthropic hospitals in Minas Gerais, a Brazilian state, we adopt a plural approach to PNP performance as evidence of positive outcomes. Our results suggest that overall, knowledge-based resources are positively correlated with both dimensions of PNP performance, collaborative and productivity performance. The findings show that collaborative experience in PNPs helps increase the rates of hospitalizations, one objective measure of productivity performance. While experienced philanthropic hospitals leverage more funding, experienced local governments face issues in funding routines due to nonprofits' competition for funding. We detect a strong relationship between partnership age and PNP performance: older PNPs tend to gather more funding and deliver more health care services. Our findings support the role of knowledge-based resources in PNP performance and shed light on the role of knowledge resources in value creation in collaborations.

Paper is Available to Meeting Registrants Only.

 PNP: **Purpose-oriented Networks and their Environment: A Population Ecology of Network Domains**

Author: **Branda Nowell**, *North Carolina State U.*
Author: **Kate Albrecht**, *U. of Illinois at Chicago*

Charles H. Levine Award for the Best Conference Paper in the Public and Nonprofit Division

Purpose-oriented networks have arisen to center-stage in the field of public management as a crucial, and increasingly prevalent, forum for addressing complex or wicked public issues in local communities. Recently, scholars have identified the need for greater theorizing on environmental factors and their influence on purpose-oriented networks. Theories of population ecology aim to understand population level dynamics within organizational settings. In this study, we apply theories of population ecology to advance scholarship of network domains. Network domains are defined as populations of purpose-oriented networks active within the same mission and geographic area. Using a longitudinal bipartite dataset of 74 different purpose-oriented networks nested in three different geographic areas, we test a series of hypotheses drawn from population ecology concerning the impact of domain saturation on organizational and network-level outcomes. Analysis employs a combination of dynamic network modeling using stochastic agent-oriented models, as well as case study and standard OLS regression techniques. Findings offer support for the relevance of population level dynamics in explaining network change over time. Specifically, findings indicate that the introduction of new networks into the domain attracts members away from existing networks and can lead to network dissolution. Findings further suggest that this effect is more pronounced in more saturated network domains. Implications for advancing a population ecology of networks is discussed as well as a cautionary tale for public and philanthropic initiatives which require the introduction of new networks as a requirement of funding.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **815** | Submission: **14546** | Sponsor(s): (AFAM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 12:00PMET (UTC-4)**

The contextual embedded influence of religion on women entrepreneurial leadership in Africa, Latin America, and South Pacific.



ContextReligionWomenEntrepreneursAfricaLACPacific

Participant: **Caren Brenda Scheepers**, *Gordon Institute of Business Science*
Participant: **Ethne Swartz**, *Montclair State U.*
Participant: **Daniela Alejandra Gimenez Jimenez**, *TU Dortmund U.*
Participant: **Ofer Zwikael**, *Australian National U.*
Participant: **Anastacia Mamabolo**, *GIBS / U. of Pretoria*
Participant: **Nasima Mohamed Hoosen Carrim**, *GDO*
Participant: **Shumaila Yousafzai**, *Cardiff U.*
Participant: **Birgit Muskat**, *The Australian National U.*

Our PDW focuses on the Contextual Embedded Influence of Religion on Women Entrepreneurial Leadership in three emerging market regions, namely Sub-Saharan Africa (SSA), Latin America and Caribbean (LAC), and the South Pacific region. This PDW involves women entrepreneurship scholars from these three regions. Building on New Institutional Theory, we highlight that religion as an informal institution, shapes gender roles, which in turn affects women entrepreneurs' choice of business (traditionally female activities such as retail and foodservice versus non-traditional activities such as engineering or manufacturing); role models, and the role of social capital in conferring access to funding and available business networks. The three regions under discussion represent the world's major religions (Islam, Hinduism, Christianity, both Pentecostal and Catholicism traditions, and traditional African and indigenous religions) and offer an opportunity for deeper exploration of the influence of these informal institutions on women entrepreneurial leadership. Using Welter's contextual entrepreneurship framework, we consider the influence of socio-spatial geographical regions and post-colonial periods with the resultant patriarchal traditional religious norms on women entrepreneurship in the three regions. Our research question revolves around how religion might restrain or promote women entrepreneurial leadership in these three regions. Aligned with the 81th Annual AOM theme for 2021 on managers, our PDW endeavours to enhance the ability of women to manage resources strategically in their entrepreneurial activities. Our PDW offers an opportunity for AOM scholars in participating in building a vibrant entrepreneurial ecosystem for women entrepreneurs in these three regions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **816** | Submission: **17564** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Fit and Embeddedness

Digital Session Chair: **Aichia Chuang**, *U. of North Carolina, Greensboro*

CAR: **Psychological and Neurological Correlates of Perceived Person-Environment Relational & Rational Fit**  

Author: **Aichia Chuang**, *U. of North Carolina, Greensboro*

Author: **Yu-Ping Chen**, *National Taiwan U.*

Author: **Tsung-Ren Huang**, *National Taiwan U.*

Author: **Hsu Min Lee**, *National Taiwan U.*

Current theorizing of person–environment fit rests predominantly on investigations performed according to psychological methods. The current study advances fit research by exploring the meaning and antecedents of perceived fit via the neuroscientific method of functional magnetic resonance imaging (fMRI). Using brain images of trait-like and state-like activities of 62 participants in Taiwan, we found that the participants’ engagement in relational-fit and rational-fit contexts corresponded to four brain regions: the posterior cingulate cortex, the precuneus, the medial prefrontal cortex, and the bilateral temporoparietal junction. These regions involve social constructs (e.g., mentalizing, perspective-taking, empathy) and drive cognitive, emotional, and social processing. In our study, the regions exhibited greater activation when participants engaged in relational-fit contexts than in rational-fit contexts. We also found that participants’ emotional intelligence predicted their person–group fit (PG fit) and that their cognitive intelligence predicted their person–job fit (PJ fit), the latter relationship being further mediated by cognition-related brain connectivities in the frontoparietal network (FPN). Our research advances the debate over the affective vs. cognitive roots of perceived fit, provides possible construct validation for perceived fit, identifies a potential neurological antecedent for PJ fit, and presents promising directions for future neuroscientific investigations into fit.

Paper is NOT Available. Please contact the author(s).

CAR: **Should I stay or should I go? Examining Occupational Culture Fit of the Manufacturing Labor Force**

Author: **Enrique Barreiro**, *Trident U. International*

Author: **Indira Rita Guzman**, *Trident U. International*

Understanding the reasons why manufacturing workers may leave or stay in an occupation is a topic of importance amongst researchers and the manufacturing world. Although extensive research has been conducted on organizational culture, turnover intentions, and commitment, the impact of Occupational Culture Fit on employees’ decision to stay or leave the occupation remains unclear. Building on the theories of Group and Grid Dimensions of Occupational Culture Fit, Social Identity, Social Exchange, and Image Theory, this study examines the link between Occupational Culture Fit, Occupational Global Job Embeddedness, Occupational Commitment, and Occupational Turnover Intention. Using Smart PLS for measurement and structural model analysis, a model was tested with 201 responses from individuals working in manufacturing organizations located in the Midwest of the United States. The findings of this study indicate that there is a positive relationship between Occupational Culture Fit, Occupational Global Job Embeddedness, and Occupational Commitment; and Occupational Commitment and Occupational Turnover Intentions. The findings extend the theoretical study of Group and Grid Dimensions of Occupational Culture Fit, Social Identity, Social Exchange, and Image Theory by improving our understanding of the impact of Occupational Culture Fit, and Occupational Job Embeddedness on Occupational Turnover Intentions and Occupational Commitment.

Paper is Available to Meeting Registrants Only.

CAR: **Working on the Edge: Precarious Employment in Organizational Research**

Author: **Kurt Kraiger**, *U. of Memphis*

Author: **Rachel Muhammad**, *Federal Express*

Research in the organizational sciences routinely assumes that the relationship between the worker and the organization is both relatively permanent and reciprocal. In this paper we define and discuss the construct of precarious employment – a work arrangement that, from the perspective of the employee, lacks stability and creates unpredictability, uncertainty, and risk from the perspective of the worker. We explore a relatively new way of measuring precarious employment and then propose and test whether precarious employment moderates the relationship between person-job fit and turnover intentions. We do this to illustrate the importance of considering and testing whether traditional findings and models in organizational research may differ between precarious workers and those in more stable positions. We found that the precarious employment scores were internally consistent and predictive of job attitudes such as job satisfaction and career satisfaction. Person-job fit scores were negatively correlated with turnover intentions (as predicted), but the effect was weak and non-significant. Crucial to our central purpose, employment precarious scores significantly moderated the relationship between fit and turnover intentions, albeit in a different form than expected. Limitations of the design and suggestions for future research were provided.

Paper is Available to Meeting Registrants Only.

CAR: **How Do High Performance Work Practices Shape Organizational and Occupational Embeddedness?**  

Author: **Romila Singh**, *U. of Wisconsin, Milwaukee*

Author: **Xiaoxia Zhu**, *U. of Wisconsin - Milwaukee*

Author: **Megha Yadav**, *U. of Wisconsin, Milwaukee*

Author: **Nadya Fouad**, *U. of Wisconsin, Milwaukee*

Embeddedness refers to the forces that keeps an employee in the job, organization or occupation. However, extant research on different foci of embeddedness has predominantly focused on organizational embeddedness and relatively little attention has been paid to other form of embeddedness. In this study, we focus on the nature of the relationship between organizational and occupational embeddedness. Following Kiazad, Holtom, Hom, and Newman’s (2015) conceptual model that proposed antecedents and outcomes associated with different foci of embeddedness, we use Conservation Of Resources (COR) theory, to examine the differential relationships between High Performance Work Practices (HPWPs) and two forms of embeddedness - organizational embeddedness and occupational embeddedness. We further extend Kiazad et al.’s (2015) model to pose research questions that explored whether organizational embeddedness mediated the relationships between HPWPs and occupational embeddedness, as well as whether there were gender differences in the relationship between HPWPs and organizational and occupational embeddedness. Using data from 1,925 engineers, we demonstrated that HPWPs have a direct influence on both organizational embeddedness and occupational embeddedness. However, the effects of all three forms of HPWPs were stronger on organizational embeddedness than on occupational embeddedness. Further, we found that organizational embeddedness fully mediated the effects of HPWPs on occupational embeddedness. Finally, we did not find any gender differences in the relationships between HPWPs and organizational and occupational embeddedness. Theoretical and practical implications of this research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **817** | Submission: **11548** | Sponsor(s): **(CAR, HR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Social Class and Gender in Working Lives Across the Globe: An Intersectional Perspective

Class and Gender in Working Lives Across the Globe



Organizer: **Lea Katharina Reiss**, *WU Vienna*
Organizer: **Wolfgang Mayrhofer**, *WU Vienna*
Discussant: **Kathleen L. McGinn**, *Harvard U.*

Against the backdrop of enduring gender and class inequalities, this symposium explores the relationship between social class and gender in various facets of working lives in different national and professional settings from an intersectional perspective. While career, HRM and gender issues have long been in the focus of management scholars, related research on impacts of social class and the interplay of gender and class is still scarce. This symposium assembles different perspectives from Africa (Nigeria), Asia (India), Europe (UK), North America (USA), and South America (Brazil) to provide fine-grained insights into the complexity of gendered and classed life experiences and address related challenges at the individual, organizational, and societal level.

Exploring intersectionality in an African context: Class and gender in Nigeria

Author: **Ifedapo Adeleye**, *Georgetown U.*
Author: **Nkiru Nwokoroku**, *Georgetown U.*

Exploring positionality of intersecting structures in a UK study of personal internet use at work

Author: **Julie Monroe**, *Newcastle U. Business School*

Caste dynamics: Dirty workers' identity characteristics and their work and non-work lives

Author: **Divya Tyagi**, *Indian Institute of Management, Indore*
Author: **Sushanta Kumar Mishra**, *Indian Institute of Management, Indore*

'Nobody taught me this': How learning 'professional' expectations differs by race, gender, and class

Author: **Anna Kallschmidt**, -
Author: **Asia Eaton**, *Florida International U.*

Higher education expansion and reproduction of gender, race and class inequalities in Brazil

Author: **Sidinei Rocha De Oliveira**, *UFRGS - Federal U. of Rio Grande do Sul - BRAZIL*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Showcase Symposium**
Program Session: **818** | Submission: **15568** | Sponsor(s): (CM, GDO, MOC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Understanding and Disrupting Class Inequality in the Workplace *Disrupting Class Inequality at Work*

Organizer: **Catherine Owsik**, *U. of Virginia*
Organizer: **Jieun Pai**, *U. of Virginia*
Discussant: **L Taylor Phillips**, *NYU Stern*
Presenter: **Jon Michael Jachimowicz**, *Harvard Business School*
Presenter: **Christilene Du Plessis**, *Singapore Management U.*
Presenter: **Catherine Owsik**, *U. of Virginia*
Presenter: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Presenter: **Mindy Truong**, *U. of Southern California*

If there is one thing that recent events have shown, it is that systemic inequality needs to be addressed. From a systems perspective, solving inequalities will require a diverse group of stakeholders to understand what fuels and maintains inequality—ideally informed by empirical findings. This symposium presents five empirical papers that, together, provide a framework for individuals to start to understand inequality from three different lenses—income, power, and culture—and how they can take action against inequality in the workplace. We start with resource-based differences (i.e., income); Hauser and colleagues will show how providing unconditional cash transfers can impact well-being, cognitive capacity, and physical health, and its implications in the workplace. Next, du Plessis et al. will pivot to look at how one's structural position in the power hierarchy (i.e., power inequality) shapes a person's trust and cooperation. Then, the last three papers will examine inequality through a cultural lens—an outcome of a cultural divide between mainstream institutions and the social groups that participate in them. Han and colleagues will demonstrate the importance of subtle environmental cues at work for the sense of belonging of individuals who come from working-class backgrounds. Fourth, Dittmann et al. will expand on the importance of cultural mismatch to show that organizational values, both espoused and enacted, are crucial to mitigating inequality and harnessing the potential of individuals who come from working-class backgrounds. Fifth, Truong and Townsend will show that people from working-class backgrounds may bring a unique set of cultural competencies that convey advantages in organizational life. Phillips will serve as the discussant and make the case for why managers and organizations should care about solving inequality. Together, this symposium presents a theoretically-driven framework to understand social class inequality, and discuss possible ways managers can mitigate its negative impact in organizations.

A Randomized Controlled Trial Varying Unconditional Cash Transfer Amounts in the US

Author: **Oliver Hauser**, *U. of Exeter Business School*
Author: **Jon Michael Jachimowicz**, *Harvard Business School*
Author: **Julian Jamison**, *U. of Exeter*
Author: **Ania Jaroszewicz**, -

Power Versus Inequality: Which is the Proximate Predictor of Interpersonal Trust?

Author: **Christilene Du Plessis**, *Singapore Management U.*
Author: **Michael Schaerer**, *Singapore Management U.*
Author: **My Nguyen**, *Singapore Management U.*
Author: **Trevor Foulk**, *U. of Maryland*

Perceptions of Managerial Mindset Shape First-Generation Individuals' Sense of Belonging at Work

Author: **Inhyun Han**, *Bellevue U.*
Author: **Catherine Owsik**, *U. of Virginia*
Author: **Peter Belmi**, *U. of Virginia*
Author: **Melissa C. Thomas-Hunt**, *Vanderbilt U.*

From 'Team' Talk to Teamwork: Espoused and Enacted Interdependent Values Benefit LowSES Employees

Author: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Author: **Nicole Stephens**, *Northwestern U.*
Author: **Sarah S M Townsend**, *U. of Southern California*

Benefits of a Working-Class Background in Stressful Interpersonal Interactions

Author: **Mindy Truong**, *U. of Southern California*
Author: **Sarah S M Townsend**, *U. of Southern California*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



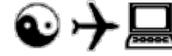
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **819** | Submission: **11134** | Sponsor(s): **(CMS, OMT, SIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Theoretical perspectives on organizations and organizing in a post-growth era
Theoretical perspectives on post-growth



Organizer: **André Reichel**, *ISM International School of Management*
Panelist: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Panelist: **Ekaterina Chertkovskaya**, *Lund U.*
Panelist: **John M. Jermier**, *U. of South Florida*
Panelist: **Mario Pansera**, *U. of Vigo*
Panelist: **Ana Maria Peredo**, *U. of Victoria*
Panelist: **Robert Perey**, *U. of Technology, Sydney*
Panelist: **James Scott Vandeventer**, *U. of Huddersfield*

‘Not everything that is faced can be changed, but nothing can be changed until it is faced’. – James Baldwin (1962) The purpose of this symposium is to broaden and intensify the discussion of ways humanity might disengage from the putative imperative of unbridled economic growth. Central to this discussion is the critical re-examination of economic and social relations in organizations and relations between organizations and the natural environment. Hence, for this panel symposium, we invited scholars that participated in a special issue for Organization on organizations and organizing in a post-growth era to reflect on how economic growth is conceptualized (implicitly or explicitly) in existing theoretical frameworks and in the paradigmatic underpinnings (often functionalist) of these frameworks. Relatedly, we think it is essential to reimagine organizations and their impacts under macro-economic conditions characterized by decoupling of resources, the steady-state economy, or even conscious degrowth—which requires a radical paradigm shift and other fundamental changes that can elevate human happiness, well-being, quality of life and other non-economic criteria from the periphery to the center of organizational analysis. We approach this challenge first by discussing the hegemonic properties of growth ideology and second by sketching an alternative political economy as a context for reimagining social and economic relations within planetary capacities in a post-growth era. Drawing on degrowth literature in ecological economics, sociology and political ecology, we identify key principles relevant to processes of organizing for a more just and environmentally sustainable future: frugal abundance, conviviality, care, and open relocation. We conclude by introducing some thoughts about theorizing policy and regulatory changes needed to generate transformational change and a future research agenda beyond growth.

More information and background material is provided at <https://degrowthaom.wordpress.com/>.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **820** | Submission: **15368** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AM ET (UTC-4)**

Reconceptualizing Necessity Entrepreneurship

Reconceptualizing Necessity Entrepreneurship



Organizer: **Chad David Coffman**, *U. of Missouri, Kansas City*
Discussant: **Marc B. Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Participant: **Pierre-Yann Dolbec**, *John Molson School of Business, Concordia U.*
Presenter: **Robert Nason**, *McGill U. - Desautels Faculty of Management*
Presenter: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Participant: **Madeline Toubiana**, *U. of Alberta*
Presenter: **Philip James O'Donnell**, *Dublin City U.*
Participant: **Margot Leger**, *Utrecht U. School of Economics*
Presenter: **David Gras**, *U. of Tennessee*
Participant: **Ace Beorchia**, *U. of Tennessee*
Presenter: **Sanwar A. Sunny**, *U. of Baltimore*

Recent scholarly work on necessity entrepreneurship has highlighted shortcomings in theoretical development underlying the construct and, by extension, limitations in our understanding of the behaviors of individuals we assign to this category. While necessity entrepreneurs compose a sizable proportion of the world's entrepreneurs (approximately 30% according to Global Entrepreneurship Monitor data), theory about their behavior remains sparse, and our understanding of who they are, their motivations and their outcomes remains limited. Often conceptualized within a push-pull framework, necessity entrepreneurship occurs when individuals are pushed into entrepreneurship by negative forces, as opposed to opportunity-motivated entrepreneurship, which occurs when individuals are pulled into founding a venture by the attractiveness of an opportunity. This push-pull framework has resulted in a dichotomous view that, despite being widely used, some scholars have described as over-simplified, and unable to account for the wide array of antecedents, processes and outcomes. In this symposium, we convene established scholars who routinely use these constructs in the field. We highlight recent work to develop the constructs, identify use cases where a dichotomous framing of entrepreneurial motivation is insufficient, and suggest ways to develop a more meaningful framework moving forward. This symposium aims to contribute by further developing our understanding of the necessity entrepreneur, by considering new frameworks to better explain the nuance in nascent entrepreneurial motivation, and by discussing practical steps for measuring these constructs in the field.

Entrepreneurial Processes Under the Condition of Basic Needs

Author: **Marc B. Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

Blurred Lines: NE and OE Amongst Rural Coffee Farmers

Author: **Robert Nason**, *McGill U. - Desautels Faculty of Management*
Author: **Pierre-Yann Dolbec**, *John Molson School of Business, Concordia U.*

Entrepreneurship in Response to the COVID-19 Crisis: The Fine Line Between Necessity and Opportunity

Author: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Author: **Madeline Toubiana**, *U. of Alberta*

Necessity Entrepreneurship: A Construct Cut Adrift?

Author: **Philip James O'Donnell**, *Dublin City U.*
Author: **Margot Leger**, *Utrecht U. School of Economics*

The (Not-So) Bare Necessities of Entrepreneurship

Author: **David Gras**, *U. of Tennessee*
Author: **Ace Beorchia**, *U. of Tennessee*

A Needs-Based View of Entrepreneurial Motivation

Author: **Sanwar A. Sunny**, *U. of Baltimore*
Author: **Chad David Coffman**, *U. of Missouri, Kansas City*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital 2

Digital Session Chair: **Arzi Adbi**, *NUS Business School*

ENT: **Social Exclusion and Financial Barriers to Entrepreneurship**

Author: **Arzi Adbi**, *NUS Business School*

Author: **Siddharth Natarajan**, *Chinese U. of Hong Kong*

Although extant theory highlights the importance of access to sources of entrepreneurial finance, it provides less insight into how marginalized individuals' financial barriers to entrepreneurship are influenced by the adoption of digital financial technologies such as mobile money. We reconceptualize financial barriers to entrepreneurship as a combination of access to sources of finance and frictions in financial transactions. We argue that adoption of mobile money by individuals increases their entrepreneurial intentions particularly when individuals face higher social exclusion, and that mobile money and bank accounts work in a complementary manner particularly when individuals face higher social exclusion. Analyzing recent data from the Global Findex Database on a large sample of 154,472 adults across 144 countries, we find support for our core arguments. Overall, we extend theory on financial barriers to entrepreneurship, and enrich the emerging narrative on mobile money by highlighting the importance of complementarity between mobile money and bank accounts.

Paper is Available to Meeting Registrants Only.

ENT: **Are the Futures Computable? Knightian Uncertainty & Artificial Intelligence**

Author: **David Matthew Townsend**, *Virginia Tech*

Author: **Richard Hunt**, *Virginia Tech*

The growing sophistication of artificial intelligence (AI) tools promises to revolutionize organizing processes in the near future, transforming how firms identify, gather, analyze, and utilize information from their internal and external operating environments. The business venturing process, however, presents a unique set of challenges for AI tools since entrepreneurs often must navigate informational environments characterized by Knightian Uncertainty, defined as an unbounded set of future possibilities which cannot be measured or predicted. Because these uncertainties are by definition, unmeasurable using probabilistic tools, the presence of unmeasurable sources of Knightian Uncertainty logically raises questions about the long-term viability and relevance of AI tools to the field of entrepreneurship. In this study, we examine these questions through the lens of computational theory – namely the Church-Turing computability thesis – to examine the extent to which particular classes of AI tools are capable of addressing the unique epistemic problems intrinsic to Knightian Uncertainty in entrepreneurship. In doing so, our comprehensive analysis of the organizational implications of AI tools through the lens of modern computational theory allows us to identify the effective limits and boundary conditions of AI tools to navigate entrepreneurial environments characterized by Knightian Uncertainty. We conclude the paper with a robust future research agenda at the intersection of artificial intelligence and entrepreneurship theory.

Paper is Available to Meeting Registrants Only.

ENT: **Quantum computing, quantum innovation and entrepreneurial opportunities**

Author: **Ataullah Kiani**, *U. of Science and Technology of China*

Quantum computing and information processing use quantum phenomena such as quantum state superposition and entanglement to exponentially perform calculations with high-level accuracy. Progress towards the development of the large-scale quantum computer is becoming a reality and these events mean the 21st century could be called “The Quantum Age.” Innovation in quantum technologies is one of the hot topics and intricate challenges to the scientific and business community to cope with modern economic and entrepreneurship goals. To have a strong business market and entrepreneurship, we need to have a strong awareness of the latest technological aspects and developments, particularly quantum innovation which is one of the highest economic sinks in advanced countries. Although the largest economies of the world are devoting large amounts of government funds to develop quantum technologies, countries are competing to establish themselves as leaders in quantum innovation, but still, it's very early to claim who will win the race. This paper is dedicated to outlining the entrepreneurship challenges and opportunities for the next quantum technology and innovation decades. Quantum devices have a very wide range of real-time applications e.g., defense, agriculture, interdisciplinary and fundamental research, health and medicines, artificial intelligence, geographical and geological implementation, space and upper atmosphere control and manipulation. The most noteworthy revolutions and discoveries of our time are gradually expected to be evident at Quantum levels. Numerous examples of varying Quantum technologies offer noteworthy results to present worldwide challenges in countless critical parts of the human endeavor and may also present outstanding prospects for active, courageous and scientifically knowledge entrepreneurs, innovators and investors.

Paper is Available to Meeting Registrants Only.

ENT: **Beyond Fundraising—Token Dispersion and Venture Performance in Initial Coin Offerings**

Author: **Christian Schaefer**, *Chair of Innovation Management, TU Dortmund U.*

Author: **Steffen Strese**, *TU Dortmund U.*

During the funding campaign of an early-stage venture, investments by the team in their own venture are considered a signal of value indicating a promising future. However, emerging funding models such as initial coin offerings (ICOs) present challenges to established theories due to their unique characteristics. In particular, utility tokens issued in an ICO, which sometimes raise millions of dollars for the issuing venture, are listed on exchanges—just like shares—while they may also be utilized within the venture's ecosystem. Combining signaling theory and the resource-based view in the context of ICOs, this study investigates signals of post-funding venture performance. In contrast to established signaling theory concepts, we reveal a positive association between higher token dispersion (i.e., lower retention by insiders) and post-funding venture performance. We explain this with the unique features of tokens as both investment and utility tools. Further, we show that a venture's efforts to increase transparency regarding its strategy amplifies the relation between token dispersion and post-funding venture performance. We contribute to signaling theory and entrepreneurial finance literature by theorizing and demonstrating why in the context of an emerging funding model, a signal's direction of efficacy opposes the predictions of established theoretical concepts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Founders and Family Firms

Digital Session Chair: **Martí Guasch**, *ESADE Business School*

ENT: Manager's Body Expansiveness, Investor Perceptions, and Firm Forecast Errors and Valuation

Author: **Martí Guasch**, *ESADE Business School*
Author: **Tony Davila**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

We examine the relation between a measure of managers' physical display—body expansiveness—and favorable reporting practices (in firm forecasts and valuation information) and performance (survival and financing success). We videotaped a sample of 154 entrepreneurs pitching their business idea and obtain 2D skeletal information about speakers' physical joints. We show that physical expansiveness correlate with higher forecast errors and proposed firm valuations, lower rates of survival, yet higher likelihood of funding success. We argue that investors do not correctly incorporate the informational value of nonverbal communication, and propose a behavioral argumentation. In the cross section, results dissipate for older and VC-backed companies (governance). We further corroborate the proposed mechanism by studying entrepreneurs' personal characteristics. Altogether, we shed light on an overlooked information set—nonverbal behavior—and relate it to firm forecasting, valuation, survival and financing success; important factors in the assessment of investment opportunities, deal structure, and ex-post monitoring.

Paper is Available to Meeting Registrants Only.

ENT: Displaying and negotiating entrepreneuring expertise in context: A practice theory perspective

Author: **Betsy Campbell**, *Pennsylvania State U.*
Author: **Neil Aaron Thompson**, *Vrije U. Amsterdam*

In this paper, we use practice theory to expand what is known about entrepreneurial expertise. The study presents evidence suggesting that expertise is accomplished by entrepreneurial team members for and by themselves in ordinary workplace interactions. We discuss four types of expertise that reveal how entrepreneuring practitioners establish and assess knowledge positions given uncertainty constraints, integrate external abstract knowledge into their situation, and reject or replace their lived experiences with abstract knowledge. The study advances theory on entrepreneurial expertise and contributes to the literature of the entrepreneurship-as-practice.

Paper is NOT Available. Please contact the author(s).

ENT: Family events and new venture survival: effects of positive and negative affect on entrepreneurs

Author: **Pi-Shen Seet**, *Edith Cowan U.*
Author: **Alex Tai Loong Tan**, *National U. of Singapore*
Author: **Wee-Liang Tan**, *Singapore Management U.*

This paper investigates how family events impact founding entrepreneurs' psychological affect during the new venture creation process and whether their ventures commenced before such events continue to be viable. We also explore the impact of the interaction of family events and overconfidence on new venture survival. We use panel data drawn from the Australian Household, Income and Labor Dynamics (HILDA) survey, focusing on non-venture related, family event-induced psychological affect that entrepreneurs may experience as a predictor of their new venture survival. Our accelerated failure time model results are consistent with past arguments in the social psychology literature, that ceteris parabis, positive events have a positive influence and negative events have a negative influence on survival. However, when entrepreneurial overconfidence is considered, although the interaction between negative family events and entrepreneur overconfidence spurs cautious behaviour to a small degree as anticipated, it is positive events interacting with overconfidence that makes the biggest impact (negative) on the new venture. The research contributes to our understanding of the embeddedness of family in the entrepreneurial process – specifically how major family events, such as the birth and death of a child and marriage and divorce, which seemingly have little or nothing to do with the new venture, can impact its survival. New founders experiencing a major family event(s) can be psychologically affected through their feelings, emotions and moods. The viability of the startups they helm depend on their ability to manage these stressors. It challenges past assumptions by revealing how positive family events can have comparatively greater negative impact on new venture survival than negative ones. Keywords: Family events; psychological affect; overconfidence; new venture survival; affect spin

Paper is Available to Meeting Registrants Only.

ENT: Homogamy or Heterogamy: The Effects Of CEO Marriage on Family Firm Performance

Author: **Xi Yang**, *East Stroudsburg U.*
Author: **Wanrong Hou**, *U. of Texas Rio Grande Valley*
Author: **Wencang Zhou**, *Montclair State U.*

By integrating the complementary needs theory of mate selection and the notion of complementary assets into the research of family business, we propose that three components of spousal capital complement each other. We elaborate on how homogamy and heterogamy in terms of various socioeconomic and psychological factors can affect family business performance through its impact on marital conflict—an individual-level lens. The empirical analysis on the questionnaires conducted to CEOs of small and medium-sized family firms in the U.S. shows that occupational homogamy and religion homogamy have a positive effect on family-business firm performance, while psychological heterogamy has a positive effect on family-business firm performance. Our research extends the extant studies on spousal involvement in new ventures and copreneurs by revealing the strategic significance of marriage.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Gender 1

Digital Session Chair: **Imge Kaya Sabanci**, *IE Business School*

ENT: Is Being Trustworthy Always Rewarded? Think Twice! Trust Penalty for Women Entrepreneurs

Author: **Imge Kaya Sabanci**, *IE Business School*
Author: **Rachida Justo**, *IE Business School*

Our study explores an understudied mechanism, trustworthiness, through which gender-based inequality is created and perpetuated in entrepreneur - investor relationships. Drawing on stereotypes literature, we propose an inverse U-shaped relationship between trustworthiness and investment for women entrepreneurs. We suggest that while moderate levels -compared to low levels- of trustworthiness positively affect the investment decisions for both women and men, high levels of trustworthiness have adverse effects for women. We also consider macro-contextual factors moderating this relationship. Specifically, we expect the mechanisms, through which women suffer a trustworthiness penalty, to be more prevalent in societal contexts where women are less represented in entrepreneurship. Contrary to common sense and empirical evidence indicating that perceived trustworthiness is good for all- entrepreneurs in investment decisions, our results show that investors' evaluations of trustworthiness depend on the gender of the trustee. Men benefit from being highly trustworthy, while women are penalized. Results also reveal that there is a difference between what respondents claim that they will do (intention) and what they really do (investment amount). In other words, investors talk the talk but do not actually walk the talk. Overall, by bridging the macro-micro divide and employing a sociopsychological lens, we highlight the dark side of trust and conceptualize trustworthiness as a parameter that contributes to and reproduce investment gap between female and male entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: Differential Effects of External Enablers on Entrepreneurship based on Gender

Author: **Parul Manocha**, *Virginia Tech*

External enablers (EEs) are exogenous macro-environmental forces that influence the rate, extent, and substance of entrepreneurial activity. A steadily increasing body of empirical research has sought to identify, describe, and predict the aggregate impact of EEs, yet few studies have assessed whether EEs exert the same or different effects across societal groups, and none to date have sought to ascertain whether or not EEs function in a gender-neutral fashion. The issue is important to address since it is common for governmental entities to implement policies designed to leverage or mitigate the influence of EEs. Absent knowledge regarding the differential effects of EEs, policies may be enacted with an aggregate intent, but which may routinely disadvantage female entrepreneurs. To investigate the gender effects of EEs, we develop and test new theory in the context of internet access, employing a longitudinal research design. Our results suggest that increased internet access is, in the aggregate, associated with heightened entrepreneurial activity, but that the favorable effects for male entrepreneurs is markedly greater than for female entrepreneurs. The findings reveal that EEs can magnify the impact of underlying gender discrimination. We assert that gender-based disaggregation is critical to assessing the lasting influence of EEs.

Paper is Available to Meeting Registrants Only.

ENT: The Boundaries of Crowdfunding in Democratizing Innovation for Women: A Role Congruity Perspective

Author: **Benedikt David Christian Seigner**, *TUM School of Management, Technical U. of Munich*
Author: **Hana Milanov**, *TUM School of Management, Technical U. of Munich*

Research has documented that crowdfunding helps to overcome the fundraising gender gap and thereby democratizes innovation. However, research documenting female advantages has limited its investigation to entrepreneurs' sexes as a binary characteristic, leaving gaps in understanding whether these advantages hold for feminine gender if examined more holistically. We employ role congruity theorizing to study several gender-related congruity factors. In a sample of 7,454 Kickstarter campaigns, we show that crowdfunding indeed favors women. However, we also demonstrate boundary conditions to this effect for attractive women, whose attractiveness exaggerates their femininity, if they highlight the innovativeness of their projects, and, surprisingly, in female-dominated project categories. Our findings speak to the complexity of gendered expectations and encourage more nuanced conversations on conditions under which crowdfunding can democratize innovation.

Paper is Available to Meeting Registrants Only.

ENT: Start-up entrepreneurial finance of women-owned firms in the United States

Author: **Maria Figueroa-Armijos**, *EDHEC Business School*

Using a comprehensive national microdata sample, this study unveils the individual and firm characteristics of U.S. women-owned firms that influence their odds of receiving venture capital or public financing during the firm's lifespan. Following an institutional approach to policy design, the findings are further compared across U.S. regions to identify differences that can inform strategic policy for innovative entrepreneurial financing. Results indicate that receiving public financing positively influences the odds of women-owned firms to also secure venture capital. Women-owned businesses which are classified as family businesses are less likely to seek venture capital but are more likely to seek out public financing. Education and Hispanic ethnicity increase the odds of receiving public financing.

Paper is NOT Available. Please contact the author(s).

ENT: Mapping Women's Geography of Fear onto the Entrepreneurial Landscape

Author: **Sara Alshareef**, *Department of Business Administration, King Abdulaziz U. Jeddah, KSA*

In studies of emotion in entrepreneurship, the link between gender and geography and the effects of both on women's decisions about whether or not to engage in business-related activities, are areas relatively unexplored. In response to this identified research gap, we have conducted a study that proposes the concept of the 'geography of fear' and examines female entrepreneurs' relationships with, and use of, physical places and spaces needed for business social activities. Previous studies that address the fear of harm in entrepreneurship and the associated gendered norms regarding women's use of space, are rare. Semi-structured interviews were conducted with 23 female nascent entrepreneurs. Based on participants' narratives, it is the perception of others tied with gender norms, proneness to vulnerability and coping mechanisms, which in the context of women entrepreneurship contribute to the development of the geography of women entrepreneurs' fear and to understanding the intersection between emotions, gender and geography in influencing women's entrepreneurial decisions in their use of space.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Institutional Context 4

Digital Session Chair: **Hugo Gómez**, *U. del Desarrollo*

ENT: **Institutional Metamorphosis and Creative Destruction in the Era of Crisis**

Author: **Hugo Gómez**, *U. del Desarrollo*
Author: **Maribel Guerrero**, *Newcastle Business School, Northumbria U.*
Author: **Daniel Lerner**, *IE Business School*
Author: **Jean Sepúlveda**, *U. del Desarrollo*

Research regarding entrepreneurship and crisis has typically focused on how entrepreneurs are affected by catastrophic events, how they respond to external shakeouts, how they learn from failure, and how they build resilience to recover from adversity. However, despite this recent accumulation of knowledge, little is known about external shakeouts re-configure or transform the “rules of the game”. Based on this research gap, we theorize the conditions under which an economic shakeout motivates an institutional metamorphosis. In doing this, we proposed a model based on a retrospective/longitudinal cryptomarket case that emerged in the aftermath of the 2008 Global Financial Crisis. Results suggest that a new digital currency, new transaction-oriented technologies, trust mechanisms, and shared values led to an institutional metamorphosis. By understanding the conditions that have led to institutional metamorphosis, several implications emerged oriented to policymakers, entrepreneurs, and society.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurial identity and strategic response in the informal economy**

Author: **SHELTER SELORM TEYI**, *Copenhagen Business School, Denmark*
Author: **Marcus Møller Larsen**, *Copenhagen Business School*
Author: **Rebecca Namatovu**, *Copenhagen Business School*

While entrepreneurs generally confront many challenges in running their businesses, those in the informal economy must do so outside the boundaries and support of formal institutions. The nuances of the informal economy means that entrepreneurs operating in such environments may have to rely on different mechanisms in dealing with adversity than their formal counterparts. Applying the lens of entrepreneurial bricolage, this article sheds light on how entrepreneurs respond to contexts of adversity in the informal economy. As a result of our exploratory research of informal entrepreneurs in Ghana, we find that their response is closely associated with their entrepreneurial identity. We discuss the theoretical and practical implications of these findings. Keywords: Entrepreneurship, entrepreneurial identity, informal economy, exploratory research design, Ghana.

Paper is Available to Meeting Registrants Only.

ENT: **Does Entrepreneur’s social and environmental Activism Pay off?**

Author: **Shuaijun Zhang**, *UTRGV*

In this paper, we investigate a phenomenon of entrepreneur’s activism (verbal or action on social and environmental issues) and its consequences. Drawing on the strategic management and marketing literature, we argue that entrepreneur’s social and environmental activism may positively affects venture outcomes. Synthesizing stakeholder theory and neo-institutional theory, we propose that entrepreneur’s social and environmental activism help firms gain external legitimacy and thus affects venture outcomes. We also investigate the moderating effect of ex-ante industry activism (e.g., boycotts/buycotts). We found that when there has been boycott/buycott activism in certain industries, the impact of entrepreneur’s social and environmental activism on venture outcomes is stronger. We conclude with discussion and implication for theory and research.

Paper is Available to Meeting Registrants Only.

ENT: **Organizational responses in a rationalized institutional context**

Author: **Cagla Yavuz**, *Yeditepe U.*
Author: **Mine Karatas-Ozkan**, *U. of Southampton*
Author: **Vadim Grinevich**, *Southampton Business School, U. of Southampton*
Author: **Serdal Temel**, *Ege U.*
Author: **Jeremy Howells**, *Portsmouth U.*
Author: **Linda Baines**, *U. of Southampton*
Author: **Stratos Ramoglou**, *U. of Southampton*

There is a growing research interest in the role of Technology Transfer Offices (TTOs) in facilitating academic entrepreneurship (Clarysse et al., 2005; 2011; Wright et al., 2007). Extant scholarship has studied how TTOs influence entrepreneurial outcomes of university research via supporting patenting, licensing and spin-off activities. (Clarysse et al, 2011); establishing and overseeing intellectual property (IP) policies (Welsh et al. 2008; McAdam et al. 2017); and developing relationships with industry (Lee and Win 2004; Hsu et al. 2015; Miller et al. 2014; McAdam et al. 2017). TTO are therefore operating in increasingly rationalized yet complex institutional contexts, governed by prescriptions and expectations emerging from very diverse stakeholders, including the university, government and industry amongst others. These institutional contexts may not necessarily be considered effective by TTOs for achieving their objectives. There is very limited knowledge about the ways in which TTOs can cope with such contexts, although the evidence from elsewhere indicates that organizations may, for instance, choose to comply with practices that help them survive an institutionally demanding context, in spite of the fact that these practices do not align with the ends that the organizations are meant to serve (Bromley and Powell, 2012). Hence, the aim of this paper is to advance our understanding of TTO responses to highly rationalized institutional contexts, complicated by multiplicity of stakeholders, expectations and practices. We make several empirical and theoretical contributions. First, we provide systematic categorisation of TTO responses within a complex and rationalized institutional environment. Second, we demonstrate how combination of several institutional dynamics matter in developing response strategies and associated tactics. Third, we develop policy insights for pertinent stakeholders, illuminating managerial challenges faced by TTOs when achieving top-down metrics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Nvf 3

Digital Session Chair: **Ugur Uygur**, *Loyola U. Chicago*

ENT: How Are Entrepreneurial Opportunities Novel? Hierarchical Analysis of New Venture Ideas

Author: **Ugur Uygur**, *Loyola U. Chicago*

Novelty is a distinctive quality of new venture ideas, which are core components of entrepreneurial opportunities. However, our understanding of novelty is unidimensional: a vague sense of degree. This paper offers a hierarchical model to unpack novelty in both kind and degree. The consequent framework dissects the novelty of the new venture idea into two components. The structural location of novelty has implications for the entire venture creation process including: upper level novelty will lead to more innovative ventures but encounter more uncertainty, a more complex creation process, more indirect and legal challenges, less direct competition, and less direct retaliation by the incumbents.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurial Experience and Opportunity Exploitation: How Does the Context Matter? 

Author: **Mehmet Nasih Tag**, *Mersin U.*

We develop and test a multi-level framework postulating that both property rights institutions and entrepreneurial opportunities moderate the positive influence of prior entrepreneurial experience on opportunity-motivated entrepreneurship. We analyze this framework by exploiting a hierarchical dataset that spans 92 countries and a period of 16 years. Using the multi-level logit regression in conjunction with the instrumental variables approach, we find that the exogenous variation in property rights protection has both a direct and an indirect—through entrepreneurial experience—positive influence on the likelihood of becoming an opportunity-motivated entrepreneur. On the other hand, we find that while entrepreneurial opportunities increase the odds of observing opportunity-motivated entrepreneurs, they nevertheless weaken the positive effect of entrepreneurial experience on the likelihood of becoming an opportunity-motivated entrepreneur.

Paper is Available to Meeting Registrants Only.

ENT: The Pursuit of Legitimacy: How do AI Startups Navigate Between Institutional Environments?

Author: **Andreas Clark**, *HEC Montreal*

Author: **Mai Thai**, *HEC Montreal*

Startups need legitimacy to acquire resources from their environment to survive and thrive. In a born-global industry such as artificial intelligence (AI), startups' legitimacy building is subject to pressures from institutions that are constantly evolving at both macro and meso levels due to AI's huge potentials for creating positive and negative impacts. Yet, we do not know how AI startups deal with such an institutional context because prior studies mostly explored startups in established or static institutional environments. From our embedded multiple-case study of six AI startups based in Montreal (Canada) and Kuala Lumpur (Malaysia), we found that informal norms largely guide AI entrepreneurs despite governments' efforts to influence startup operating frameworks. In the case of weak formal regulations, AI startups purposefully rely on industry norms over other institutions. When corporate social responsibility (CSR) is embedded in meso-level norms, startups are more likely to proactively engage in CSR activities. We also found that industry leaders play a primary role in establishing the governing rules in AI, which in turn inform national policy development. Our study results provide interesting insights for players in emerging industries who want to know about CSR strategies when the industry is writing its rules. Furthermore, our study has implications that help policymakers in their efforts to influence normative institutions with the aim of creating an environment conducive to responsible practices. All in all, our study contributes to the literature a better understanding of entrepreneurs' legitimacy building through CSR in dynamic institutional settings.

Paper is Available to Meeting Registrants Only.

ENT: A Timely Take-off. Human Capital, Age, and Entrepreneurial Process Duration

Author: **Tomasz Marek Mickiewicz**, *Aston Business School*

Author: **Syed Rizwan Shahid Pirzada**, *Aston Business School*

Author: **Anna Rebmann**, *King's College London*

Author: **Paul D Reynolds**, *Aston U.*

We examine the impact of nascent entrepreneurs' human capital, both general and specific, and of their age, on the duration of the business start-up process until a positive (profitable) outcome. We argue why higher knowledge and older age of entrepreneurs may be associated either with shorter or with longer duration of the entrepreneurial process to a profitable outcome. Using the harmonised PSED dataset, and applying competing risks Cox models, we find that higher educational attainment trumps other forms of human capital being associated with the fastest venture creation process towards a profitable outcome, especially for hi-tech start up projects. Age has a sinusoidal relationship with the speed of the start-up process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper



Digital Session Chair: **Anthea (Yan) Zhang**, *Rice U.*

ENT: Who Is Devaluing Females in S&T Entrepreneurship? The Buffering Role of Token Identity   

Author: **Anthea (Yan) Zhang**, *Rice U.*

Author: **Lun Li**, *School of Economics and Management Tsinghua U.*

Author: **Jizhen Li**, *Tsinghua U.*

Males have been blamed for their prejudice towards females, and existing literature has dominantly advised increasing the proportion of females into authoritative positions as a remedy to mitigate gender inequality. Drawing on a unique dataset consisting of applicants and evaluating panelists from the Science & Technology Venture Program (STVP), we examine whether female evaluating panelists favor female applicants in S&T entrepreneurship and further explore the extent to which evaluating panelists' token identity strengthens or weakens such gender bias. We found that female evaluating panelists discounted female applicants in S&T entrepreneurship while male evaluating panelist not. In addition, we evidenced that not all female evaluating panelists deal with gender identity threat in the same manner. Specifically, when the female evaluating panelist was a token, namely, the only female, the only novice, or the one with the non-tech background in the evaluating panel, such rating penalties towards female applicants were mitigated. Our research contributes to the literature on gender inequality, token, minority, as well as funding decisions in S&T entrepreneurship.

Paper is NOT Available. Please contact the author(s).

ENT: The Relationship Between Entrepreneurial Orientation and Firm Performance for Black Entrepreneurs 

Author: **Ronald Leonardo Pegram**, *U. of Wisconsin, Whitewater*

Author: **K. Praveen Parboteeah**, *U. of Wisconsin, Whitewater*

This study evaluates the relationship between entrepreneurial orientation (EO) and firm performance for Black American entrepreneurs to propose a possible suggestion for the persistent performance gap between Black American entrepreneurs and others, particularly white entrepreneurs. The dominant explanations for this trend in the literature have tended to structural inequalities in access to funding and in wealth levels, resulting in an uneven playing field that places Black entrepreneurs at a considerable disadvantage. This review appears to offer a novel contribution in that EO is applied to test its connection to firm performance for Black entrepreneurs, and to evaluate how EO influences the development of social capital for Black entrepreneurs. Using a panel of self-reported business owners, we conduct a series of analyses including multivariate regression, hierarchical linear regression, and tests of mediation to discover that EO influences the development of social capital for the Black entrepreneur, and that the relationship between EO and firm performance is significant and positive for the Black entrepreneur but completely mediated by social capital, particularly that of external connections. The implication is that Black entrepreneurs need access to connections to fully realize the EO / firm performance relationship.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial team diversity, performance and disruption: Insights from a simulation model

Author: **Karl J. Wennberg**, *Linköping U.*

Author: **Vivek Kumar Sundriyal**, *Linköping U.*

Author: **Axel Norgen**, *Linköping U.*

While team diversity is believed to increase both cognitive conflict (performance-enhancing) and risk of affective conflict (disruption-enhancing), examining this trade-off in entrepreneurship settings is hampered by the lack of data allowing for joint assessments of diversity, performance and disruption over time in new venture teams. Drawing upon research in psychology and small group research, we develop a simulation model formalizing how different levels of entrepreneurial team diversity may influence team performance and disruption over time. Experimenting with different scenarios related to the diversity-performance and diversity-disruption relationships, our model generates insights how team diversity act as a double-edged sword where teams with greater diversity are more likely to create high-performing ventures, but also more exposed to the risk of disruption. Explicating the boundary conditions under which diversity maximize long-term team performance conditional on team survival, we contribute to the discussion on entrepreneurial team composition, behavior, and performance.

Paper is Available to Meeting Registrants Only.

ENT: Avoiding the Familiarity Trap: How entrepreneurs reach beyond their network to attract co-founders 

Author: **Steven Gray**, *U. of Texas at Austin*

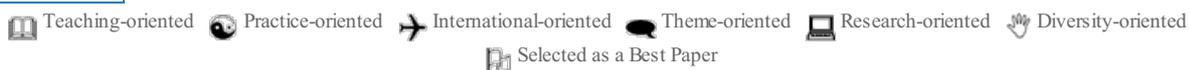
Author: **Esther Sackett**, *Santa Clara U.*

Author: **Travis Howell**, *UC Irvine*

Entrepreneurs assemble teams almost exclusively composed of people they already know, even though there are potential benefits of adding someone from beyond their personal network. Despite the proliferation of new programs and platforms aimed at giving entrepreneurs access to vastly broader pools of potential team members, entrepreneurs likely struggle to attract unfamiliar others to the venture. By integrating similarity attraction theory with research on surface-level and deep-level diversity, we explain how entrepreneurs can better attract unfamiliar others to their venture if they share deep-level similarity (e.g., personality, goals), rather than surface-level similarity (e.g., ethnicity, gender). We test our theory using survey and archival data from a sample of entrepreneurs and potential team members enrolled in an incubator program designed to help entrepreneurs form a team and launch their venture. Our model and results show that entrepreneurs can attract unfamiliar others to their venture when they are similar on less-visible dimensions and that adding a team member from beyond the entrepreneur's network promotes early venture success.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Session Type: **Paper Session**
Program Session: **827** | Submission: **17478** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Entrepreneurship and Emotions 3

Digital Session Chair: **Leidy Yurani Cubillos Pinilla**, *TUM School of Management, Technical U. of Munich*

ENT: I make my own rules! A multi-method analysis of individual antecedents of entrepreneurial intention    

Author: **Leidy Yurani Cubillos Pinilla**, *TUM School of Management, Technical U. of Munich*
Author: **Sylvia Hubner**, *Free U. of Bozen-Bolzano*
Author: **Franziska Emmerling**, *Technische U. München*

We propose a cognitive-personality-ethic model of entrepreneurial intention, which is based on a multi-method analysis. Our model integrates conditional rule-breaking – the cognitive skill to follow or break a rule according to the expected consequence and self-interests – as well as personality traits and ethical orientations as antecedents of entrepreneurial intention. The model bridges different theoretical perspectives and overcomes methodological flaws of previous entrepreneurial intention research. We argue that conditional rule-breaking is likely to be linked to entrepreneurial intention in individuals with high openness or low relativism, and that narcissism is related to conditional rule-breaking and entrepreneurial intention. Our study (N = 108), in which we assess individuals' conditional rule-breaking skill in a computerised task, and their personality traits and ethical orientations in a questionnaire, supports our predictions. Our research contributes to entrepreneurship and organisational behaviour literature by (1) introducing conditional rule-breaking, and its behavioural measurement in a computerized task, as an antecedent of entrepreneurial intention, and (2) considering the interplay of individual characteristics in an integrative model of antecedents of entrepreneurial intention.

Paper is Available to Meeting Registrants Only.

ENT: How planned behavior drives employee intentions to pursue new product and service development 

Author: **Katarina Ingrid Blomkvist**, *Uppsala U.*
Author: **Jeanette Veronika Engzell**, *Dept of Business Studies Uppsala U.*
Author: **Philip Kappen**, *Uppsala U.*
Author: **Ivo Zander**, *Uppsala U.*

We draw on the theory of planned behavior to develop and test a set of hypotheses about the drivers of employee intentions to become engaged in the development of new products and services. The results from a survey of 3,435 employees of Swedish companies, including small, medium-sized, and large firms, reveal a number of factors related to attitudes, subjective norms, and perceived behavioral control that have an either positive or negative influence on the presence of such intentions. We further show how the strength of the identified relationships varies with firm size. Overall, the findings suggest that firms may differ substantially in terms of their ability to support employee initiatives that are critical for sustained introduction of new products and services.

Paper is Available to Meeting Registrants Only.

ENT: Collectivistic Personal Values, Entrepreneurial Intention, Motivation and Behavior 

Author: **Susana Correia Santos**, *Rowan U.*
Author: **Xaver Neumeyer**, *U. of North Carolina, Wilmington*
Author: **Antonio Caetano**, *ISCTE - Instituto U. de Lisboa*
Author: **Francisco Liñán**, *U. of Sevilla*

This study examines the role of entrepreneurial intentions and motivations in the interplay between collectivistic personal values and self-employment career options. Our analysis of a sample of individuals throughout two different points in time uncovers how and when collectivistic personal values (i.e., conservation and self-transcendence) lead to self-employment. Results suggest that entrepreneurial intentions function as a mechanism that triggers self-employment decisions for individuals with collectivistic personal values and that this effect is stronger when they engage in opportunity-based entrepreneurship. We conclude by discussing the implications of our results on the entrepreneurship literature and the values - intention - action links.

Paper is NOT Available. Please contact the author(s).

ENT: From Committed Employees to Aspiring Entrepreneurs: A Conditional Process Analysis

Author: **Qinglin Liu**, *Rensselaer Polytechnic Institute*
Author: **Hao Zhao**, *Rensselaer Polytechnic Institute*

Extending previous research on antisocial rule-breaking in high school and entrepreneurship, we study a different form of rule-breaking—prosocial rule-breaking (PSRB) in the workplace. Based on the stewardship theory, we expect that employees' affective organizational commitment will lead to employees' PSRB, which, under some conditions, is related to entrepreneurial intentions to start new businesses. Our moderated mediation analysis on time-lagged data from 122 employees supported an indirect effect between affective organizational commitment and entrepreneurial intentions that is mediated by PSRB and moderated by age and entrepreneurial self-efficacy simultaneously. We discuss theoretical and practical implications.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **828** | Submission: **12590** | Sponsor(s): **(ENT, GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AM ET (UTC-4)**

Women's Entrepreneurship: Cultural, Institutional, and Global Perspectives

Women's Entrepreneurship



Distinguished Speaker: **Amanda Brickman Elam**, *Babson College*
Organizer: **Vishal K. Gupta**, *U. of Alabama*
Organizer: **Golshan Javadian**, *Morgan State U.*
Organizer: **Crystal Lynn Dobratz**, *Howard U.*
Organizer: **Alka Gupta**, *Bernard M. and Ruth R. Bass Center for Leadership Studies*

Much of research on women entrepreneurship has been focused on individual-level factors that serve to keep women out of achievement-oriented domains like entrepreneurship or limit their access to resources they need to grow their business (Brush and Jennings, 2013). This is while institutional-level contributors to gender-level inequality have often been overlooked. This is problematic because systematic or institutional factors can have a profound influence on individual-level psychological processes (Konig and Muller, 1986). The purpose of this symposium is to highlight the unrecognized institutional-level factor that influence woman entrepreneurship in either positive or negative ways.

Timeout: The Role of Social Welfare in Entrepreneurship among Mothers

Author: **Magdalena Markowska**, *Jönköping U.*
Author: **Helene Ahl**, *Jönköping U.*
Author: **Lucia Naldi**, *Jonkoping International Business School*

Practice Rather Than Preach: Cultural Practices and Female Social Entrepreneurship

Author: **Diana Maria Hechavarria**, *U. of South Florida*
Author: **Steven Brieger**, *U. of Sussex Business School*

Gendered Wording: An Institutional Mechanism for Gender Inequality in Entrepreneurship

Author: **Golshan Javadian**, *Morgan State U.*
Author: **Crystal Lynn Dobratz**, *Howard U.*
Author: **Alka Gupta**, *Bernard M. and Ruth R. Bass Center for Leadership Studies*
Author: **Vishal K. Gupta**, *U. of Alabama*

The Family as a Legitimacy-Granting Stakeholder

Author: **Arielle Newman**, *U. of Southern Mississippi*
Author: **Lisa Mali Jones Christensen**, *Brigham Young U.*

Nudge! Does critical mass create momentum in women entrepreneurship?

Author: **Parul Manocha**, *Virginia Tech*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **829** | Submission: **13153** | Sponsor(s): **(ENT, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Effectuating Effectively: Exploring Processes and Boundary Conditions

Effectuating Effectively: Exploring Processes



Organizer: **Sonia-Cristina Codreanu**, *U. College London*
Presenter: **Sonia-Cristina Codreanu**, *U. College London*
Organizer: **Sophia Braun**, *ESCP Business School*
Presenter: **Sophia Braun**, *ESCP Business School*
Presenter: **Yi Jiang**, *ESCP Business School*
Presenter: **Somayeh Taghvaei**, *ESCP Business School*
Participant: **Katrin Marike Smolka**, *Warwick Business School*
Participant: **Thijs Geradts**, *Erasmus U. Rotterdam*
Participant: **Rene Mauer**, *ESCP Business School*
Participant: **Yashar Mansoori**, *Chalmers U. of Technology*
Participant: **Daniel Lyons**, *Euler Hermes*
Discussant: **Tiago Ratinho**, *IESEG School of Management*
Discussant: **Ona Akemu**, *Nazarbayev U.*

In recent years, effectuation has gained prominence in the entrepreneurship literature as a theory for understanding and conceptualizing entrepreneurial decision-making and action. Despite the breadth of findings related to effectuation and overall progress in the literature, significant gaps still exist in our understanding of effectuation processes. The papers presented in this symposium and the ensuing discussion aim to advance our understanding of effectuation by addressing the following questions: what makes effectuation effective? When, why, and how do entrepreneurs shift from effectuation to causation techniques? When, why and how do practitioners apply effectuation techniques and under which circumstances is the use of effectuation valuable for practitioners? How can effectuation interact with entrepreneurial team dynamics? The ensuing discussions between presenters, discussants, and audience will capture the interests of academics and practitioners alike.

Effectual Learning for Causal Competence – a POMDP Model of Decision-Making Sequences

Author: **Yi Jiang**, *ESCP Business School*
Author: **Daniel Lyons**, *Euler Hermes*

How to Effectuate: Uncovering the Details of Effectuation as a Process

Author: **Sophia Braun**, *ESCP Business School*
Author: **Rene Mauer**, *ESCP Business School*

Effectually Committed or Causally Involved? Exploring Entrepreneurial Decision-Making in Teams

Author: **Katrin Marike Smolka**, *Warwick Business School*
Author: **Sonia-Cristina Codreanu**, *U. College London*
Author: **Thijs Geradts**, *Erasmus U. Rotterdam*

New Venture Ideation Through Effectuation

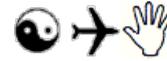
Author: **Somayeh Taghvaei**, *ESCP Business School*
Author: **Yashar Mansoori**, *Chalmers U. of Technology*
Author: **Rene Mauer**, *ESCP Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **830** | Submission: **10255** | Sponsor(s): **(GDO, HR, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 12:00PMET (UTC-4)**

Solutions That Work: How to Combat Gender Inequality in Business Schools



Recommendations for greater gender equality in HE

Organizer: **Tina Miedtank**, *Erasmus U. Rotterdam*
Panelist: **Joana Vassilopoulou**, *Rotterdam School of Management, Erasmus U.*
Panelist: **Anna Ginès I Fabrellas**, *Esade Law School*
Panelist: **Janka Kottulová**, *Comenius U. in Bratislava*
Panelist: **Hanneke Takkenberg**, *Erasmus U. Rotterdam*

Whereas in the past, gender equality was especially recognized as an issue in the field of science, technology, engineering and maths (STEM), it is now also more and more being recognized by AHMSSBL institutions. This PDW aims to provide an opportunity for panelists and participants to discuss and share best practices and HR tools promoting greater gender equality in business and management schools and higher education overall. Through a panel presentation and four round table discussions the goal of the PDW is to develop a more nuanced understanding of the various organizational and institutional contexts, experiences, challenges to and consequences of gender inequality in business and management schools. It brings together international scholars in order to discuss ways to address the challenges faced and offer a way forward. The online workshop is planned to consist of two parts, first a panel discussion focusing on the challenges and opportunities in developing solutions for combating inequality in higher education. Panelists will share their experience of their 'Equality 4 Europe' research project within their institution, including the challenges faced. The second part consists of four round tables where panelists and attending participants discuss different thematic areas, share their insights, critiques, and institutional challenges into the respective topics and particularly discuss possible solutions and measure fostering gender equality in academia. The round tables will be lead each by one of the panelists.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Working Together: Organizational Perspectives on Integrating Efforts to Improve Health Care Delivery

Digital Session Chair: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*

Integrating Individual, Interpersonal, and Interorganizational Efforts to Improve Health Care Delivery

HCM: High-Minority Nursing Homes Disproportionately Affected by COVID-19 Deaths  

Author: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Author: **Justin Lord**, *Louisiana State U. Shreveport*
Author: **Ganisher K. Davlyatov**, *U. of Oklahoma Health Sciences Center*
Author: **Akbar Ghiasi**, *U. of the Incarnate Word*
Author: **Gregory N. Orewa**, *U. of Alabama, Birmingham*

Racial/ethnic disparities in healthcare have been highlighted by the recent COVID-19 pandemic. Using the Centers for Medicare and Medicaid Services' Nursing Home COVID-19 Public File, we examined the relationship between nursing home racial/ethnic mix and COVID-19 resident mortality. As of October 25, 2020, high minority nursing homes reported 6.5 COVID-19 deaths as compared to 2.6 deaths for nursing homes that had no racial/ethnic minorities. After controlling for interstate differences, facility-level resident characteristics and resource availability, high-minority nursing homes had 61% more COVID-19 deaths (Incidence Rate Ratio [IRR] = 1.61; $p < 0.001$) as compared to nursing facilities with no minorities. From a policy perspective, nursing homes, that serve primarily minority populations, may need additional resources, such as, funding for staffing and personal protective equipment in the face of the pandemic. The COVID-19 pandemic has sharpened the focus on healthcare disparities and societal inequalities in the delivery of long-term care.

Paper is Available to Meeting Registrants Only.

HCM: Interprofessional Teamwork for Infection Prevention: Development of a Model and Solutions 

Author: **Megan Gregory**, *The Ohio State U. College of Medicine*
Author: **Sarah MacEwan**, *Ohio State U.*
Author: **Lindsey Sova**, *Ohio State U.*
Author: **Alice Gaughan**, *Ohio State U.*
Author: **Ann Scheck McAlearney**, *Ohio State U.*

Healthcare-associated infections (HAIs) are associated with patient mortality and high costs to the healthcare system. These HAIs are largely preventable by practices such as prompt removal of lines and Foley catheters. While seemingly straightforward, these practices are complicated in that they require interprofessional teamwork between physicians and nurses to be enacted successfully. Yet, it is unknown how interprofessional teamwork occurs in the HAI prevention context. As part of a larger project on HAI prevention, we interviewed 420 participants (physicians, nursing, others) across 18 hospitals about interprofessional collaboration in this context. From these findings, we propose an input-mediator-outcome-input (IMOI) model of interprofessional teamwork in the context of HAI prevention, suggesting that various organizational processes and structures facilitate specific teamwork attitudes, behaviors, and cognitions, which subsequently lead to HAI prevention outcomes including timeliness of line and Foley removal, and ensuring sterile technique and hand hygiene. We discuss the extent to which these results are actionable for managers, and propose specific strategies that managers adopt to improve interprofessional teamwork around HAI prevention.

Paper is NOT Available. Please contact the author(s).

HCM: Impact Assessment of "Community Training Program" on Dengue Prevention and Control 

Author: **Swati Alok**, *Assistant Professor Birla Institute of Technology (BITS-Pilani)*
Author: **Samrun Nessa**, *PhD Student*
Author: **Sajeli Begum**, *Associate Professor*
Author: **Rishi Kumar**, *assistant professor*

Context: The global threat of dengue has burdened the health systems of underdeveloped and developing countries. In such a scenario, 'community training programme' has become the only remedy for vector-borne diseases like dengue. Program: The authors strongly believe that a personalised/ customised training programme designed for a set of population has the potential to bring a significant impact on behavioural change in the masses. The present study prospects in empathizing the knowledge, attitude and practice of a community in general and add a pragmatic value to the policy-makers in designing effective strategies to control dengue. Implementation: A two-step methodology was followed for designing the training materials viz., (i) accessing baseline knowledge through KAP survey, entomological survey and spatial survey and (ii) survey outcome-based designing of training materials which included personalized videos, PowerPoint presentations, poster & pamphlets, games, activity sheets, demos, etc. The customised materials mentioned were used during the training programme, and its effectiveness was evaluated after six months using "Difference in differences" (DID) methodology. Evaluation: The significant and positive DID coefficients 1.079, 0.599 and 1.7 indicated remarkable improvement in attitude, risk perception and knowledge respectively. Also, there was a significant behavioural change (1.50) in mosquito reduction practices post-intervention. Discussion: The results revealed a positive impact of the customized and tailor-made training materials on knowledge, attitude, risk perception and preventive practices scores. The encouraging outcome concerning behavioural change among the common masses could be attributed to the customised materials used for the training.

Paper is Available to Meeting Registrants Only.

HCM: Health System Responses to COVID-19: A Multi-level Systematic Review of Primary Qualitative Studies ✈

Author: **Simon Turner**, *U. de los Andes, Colombia*

Author: **Natalia Botero-Tovar**, *Uniandes*

Author: **Maria Alejandra Herrera**, *Uniandes*

Author: **Juan Pablo Borda**, *Uniandes*

Author: **Francisco Ortiz**, *Uniandes*

Author: **Jean Carlo Ramirez**, *Uniandes*

Author: **Luisa Fernanda Maldonado**, *Uniandes*

COVID-19 had presented challenges to the healthcare systems and healthcare professionals in all countries. After one year of the pandemic, the evidence begins to consolidate, and the literature demands the documentation of the experiences lived by healthcare professionals and other frontline actors. This systematic review of primary qualitative studies depicts the experiences and perceptions of organizations and actors at multiple levels of health systems internationally in responding to COVID-19. Six main databases of biomedical information, public health and health administration research were searched over the period 1 October 2019 to 21 October 2020. Information extracted from included studies was analysed thematically. Twenty-two articles were selected for full assessment. Considering the professional level experiences, the most predominant themes of the studies consisted of the new roles and responsibilities of healthcare workers, burnout and distress, unseen healthcare workers, and positive changes and emergent solutions amid the crisis. Recommendations of the studies discussed mainly about the urge to provide psychological support, and leadership for managers and health authorities. Continuous training, regulation of working conditions, providing supportive resources, coordinating a diversity of actors, and reviewing and updating regulations were recommendations of a wider system support. The experiences of frontline healthcare workers had been the focus of attention of primary qualitative studies as of October 2020. Knowledge gaps and the need for primary research were identified in the organisational and national levels that could answer to the needs of the workforce.

Paper is Available to Meeting Registrants Only.

HCM: Service Duplication and Local Hospital System Membership

Author: **Hanh Q. Trinh**, *U. of Wisconsin, Milwaukee*

Purpose: To assess the influence of organizational characteristics on service duplication of 1,183 hospitals that affiliate with local hospital systems in U.S. core based statistical areas (CBSA) in 2015. Methodology: Ordinary least square regression is used to estimate the relationship between organizational characteristics in 2013 and service duplication in 2015. Findings: The results show that hospitals affiliated with either centralized hospital systems or with decentralized hospital systems duplicate more services than those in independent hospital systems. Hospitals duplicate more services if they are large, teaching, and have high case mix severity. Hospitals duplicate fewer services if they are for-profit and affiliated with large systems. Practice Implications: System management should be aware of member hospital management's concerns about the reduction in decision making autonomy and should strive to coordinate services among all members in a way which assures members that the benefits of cooperation are greater than the costs of losing some autonomy. Key words: Hospital systems, hospital services, duplication of services, integrated health systems

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **832** | Submission: **17243** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:45AMET (UTC-4)**

Best Papers Session 1

Digital Session Chair: **Rachel Gifford**, *Maastricht U.*

HCM: To Uncertainty and Beyond: Cataloguing Hospitals' Adaptations during the COVID-19 pandemic

Author: **Rachel Gifford**, *Maastricht U.*
Author: **Daan Westra**, *Maastricht U.*
Author: **Frank Van De Baan**, *Maastricht U.*
Author: **Dirk Ruwaard**, *Maastricht U.*
Author: **Fred Zijlstra**, *Maastricht U.*
Author: **Lieze Poesen**, *Maastricht U.*
Author: **Bram Fleuren**, *Maastricht U.*

HCM Division Best International Paper **HCM Division Best Theory to Practice Paper**

The environment of healthcare organizations is becoming increasingly uncertain. Emergent environmental threats such as the recent COVID-19 pandemic pose imminent and real risks to our societies and require healthcare organizations to adapt rapidly and continuously. To understand how healthcare organizations can cope with such deep uncertainty, we conducted a multiple case study of five hospitals during the COVID-19 crisis in a heavily hit region of the Netherlands. We find that hospitals made adaptations in six key categories, namely; reorganization, decision-making, staffing, well-being, resources, and planning. These adaptations offer insights into the core capabilities needed by healthcare organizations to cope with dynamic uncertainty. Our findings highlight the need for agility (e.g. reconfiguring staff and bed capacities) and a long-term orientation (e.g. strategic decision-making, forecasting and planning) in order to sense and respond to environmental change. Furthermore, a learning mindset allows organizations to seize opportunities and be resilient in the face of ongoing uncertainty. We make recommendations on how healthcare organizations can build these capabilities and address the core challenges and dilemmas they face in this pursuit.

Paper is Available to Meeting Registrants Only.

HCM: Lessons from the Brazilian National Patient Safety Program for Building Safety Culture in Hospitals

Author: **Barbara Caldas**, *National School of Public Health, Oswaldo Cruz Foundation*
Author: **Margareth Portela**, *National School of Public Health, Oswaldo Cruz Foundation*
Author: **Emma-Louise Aveling**, *Harvard U.*

Carolyn Dexter Award Nominee

Strong safety culture is foundational to improving patient safety. National or large-scale, multi-organizational programs combining organization-level components with targeted clinical components may be particularly suited to strengthening hospital safety culture. In 2013, Brazil's Ministry of Health launched the National Patient Safety Program (NPSP), involving national incident reporting, hospital-level safety teams and targeted safety protocols. We conducted in-depth qualitative case studies (including documents, interviews and observations) of NPSP implementation in two public hospitals, to identify lessons for optimizing the impact of large-scale programs on safety culture strengthening. Using Singer and Vogus' Safety Culture Framework, we examined how program implementation at organization- and department-levels affected the enabling, enacting and elaborating processes that produce and sustain safety culture. Findings highlight the critical role of enabling processes, and the important interplay of multi-level processes in strengthening safety culture. Both hospitals experienced challenging starting conditions. While NPSP provided critical enablers for hospital-level action, external mandates alone were insufficient. Internal enabling failures (e.g. little safety-relevant senior leadership) hindered enactment at organization-level (e.g. safety teams unable to institute plans) and department-level (e.g. difficulties deploying safety protocols). Limited enactment and weak elaboration processes (e.g. bureaucratic monitoring, limited resources for improvements) in turn failed to institutionalize protocol use and stymied safety culture. Optimizing the safety culture impact of large-scale patient safety programs requires effective enabling at all levels and capitalizing on the productive potential of interacting national- and local-level influences to address resource constraints, develop local leadership capacity and avoid bureaucratic implementation approaches that overlook significant sociocultural challenges.

Paper is NOT Available. Please contact the author(s).

HCM: Masked and Distanced: How Personal Protective Equipment Affects Teamwork in Emergency Care

Author: **Tuna Cem Hayirli**, *Harvard Business School*
Author: **Nicholas Stark**, *U. of California, San Francisco*
Author: **Aditi Bhanja**, *Harvard T.H. Chan School of Public Health*
Author: **James Hardy**, *U. of California, San Francisco*
Author: **Christopher Peabody**, *U. of California, San Francisco*
Author: **Michaela Kerrissey**, *Harvard U.*

Newly intensified and widespread use of personal protective equipment (PPE) as a result of the COVID-19 pandemic in emergency departments presents teamwork challenges affecting the quality and safety of care at the frontlines. We conducted a qualitative study to categorize and describe barriers to teamwork posed by PPE in the emergency setting. We conducted semi-structured interviews with 55 personnel from two emergency departments serving in a variety of roles. We then performed a thematic analysis to identify and construct patterns of teamwork challenges into themes. We discovered two types of challenges to teamwork: material barriers related to wearing masks, gowns, and powered air purifying respirators, and spatial barriers implemented to conserve PPE and limit coronavirus exposure. Both material and spatial barriers resulted in disrupted communication, roles, and interpersonal relationships, but did so in unique ways. Material barriers muffled information flow, impeded team member recognition and role/task division, and reduced belonging and cohesion while increasing interpersonal strain. Spatial barriers resulted in mediated communication, and added physical and emotional distance between teammates and patients. Our findings identify specific aspects of how intensified PPE use disrupts teamwork, and can inform efforts to ensure care quality and safety in emergency settings as PPE use continues during and, potentially beyond, the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

Author: **Maike Vanessa Tietschert**, *Vrije U. Amsterdam*

Author: **Sophie Higgins**, *Harvard T.H. Chan School of Public Health*

Author: **Alex Haynes**, *U. of Texas at Austin*

Author: **Raffaella Sadun**, *Harvard Business School*

Safety culture, shared values with regard to safety management, is a key driver of high-quality health care delivery. The Safe Surgery Checklist (SSC) is an innovative tool for improving surgical care safety, but evidence about SSC effectiveness is mixed. While a structured implementation and management commitment are considered important, limited evidence exists about what managerial practices support safety culture, and how SSC implementation can impact the organization's managerial practices and safety culture. We examined the relationship between management practices and perceived safety culture and the way checklist implementation induces change in both. Using a pre-posttest design and survey methods, we evaluated the implementation of SSC in a national sample of 42 general acute care hospitals affiliated with a leading hospital system. We measured perceived management practices among management (n=99) using the World Management Survey. We administered the Safe Surgical Practice Survey to clinical operating room personnel to measure perception of pre-operative safety and safety culture (N= 2380 in 2016 and N= 1433 in 2017). Data was collected in two consecutive years. Linear regression analysis demonstrated a significant relationship between changes in management practices and overall safety culture and perceived teamwork following SSC implementation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **833** | Submission: **16580** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:00AMET (UTC-4)**

IM Division Eminent Scholar Award Presentation by Professor Rosalie Tung *Eminent Scholar Award*

Chair: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Speaker: **Rosalie L. Tung**, *Simon Fraser U.*
Participant: **Ming-Jer Chen**, *U. of Virginia*
Participant: **Lorraine Eden**, *Texas A&M U.*

Professor Rosalie Tung is the recipient of the 2021 IM Division Eminent Scholar Award. This award recognizes lifetime achievement in international management scholarship. In this session we review and celebrate Professor Tung's contributions to the theory and practice of international management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutions, Innovation, Intellectual Property and Entrepreneurship

Digital Session Chair: **Navin Kumar Saxena**, *Indian Institute of Management Raipur*

This session examines topics broadly associated with institutions and their impact on innovation, intellectual property and entrepreneurship in international contexts. The first paper presents a stakeholder-based view of the evolution of intellectual property institutions. This is followed by an analysis of relationships between institutional transitions, research and development, and exports in India. Additional papers examine how a country's institutional environment shapes the relationship between firm risk and innovation and the impact of intergovernmental organizations on entrepreneurship.

IM: A Stakeholder-Based View of the Evolution of Intellectual Property Institutions (WITHDRAWN)

Author: **Dan G. Prud'homme**, *EMLV*

Author: **Tony Tong**, *U. of Colorado, Boulder*

Author: **Nianchen Han**, *U. of Colorado, Boulder*

In this article, we address several limitations of prior international business (IB) studies that investigate how and why intellectual property rights (IPR) institutions evolve in ways of consequence to multinationals. To do this, we develop a dynamic stakeholder-based view (SBV) of micro- and macro-processes shaping the evolution of formal institutions. The SBV micro-processes include (1) establishment of endogenous and exogenous stakeholders, (2) formation of stakeholders' interests, (3) evaluation of stakeholders' salience, (4) governance of the focal institution, and (5) interpretation of the impacts from institutional governance. The SBV macro-processes include (1) feedback loops among the micro-processes and (2) the stickiness of each stakeholder process. We demonstrate the explanatory power of our framework by offering historical examples of how and why the SBV processes have shaped the heterogeneous evolution of IPR institutions in China, the U.S., and other countries. We argue that IPR institutions, despite experiencing significant convergence in places, diverge across countries in ways of consequence to multinationals due to the stickiness of stakeholder processes. We also illustrate that the third SBV micro-process, evaluation of stakeholders' salience, most immediately explains IPR institutions' evolution. Our work challenges recent assertions about the evolution of IPR institutions and what this means for multinational firms doing business across borders.

Paper is NOT Available. Please contact the author(s).

IM: Institutional Transitions, Research and Development (R&D), and Exports in India

Author: **Nishant Kathuria**, *U. of Texas at Dallas - Jindal School of Management*

Author: **Sumit Majumdar**, *U. of Texas at Dallas*

Author: **Mike W. Peng**, *U. of Texas at Dallas*

Scholars have identified that investing in research and development (R&D) capabilities enables firms to export more. Left underexplored is the question: Does the positive relationship between R&D and exports continue to hold during institutional transitions, which are fundamental and comprehensive changes introduced to the rules of the game? In the context of India's market-oriented institutional transitions, the implementation of Foreign Exchange Management Act (FEMA) in the year 2000 provides a natural experiment that helps us examine this question. We find evidence that although FEMA enabled innovative firms to generate more exports relative to the prior constrained environment, the relationship between R&D and exports ceases during the post-FEMA period. Theoretically, we shed light on how uncertainties that arise due to institutional transitions drive firms towards short-term orientation, which prevents the firms to building R&D capabilities.

Paper is Available to Meeting Registrants Only.

IM: How Does a Country's Institutional Environment Shape the Relationship between Firm Risk & Innovation

Author: **Irina Stoyneva**, *Thomas Jefferson U.*

In this study, I propose a theoretical link between risk and innovation. Using arguments grounded in prospect theory and agency theory, I propose a model that conceptualizes the firm level risk as an antecedent to innovation. I then anticipate that the institutional environment will influence the relationship between risk and innovation, so that greater firm level risk will negatively impact innovation. I further expect that certain institutional environment factors will moderate the negative relationship between risk and innovation such that the effect will be weaker in the context of strong pro-market orientation of the country vs. strong pro-social orientation. I test the proposed model in a sample of 1037 firms from countries in the EU and North America.

Paper is NOT Available. Please contact the author(s).

IM: The Impact of Intergovernmental Organizations on Entrepreneurship

Author: **Elizabeth Marie Moore**, *Northeastern U.*

Author: **Luis Alfonso Dau**, *Northeastern U.*

Author: **Kristin Brandl**, -

Intergovernmental organizations (IGOs) aim to promote stability, development, and security for member states and their citizens via supranational institutional influences. However, their role and their impact on individuals has been questioned due to political, social, and economic uncertainties and the high detachment of the supranational IGO level and the individual level. For example, it is not clear how IGOs impact entrepreneurs and their strategic decisions to formalize entrepreneurial activities or remain informal. Thus, we study the impact of IGOs on entrepreneurial decision making, by considering the supranational institutional level, the national institutional ecology, and individual decision making. Through a study of 68 countries, their entrepreneurial environment, and their connection to IGOs, we find that IGOs generally cultivate a positive environment for entrepreneurship. Moreover, IGOs encourage different strategic decisions, i.e., encouraging formal entrepreneurship while discouraging informal entrepreneurship. We argue that a key mechanism of these impacts is the strength of the institutional ecology of member states and find that national institutional environments mediate the relationship between IGOs and entrepreneurship, further reducing informal and enhancing formal entrepreneurship. We combine international relations, institutional theory, and strategic entrepreneurship and interconnect supranational institutions, national institutional ecologies, and the individual's entrepreneurial decision-making.

Paper is Available to Meeting Registrants Only.

IM: How FDI inflows to emerging markets are influenced by country regulatory factors? (WITHDRAWN) ✈

Author: **Farok Contractor**, *Rutgers U.*

Author: **Nuruzzaman Nuruzzaman**, *Alliance Manchester Business School, U. of Manchester*

Author: **Ramesh Dangol**, *Youngstown State U.*

Author: **Raghunath Subramanyam**, *Indian Institute of Management, Bangalore*

Foreign Direct Investment (FDI) inflows to emerging nations exhibit a big variation. To what extent do host-country regulatory and institutional variables attract or repel FDI? We integrate various theoretical perspectives: transaction cost economics, global value chain analysis and liability of foreignness to examine the impact of formal regulations, rule-of-law, property rights, procedural bottlenecks and infrastructure on the attractiveness of an emerging market for the period 2004 to 2016. We seek to identify which of the many regulatory variables most influence the FDI decision. We find that countries with more efficient start-up regulations, stronger protection of minority investment, and better procedures and infrastructure for international trade across their borders attract more FDI. These results have important implications for policy reform in emerging markets, as well as for multinationals selecting which nations to invest in.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **835** | Submission: **16666** | Sponsor(s): **(MBR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 10:30AMET (UTC-4)**

How to Get the Most of Your AOM Member Benefits (Monday) *Member Benefit of the Day (Monday)*

Organizer: **Julia Vesei**, *Academy of Management*
Organizer: **Terese Loncar**, *Academy of Management*
Organizer: **Gabe Branson**, *Academy of Management*

A daily overview of AOM member benefits and how to obtain them including overviews and Q&A about Publications, Meetings, DIG online communities, Career Services and more

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **836** | Submission: **13406** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 12:00PMET (UTC-4)**

**International Management Consulting Post-Pandemic:
Empowering Managers to Get Back to Work**
International Management Consulting Post-Pandemic



Presenter: **József Poór**, *J.Selye U.*
Presenter: **Eric Sanders**, *Elmhurst U.*
Presenter: **Kinga Kerekes**, *Babes-Bolyai U.*

Management consulting has grown both in revenue and importance consistently for the past 150 years. It has helped organizations through other pandemics and many economic recessions. What is the same and what is different this time, with the COVID-19 pandemic and its accompanying global recession? In the USA and Eastern and Central Europe, a greater focus will be on Diversity, Equity, and Inclusion, as well as managing a remote workforce. How will management consulting adapt and assist managers and leaders to get back to the business of running their organizations? A global panel will set the context with thoughts from their various countries, along with discussion among the attendees to address their questions and concerns.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **837** | Submission: **17612** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:00AMET (UTC-4)**

MED Division Annual Members Meeting and Awards *MED Division Annual Members Meeting and Awards*

Organizer: **Gerard Beenen**, *California State U., Fullerton*
Organizer: **Sabine Hoidn**, *U. of St. Gallen*
Organizer: **Alan B. Eisner**, *Clark U.*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Olga Igorevna Ryazanova**, *Maynooth U.*
Organizer: **Brett Paul Matherne**, *Georgia State U.*
Organizer: **Volker M Rundshagen**, *U. of Applied Sciences Stralsund*
Organizer: **Kim Gower**, *U. of Mary Washington*
Facilitator: **Alexis Rittenberger**, *Case Western Reserve U.*
Facilitator: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*

Learn about our division's accomplishments this past year and our exciting plans for the future, and please join us in congratulating our 2021 award winners.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Viewing Management from an Organizational Neuroscience Perspective



Digital Session Chair: **Christina Öberg**, *Karlstad U.*
Discussant: **David A. Waldman**, *Arizona State U.*

NEU: **Managers, Minds and Machines in the Age of Artificial Intelligence**

Author: **Christina Öberg**, *Karlstad U.*
Author: **Andrea Geissinger**, *Örebro U.*
Author: **Rasmus Nykvist**, *Stockholm School of Economics*

NEU Best Paper Award

This paper explores the connection between mental structures shaped by past events and managerial action targeted to manifest an uncertain future and does so in the light of artificial intelligence (AI). By drawing on predictive brain theory, the paper conceptualizes that prospective sensemaking is increasingly required for managers. To shed light on prospective sensemaking in uncertain times, we draw on the concept of network pictures to conceptualize managers' sensemaking and consequent actions based on the notion of companies being embedded in a context (network) affecting strategies and their outcome. The network pictures managers form through sensemaking reflect the presence or the past, but what happens when we take the notion of a future that is inherently different from the past as the guiding light for present actions seriously? The paper contributes to research by extending the network picture concept and interlinking it with neuroscience and specifically AI as a motor of change, and as challenging the human thought with machine learning

Paper is Available to Meeting Registrants Only.

NEU: **Physiological Synchrony and Newly-formed Groups' Outcomes: The Moderating Effects of Leader Justice**

Author: **Nir Milstein**, *Bar-Ilan U.*
Author: **Ilanit Gordon**, *Bar Ilan U.*

NEU Best Student Paper Award

Extant evidence supports the relationship between group social alignment processes (e.g., synchrony) and group performance. Nevertheless, to date, most studies examined such processes at late stages of group development, assuming that members must be well-acquainted to form social alignment. In today's organizations, however, individuals often work on short-term project teams, in which individuals are expected to be socially-aligned as soon as they join the team. Consistent with social identification theory, we argue here that group synchrony may be evident, yet covert, early in the life of a group even before it manifests in overt behavior. Furthermore, because members are unfamiliar with each other at this early stage, we expect them to seek guidance from external sources, in particular from leaders who treat them fairly. Given that leaders signal and align individuals to endorse collective goals, we expect their intervention to channel group synchrony toward effective group-functioning. To capture deep-seated synchrony, we assessed members' electrodermal activity (EDA), also known as galvanic skin response. Fifty 3-person groups (N = 150) were engaged in a problem-solving task while their EDA was monitored. Half of the groups were treated fairly by the experimenter, while the other half were treated unfairly. Results indicated that EDA physiological synchrony was positively related to improved performance, only when the leader treated group members fairly. Our findings provide evidence for the importance of applying neuroscience and physiological measures to address key research questions in management. We discuss other implications of our approach to both theory and practice.

Paper is Available to Meeting Registrants Only.

NEU: **The spotty progress of neuroscience in the management fields**

Author: **Maria Cristina Cinici**, *U. of Messina*
Author: **Daniela Baglieri**, *U. of Messina*
Author: **Alba Marino**, *U. of Messina*
Author: **Luca Pareschi**, *U. of Rome Tor Vergata*

The domain of neuroscience is differently spreading in management fields and little retrospective work on this spotty evolution has been made so far. This paper presents a thorough bibliometric and topic modeling analysis that scrutinize the progress of neuroscience in management. Firstly, we identified 151 published studies and provided a description of the research area by identifying the publishing trend in the number of studies on the topic and the most impactful sources and publications. Secondly, we used bibliometrics and data mapping techniques to graphically represent established and emergent research clusters (i.e., co-authorship, keywords co-occurrence and co-cited references). Thirdly and finally, a more thorough content analysis thorough topic modeling identified key research topics for each of the management branches in which neuroscience has developed so far. We draw on the systematic review's results to identify the factors that have limited the progress of neuroscience in several management fields and suggest a new approach that can overcome those limits.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **839** | Submission: **16676** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

OCIS Plenary Session *Plenary Session*

Program Chair: **Marco Marabelli**, *Bentley U.*
Division Chair: **Jennifer Gibbs**, *U. of California, Santa Barbara*
Professional Development Workshop Chair: **Michael Barrett**, *U. of Cambridge*
Past Chair: **Ola Henfridsson**, *U. of Miami*
Division Chair-Elect: **Katherine Chudoba**, *Utah State U.*

Plenary Session

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **840** | Submission: **16698** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:00AMET (UTC-4)**

Julia Balogun, ODC Distinguished Speaker: "Making sense of 30 years of Change and Sensemaking."
Julia Balogun: ODC Distinguished Speaker

Participant: **Amit Nigam**, *City U. London*
Participant: **Julia Balogun**, *U. of Liverpool*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **841** | Submission: **16717** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

ONE Social (Europe Time Zone)
ONE Social (Europe Time Zone)

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **842** | Submission: **16718** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

ONE Social (Americas Time Zone)
ONE Social (Americas Time Zone)

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Teams, Emotions, Aspirations and Green HR

Digital Session Chair: **Paul Baldassari**, *WU Vienna U. of Economics and Business*

ONE: The Role of Person-Group Fit and Supervisor-Fit for Team Leaders' and Team Members' OCBE and WGGA

Author: **Paul Baldassari**, *WU Vienna U. of Economics and Business*
Author: **Lisa Obereder**, *WU Vienna U. of Economics and Business*
Author: **Michael Schiffinger**, *WU Vienna*
Author: **Raik Thiele**, *WirtschaftsU. Wien*
Author: **Susan E. Jackson**, *Rutgers U., New Brunswick*
Author: **Michael Muller-Camen**, *WU Vienna*

Organizational citizenship behavior for the environment (OCBE) and workgroup green advocacy (WGGA) have been researched as a proxy of environmental performance of organizations as well as a potential way for companies to assess the impact of their environmental strategies and initiatives. We build on leader-member exchange (LMX) theory, examining the influence of supervisor support within team structures by testing interlinkages of OCBE and WGGA of leaders and members. We surveyed 597 employees from 89 teams in 6 countries working in one multinational company. The results show (1) strong correlations of OCBE and WGGA within the team structure. While we predict a positively moderating effect of perceived person-supervisor fit (PSF) and person-group fit (PGF) on these relationships, our data did not support these hypotheses. Yet, we further reveal that (2) PSF and PGF could act as drivers for team members' OCBE and WGGA, (3) as well that team leader and member PGF correlate with leaders' OCBE and WGGA. These results point to the importance of pro environmental behaviors of group leaders and their influence on group members. Also, the perceived fit of group members (PGF) could provide potential steps for successful green initiatives in organizations and for implementing their environmental strategies.

Paper is Available to Meeting Registrants Only.

ONE: Aspirational Presentation: Do Aspirational Talks Always Induce Environmentally Responsible Actions?

Author: **Jaemin Kim**, *Oakland U.*
Author: **Ruihua Joy Jiang**, *Strategy & International Business*

When executives are put into the situation that they feel held accountable to make effort towards what they presented about environmental topics, in what way do they put their communication into action? To answer this question, we combine a behavioral theory of the firm and communicative constitution of organizations and apply them to executive presentations made for their institutional investors and analysts. Using 800 conference presentation transcripts from 88 sampled firms in the polluting industries, we found that aspirational presentations were linked with capability-enhancing environmental actions while they did not affect legitimacy-seeking ones. This study will contribute to a behavioral theory of the firm by exploring the aspiration of unobtrusive and difficult-to-measure performance.

Paper is Available to Meeting Registrants Only.

ONE: Mediated Mediation Model to Examine the Role of Green HRM

Author: **Jatinder Kumar Jha**, *XLRI-Xavier School of Management*
Author: **Manjari Singh**, *Indian Institute of Management, Ahmedabad*

Green HRM has gained significance in organizations, be it as a social good or under institutional pressure or for strategic considerations such as employer branding. The focus has been on green outcomes to establish the importance of Green HRM. However, for Green HRM to gain widespread acceptability in the organization, employee perception regarding its intent and implementation would play a critical role. This would, in turn, affect work-related non-green outcomes. Embedded in the Attribution Theory, the mediated mediation model of Green HRM in this study empirically examines the following three aspects: one, the link between Green HRM and one of the non-green outcomes (work engagement); two, mechanism facilitating this relationship (organizational identification); and three, social context of the organization (ethical climate) that fosters Green HRM and its impact. The study has important implications for the top management teams, HR centres of expertise, and HR business partners.

Paper is NOT Available. Please contact the author(s).

ONE: A Self-expansion Model of Contact with Nature at Work

Author: **Pok Man Tang**, *Texas A&M U., Mays Business School*
Author: **Anthony Klotz**, *Texas A&M U.*
Author: **Shawn T. McClean**, *U. of Oklahoma Price College of Business*
Author: **Randy Xue Ren Lee**, *National U. of Singapore*

Self-expansion theory posits that interpersonal relationships broaden individuals' sense of self by facilitating the attainment of new perspectives. This theory and empirical tests of it have shed light on the nature and consequences of self-expansion emanating from interpersonal interactions; however, the magnitude and consequences that non-interpersonal sources of self-expansion caused are not well understood, and this oversight is particularly glaring as it relates to the work domain. In this research, we extend the tenets of self-expansion theory to theorize that when employees come into contact with a specific element of their physical work environment—nature at work—they will experience a broadening of their sense of selves. Extending this theory, we go on to predict that when they experience self-expansion, employees should be especially prone to engaging in creativity at work. Finally, we describe for whom the self-expanding effects of contact with nature on creativity should be stronger. Across an experiment and a field study, we find that contact with nature at work positively affects employee creativity via the mediating effect of self-expansion, and that this relationship is strengthened for those who are higher on openness to experience. We conclude by discussing the theoretical and practical implications of our work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social value and the Social Good

Digital Session Chair: **Vidya Oruganti**, *Grenoble Ecole de Management*

SIM: Organising and Governing for Collective Social Good

Author: **Vidya Oruganti**, *Grenoble Ecole de Management*

In recent times, there is a growing demand for firms to develop their innovations in a way that could support UN's SDGs or societal Grand Challenges. The governance of firms' corporate social activities, such as financial donations vs playing an active role, has been often explained as dependent on the type of firm resources used (generic vs specific) and how these activities can enhance a firm's performance. There is a lack of attention towards if, and how, the nature and type of social project can influence the extent of firm's engagement and its governance choices. Building on the governance literature, which accounts for both the capability and transaction costs considerations of firms, we conceptualize firms' governance decision of social good as dependent on the structure of the social project addressing a social problem as well as firm's resources required to support that problem. Empirically, we explore this issue through an in-depth qualitative case study of an incumbent firm and examining the relationship dynamics with six of its key social projects. Our findings highlight that the structure of the social project allows for a firm to decide ex-ante its potential role and extent of involvement, and the costs and capabilities associated with the involvement guides the governance choices associated with the potential role a firm can play within a social project. In doing so, we highlight the contexts where a firm may foster collective participation of their value-chain partners in the design and provision of social good.

Paper is NOT Available. Please contact the author(s).

SIM: A Review of Social Value Research in the Management Literature: A Citation and Co-Citation analysis

Author: **Ghita Lkhoyaali**, *HEC Montreal*

Research on social value became a growing interest in management and organization research. However, the disciplines of investigation are rather large and heterogeneous. The purpose of this contribution is to provide an overview of the current state of research on social value. For doing so, we employ content analysis and bibliometric analysis to analyse the research on social value published during the last decade, between 2010 and 2019, in the management and organization field. We employ methods of citation analysis, document co-citation analysis, and cluster visualization to identify major themes studied. The paper explores the assumptions underlying the core concept of social value in organization and management research. Thereby, we analyse 1,117 papers containing 55,059 cited references and uncover the structure, or intellectual base, of research on social value. We identify six distinct clusters of social value research that are grounded in multiple disciplines; (1) marketing and social psychology, (2) economy, (3) development studies, (4) medicine, (5) strategy and social entrepreneurship, and (6) social responsible investing. The assumptions found in these clusters can be grouped into three categories that conceptualize social value (1) as an individual/and or commodity characteristic, (2) as an asset of communities, and (3) as a matter of organizing.

Paper is NOT Available. Please contact the author(s).

SIM: Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda

Author: **Marcelo De La Cruz**, *Ludwig Maximilian U. of Munich (LMU)*

Author: **Jelena Spanjol**, *Ludwig Maximilian U. of Munich (LMU)*

Although the concept of "social value" has been present in business and management literature for more than 100 years, it lacks a definitional consensus, is often imprecise and subjective, and has not been sufficiently theorized. To address these conceptual and theoretical deficiencies and create a more precise understanding of social value, we conduct an integrative review comprising 135 articles drawn from leading peer-reviewed journals across business disciplines. We identify and integrate heterogeneous conceptual perspectives by developing a polythetic typology of social value. The proposed typology identifies five approaches to understanding and managing social value in business: maximizing approach, individualistic approach, stakeholder approach, virtuous approach and normative approach. This typology synthesizes the many conceptualizations about the nature of value and social as well as underlying value creation and value capturing mechanisms. We further derive future research priorities for the scholarly business and management community highlighting important, currently unanswered research questions. We believe that this typology offers scholars and practitioners new ways of thinking about social value and helps to structure and unify the various conceptualizations of social value into a more holistic understanding supporting researchers to position their work within the broad literature.

Paper is Available to Meeting Registrants Only.

SIM: Health is Everyone's Business: A Review and An Overdue Research Agenda

Author: **Junghoon Park**, *Baruch College & The Graduate Center, CUNY*

Author: **Bryan W. Husted**, *Tecnologico de Monterrey*

Author: **Ivan Montiel**, *City U. of New York, Baruch College*

Author: **Remy Balarezo**, *U. de Piura*

Business and human health are intrinsically connected. From occupational health and healthcare policy to the health of consumers and surrounding communities, business can only thrive if their stakeholders enjoy good health and well-being. Yet our literature review of the business-health nexus reveals that scholars have mainly paid attention to internal stakeholders and healthcare policies as they directly affect business, while overlooking the impact of business on the health of external stakeholders such as consumers and communities. Considering the urgency of improving health globally and the ambitious health targets set by the United Nations' Sustainable Development Goals (SDGs), we propose an overdue research agenda for the post-pandemic era. We recommend moving from a mere focus on direct health effects on internal stakeholders to analyze the more indirect health impacts of business on external stakeholders. This change of focus acknowledges health as a grand challenge and recognizes the business institution as a key actor to achieve the SDG health targets.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **845** | Submission: **17193** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:30AMET (UTC-4)**

Social and Sustainability Enterprises

Digital Session Chair: **Bert D'Espallier**, *KULeuven*

SIM: Donors talk: the signaling and imprinting effects of giving to social enterprises

Author: **Bert D'Espallier**, *KULeuven*
Author: **Marek Hudon**, *ULB - Solvay Brussels School; CERMI*
Author: **Susanna Khavul**, *SJSU/LSE*
Author: **Ariane Szafarz**, *ULB - Solvay Brussels School of Economics and Management*

How should donors fund microfinance enterprises and maximize social impact? Should they spread contributions across organizations or concentrate them? We address this thorny issue by assessing separately how the act of giving a donation and the amount donated affect the social performance of MFOs worldwide. Drawing on signaling theory, we hypothesize that the act of giving has a more significant impact on social performance than the actual amount donated. Moreover, we show an imprinting effect on social performance that persists even when donations dry up. That is, the enhanced social performance observed during subsidized periods is not reversed during subsequent unsubsidized periods. The persistence of subsidy-linked social performance suggests that designing smart-subsidy strategies is appropriate for the microfinance industry in order to maximize social benefits while keeping market distortions under control. Further, the global social impact of diversified donor contributions across many organizations may be greater than that of concentrated funding in a few.

Paper is Available to Meeting Registrants Only.

SIM: Growth of Sustainability-driven ventures: Insights from Exploratory case studies of Nordic ventures

Author: **Paula Linna**, *U. of Vaasa*

We employ a partly-inductive multiple-case study that capture the growth stories of Nordic sustainability-driven ventures which have successfully applied crowdfunding to scale up their businesses. Our results suggest that these types of ventures can have high-growth since inception. They have identified their customers segments based on deeply analyzing mega-trends and changing consumer habits. While they emphasize social and ecological objectives, they still use more conventional financial-based metrics to attract investors in their crowdfunding campaigns. We link our findings to the growing field of sustainable ventures and how to can scale up them successfully.

Paper is Available to Meeting Registrants Only.

SIM: Managing Scaling Tensions: A Case Study on Social Enterprises in Germany

Author: **Anna-Lena Maier**, *U. of Hamburg*
Author: **Dirk Ulrich Gilbert**, *U. of Hamburg*
Author: **Marc Doerlemann**, *U. of Hamburg*
Author: **Lisa Hartmann**, *None*

We explore how tensions emerge during scaling processes of social enterprises and how these organizations manage scaling tensions to avoid a possible mission drift. The results of our case study show that scaling tensions emerge as social-business tensions and social-social tensions, and are dealt with by either integration (scaling in line with the social mission) or separation (scaling at the expense of the social mission). Whilst the existing social entrepreneurship literature tends to focus on social-business tensions that result from institutional hybridity, we particularly explore how social-social tensions emerge during scaling. We aim to extend the emergent literature on social entrepreneurship, maintaining hybridity in hybrid organizations and scaling of social enterprises by introducing an integrated scaling tension model.

Paper is Available to Meeting Registrants Only.

SIM: Review of Social Entrepreneurship Literature: Developments from 2009 to 2019

Author: **Yunchul Shin**, *Samsung Electronics*
Author: **Moon Gyu Kim**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*

Social entrepreneurship has seen significant growth in number and impact in the past decade, establishing itself as a significant part of modern society. How has academic research on social entrepreneurship changed meanwhile? The current research utilizes both quantitative, bibliometric analysis and qualitative content analysis of 51 articles published in top management journals (i.e., as of UTD's list) to review the developments of the social entrepreneurship literature. We find evidences of significant developments and diversification in social entrepreneurship research and provide outlooks for future directions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **846** | Submission: **16917** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:00AM - 11:00AMET (UTC-4)**

Exploring the USTPO

Digital Session Chair: **GULZAT ZHUMAMURAT**, *Ewha Womans U.*

TIM: When do firms (dis)engage in technological innovation for environmental issues? 

Author: **GULZAT ZHUMAMURAT**, *Ewha Womans U.*

This study delves into the question as to how corporate environmental responsibility (CER) can bring environmental innovation. Since the activities for CSR and the activities to develop technologies to tackle environmental issues are compatible, it is straightforward to state CER will automatically lead to technological innovation for environment (TIE). However, in this study, we argue that the pathway from CER to TIE may not attest our general perception on it. There are two possible mechanisms for the causal link. One is that CER can push forward innovation projects to reinforce the activities that firms strategize to tackle environmental issues. The other is that CER can be a constraint on innovative activities because with their experience, firms find themselves fulfill their responsibilities in a timely manner; thus, there is little incentive to do technological environment innovations. In this sense, we illuminate two moderators which can manifest the mechanisms engaged in the CER-TIE relationship: social consciousness and socioemotional wealth. To test these ideas, multiple databases, such as Compustat, ISS, KLD, and the USPTO database, are used. After integrating these multiple databases, data of 619 firms between 1998 and 2010 was collected. We find that if a firm has a great level of social consciousness, the relation between CER and TIE can be facilitated, as with social consciousness, firms can take initiatives and develop particular technology to further address environmental issues. In contrast, firms with socioemotional wealth would not build advanced technologies due to the protection of their own identity.

Paper is Available to Meeting Registrants Only.

TIM: Patenting Inventions or Inventing Patents? Strategic Use of Continuations at the USPTO

Author: **Cesare Righi**, *U. Pompeu Fabra and Barcelona GSE*

Author: **Tim Simcoe**, *Boston U.*

Continuations allow inventors to claim technology developed after the original filing date of a patent, leading to concerns about inadvertent infringement and hold-up. For researchers seeking to study this practice, a key challenge is the difficulty of linking patent applications to potentially infringing technology. We use the link created by disclosure of standard essential patents (SEPs) to analyze the relationship between standard publication – a key observable milestone in technology development – and continuation filing. More than half of the SEPs in our data are filed after standard publication. There is a substantial increase in continuation filings immediately after standard publication, and this increase is larger when the initial patent examiner is more lenient. We also find that claims in SEP continuations are more likely to be rejected for double patenting (indicating an effort to change the scope of previous patents), and that keywords in the claims of SEPs linked to the same standard become more similar after standard publication. Overall, these findings suggest widespread use of continuation procedures to opportunistically "invent patents" that are infringed by already-published standards.

Paper is NOT Available. Please contact the author(s).

TIM: How does patent litigation by Patent Assertion Entities impact invention activity? 

Author: **Aija Elina Leiponen**, *Cornell U.*

Author: **Zhe Xue**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

Patent Assertion Entities (PAEs) can enhance invention by creating a market for patents or reduce invention by making the returns to invention uncertain. We empirically examine the impact of patent enforcement by different types of entities, including Patent Assertion Entities, on invention in US patent classes. We construct a new database of litigation and invention and estimate difference-in-difference models to identify the net impact of patent litigation on invention. We find that, in the current US economy and legal system, patent litigation within specific technology classes reduces invention in the same classes. We also find that litigation by PAEs leads to a significantly larger negative impact on invention, compared to litigation by product companies, and suggest that this is because PAEs' interest in financial rather than in-kind settlements reduces the available internal finance for invention. The negative impact of litigation has grown in recent years.

Paper is Available to Meeting Registrants Only.

TIM: Inventor Disruption in the Wake of Patent Litigation 

Author: **Dutt Dev Harsha Tadikonda**, *Indian School of Business*

Author: **Francisco Javier Morales**, *U. Diego Portales*

Prior research on inventor collaboration and their mobility has emphasized how disruptive events such as technological acquisitions or the death of collaborators can impact inventors. However, the impact of adverse events like patent litigation has largely been ignored. It is likely that being in a firm that is embroiled in litigation imposes substantial reputational and opportunity costs to the inventor and affects knowledge creation activities. We fill this gap by first examining the impact of patent litigation on inventors' mobility between firms. We suggest that the prospects of sued inventors to move to rival firms are damaged as subsequent inventions are scrutinized for possible use of litigated technology. Additionally, we examine the impact of formation of collaborative relationships between sued inventors and inventors that they are collaborating with for the first time, as well as the collaborative relationships between sued inventors and inventors that were known to the sued inventor prior to the litigation. Specifically, we suggest that patent litigation increases the cost of collaboration with sued inventors and heterogeneously impacts the formation of subsequent relationships with new and previous collaborators within the firm.

Paper is Available to Meeting Registrants Only.

TIM: Patent Enforcement and Innovation  

Author: **Marek Giebel**, *Copenhagen Business School*

This paper analyzes the effect of patent enforcement on cumulative innovation. While one of the main functions of the patent system is to foster innovation, the actual impact of the enforcement of patent rights on innovation is still under debate. I exploit patent infringement litigation in the United States to identify the effect of patent enforcement on cumulative innovation. The results imply that citations by subsequent patents increase after a case is filed in a court. While citations increase during the litigation period, the relative effect size decreases in the years following the closure of the case. The degree of the increase of subsequent citations depends on the nature of the technology and the degree of protection. Thus, it is particularly pronounced for litigated patents that are either more novel, narrower or held by practicing entities. Although there is a general positive effect, subsequent patents are close to the litigated patents in terms of technological proximity and general similarity. This points towards an elevated citation count by patents of a limited degree of novelty.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **847** | Submission: **16641** | Sponsor(s): (AAA)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:30AM - 11:00AMET (UTC-4)**

**AOM Career Achievement Award Presentation: Distinguished Scholarly
Contributions to Management**
Distinguished Mgmt Contributions

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*
Chair: **Corinne A. Post**, *Villanova U.*

AOM Career Achievement Award Committee Chair, Corrine Post, will present the 2021 honoree of the Distinguished Scholarly Contributions to Management Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **848** | Submission: **10240** | Sponsor(s): **(GDO, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

**Becoming Diversity, Equity, and Inclusion Champions:
Guidance from DEI Leaders**
DEI Leaders and Champions



Presenter: **Chantal Van Esch**, *Cal Poly Pomona*
Presenter: **Eddy S. Ng**, *Queen's U.*
Panelist: **Myrtle P. Bell**, *U. of Texas At Arlington*
Panelist: **Martin N. Davidson**, *U. of Virginia*
Panelist: **Oscar Holmes**, *Rutgers U.*
Panelist: **Isabel Metz**, *Melbourne Business School, U. of Melbourne*
Presenter: **Hamid H. Kazeroony**, *NWUS. Africa*
Presenter: **Vrinda Nayak**, *U. of Exeter*
Presenter: **Lauren A. Turner**, *U. of Massachusetts, Lowell*

The months since society witnessed the horrific real time murder of George Floyd have the potential to be transformational in many areas, including for the academy. Many academics, including universities and colleges, joined the Black Lives Matter (#BLM) movement and renewed their pledges to do better. Many racialized scholars have been tasked by their institutions with leading institutional change efforts in combating anti-Black systemic racism. Although many AOM members are also GDO scholars, few have experiences in leading DEI efforts on campus. This PDW aims to raise awareness and develop the skills of recently appointed or those who are interested in becoming DEI champions in the areas of: (1) understanding the DEI landscape on campus, (2) overcoming barriers and resistant to DEI initiatives, (3) setting goals and developing programs for change, and (4) rallying support and locating resources to assist with DEI work. The 90 minute PDW includes five mini-workshops on various "leading DEI" topics facilitated by established GDO scholars who are also DEI leaders (e.g., Chief Diversity Officers and Associate Deans) on campus. The mini-workshops are intended to be developmental with presenter directed activities and interactive learning/sharing. This format will enable presenters to offer advice, share experiences, and impart skills to current and prospective DEI champions. The PDW will also help participants establish a network of DEI scholars as academic practitioners.

All are welcome.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **849** | Submission: **13901** | Sponsor(s): **(MOC, OB, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

Facing the Profitability-People Dilemma during Crisis: New Perspectives and Practices



Facing the Profitability-People Dilemma in Crisis

Organizer: **Wiljeana Jackson Glover**, *Babson College*
Organizer: **Zhike Lei**, *Pepperdine U.*
Organizer: **Eitan Naveh**, *Technion Israel Institute of Technology*
Panelist: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Panelist: **Marya Besharov**, *Oxford U., Saïd Business School*
Panelist: **Jason Kanov**, *Western Washington U.*
Panelist: **Timothy J. Vogus**, *Vanderbilt U.*
Panelist: **Mary J. Waller**, *Colorado State U.*
Discussant: **John S Carroll**, *Massachusetts Institute of Technology*

In times of crisis, organizations face a dilemma. How should organizations balance between making profits and minimizing losses, and acting for the benefit of all stakeholders and society-at-large? The recent reality of COVID-19 highlights the tension of this dilemma in crisis, with roughly four billion people (50 percent of the world's population) asked to stay at home, classrooms for nearly 90 percent of the world's students closed at the height of the crisis, millions managing virtual organizations to minimize long-term losses, and millions being newly unemployed. While the traditional approach in the crisis management literature has focused on survivability via profitability and financial metrics, we believe organizations must also prioritize other factors, including responding to the human needs of both their employees and society at large. We thus bring together an internationally recognized group of scholars who have expertise on the subject, to explore this tension from the perspectives of crisis, survivability, and the human needs of all stakeholders and to suggest frameworks and tools that may be used to resolve this dilemma. Building upon a pluralistic approach, this symposium will take a significant step in advancing knowledge and provoking new directions for future research on crisis management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **850** | Submission: **11636** | Sponsor(s): **(MOC, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

Cultural Production and Reception

Cultural Production and Reception

Organizer: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Organizer: **Daphné Baldassari**, *U. of Toronto*
Discussant: **Damon J. Phillips**, *Columbia Business School*
Presenter: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Participant: **Chen-Bo Zhong**, *U. of Toronto*
Participant: **Marlys K. Christianson**, *U. of Toronto*
Presenter: **Daphné Baldassari**, *U. of Toronto*
Presenter: **Noah Askin**, *INSEAD*
Participant: **Khwan Kim**, *INSEAD*
Presenter: **Amanda Sharkey**, *U. Of Chicago*
Participant: **Greta Hsu**, *U. of California, Davis*
Participant: **Balazs Kovacs**, *Yale School of Management*

This symposium aims to challenge existing knowledge and develop new insights on how the reception (i.e., evaluation and consumption) of cultural goods shape its production by bringing leading scholars in the study of creative industries. Our symposium brings together cutting-edge research investigating the mechanisms by which audiences and evaluators of cultural goods facilitate or alter producers' production strategies. We use different disciplinary lenses from economic sociology to social psychology to expand and deepen our understanding of the relationship between the field of reception and the field of production of cultural goods and contribute to the development of this emerging literature. We believe this symposium will generate an insightful discussion and fuel further inquiry into the role of audiences and evaluators in shaping cultural production.

Where do innovations come from? Diversity & innovation in popular music, 1958-2016

Author: **Khwan Kim**, *INSEAD*
Author: **Noah Askin**, *INSEAD*

The stickiness of category labels: Audience perception and evaluation of change in creative markets

Author: **Greta Hsu**, *U. of California, Davis*
Author: **Balazs Kovacs**, *Yale School of Management*
Author: **Amanda Sharkey**, *U. Of Chicago*

Art on demand: Managing the tension between art and commerce in the "Porcelain Capital" of China

Author: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Author: **Chen-Bo Zhong**, *U. of Toronto*
Author: **Marlys K. Christianson**, *U. of Toronto*

Revisiting exclusionary practices: How honorary organizations affect creative production

Author: **Daphné Baldassari**, *U. of Toronto*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **851** | Submission: **10263** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:30PMET (UTC-4)**

Publishing in Top International Journals – Why and How?
Publishing in Top International Journals



Organizer: **Monica Sharif**, *California State U., Los Angeles*
Organizer: **Kyle Ehrhardt**, *U. of Colorado, Denver*
Organizer: **Minna Marinova Paunova**, *Copenhagen Business School*
Panelist: **Tomoki Sekiguchi**, *Kyoto U.*
Panelist: **Yasin Rofcanin**, *School of Management, U. of Bath*
Panelist: **Jonathan Pinto**, *Imperial College London*
Panelist: **Astrid Carlotta Homan**, *U. of Amsterdam*
Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Panelist: **Hannes Leroy**, *Erasmus Research Institute of Management*

Publications in top-tier journals are an important means by which our work is improved (through the review process) and disseminated to our colleagues. Such publications are additionally important for career purposes, namely for the tenure and promotion process. While many scholars are familiar with the US-based top-tier journals and consider them as a primary outlet, international management journals have risen in the academic rankings and have developed a reputation of excellence. Several international journals have thus evolved into outlets equally attractive for rigorous and impactful research. At the same time, international journals differ from US-based journals in subtle but important ways. Awareness of these differences is important for scholars who consider these international journals as a potential conduit for their work. The goal of this PDW is to share information and have a discussion regarding publishing in top international management journals. We bring together a panel of editors and associate editors from six top international journals. Each will introduce their journal's editorial policies, as well as highlight differences between their journals and leading US-based journals. This session will combine individual presentations by panelists, a general Q&A session with the audience, and breakout discussions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Silence In and Around Organizations: New Insights and Implications for Future Research
Silence In and Around Organizations



Organizer: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*
Organizer: **Irina Liubertė**, *ISM U. of Management and Economics*
Discussant: **Amy C. Edmondson**, *Harvard U.*
Presenter: **Nate Zettina**, *U. Of Sydney*
Presenter: **Tijs Besieux**, *KU Leuven*
Presenter: **Dennis Clemens Jancsary**, *WU Vienna*
Presenter: **Karen Harlos**, *U. of Winnipeg*
Presenter: **Irina Liubertė**, *ISM U. of Management and Economics*
Participant: **Dovile Petreikiene**, *ISM U. of Management and Economics*
Participant: **MARGARITA PILKIENE**, -
Participant: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*
Participant: **Mo Wang**, *U. of Florida*
Participant: **Helena Nguyen**, *U. Of Sydney*
Participant: **Yiduo Shao**, *U. of Florida*

There is a growing research interest in the concept of silence that is broadly understood as employees' self-censorship in communication with their managers. Though the phenomenon is important for many organizations and attracts the interest of scholars, the field remains theoretically fragmented and predominantly conveys a rather narrow interest in how employees use silence in adverse organizational environments. Yet, an increasing number of research studies demonstrate that silence is not a uniform concept: it can play a variety of roles and lead to both favorable and unfavorable effects for employees and organizations. Therefore, in this symposium, we introduce a broader perspective and open up new frontiers of studying silence in organizations. A nationally diverse team of scholars will represent several theoretical approaches and discuss both positive and negative roles of silence in and around organizations. More specifically, we will 1) report novel empirical insights about the dynamic nature of silence and its relationship with leadership; 2) share conceptual developments in psychological safety and silence in teams; 3) theorize about the communicative constitution of silence; 4) propose the reconfiguration of a theory dealing with silent employee responses to adverse conditions at work; 5) and, lastly, present an analysis of the methodological challenges that hinder theoretical developments and suggest ways in which these challenges might be addressed. Finally, the discussant Amy Edmondson will provide the commentaries, discuss the state of the field, and propose future research directions.

In with the New, Out with the Old: The Impact of Leader Succession on Team Silence

Author: **Nate Zettina**, *U. Of Sydney*
Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Yiduo Shao**, *U. of Florida*
Author: **Mo Wang**, *U. of Florida*

Work Conversations that Work

Author: **Tijs Besieux**, *KU Leuven*
Author: **Amy C. Edmondson**, *Harvard U.*

When speech is only silver: Exploring the importance of silence in theorization processes

Author: **Dennis Clemens Jancsary**, *WU Vienna*

Employee silence and the EVLN model revisited: A commentary

Author: **Karen Harlos**, *U. of Winnipeg*

Methodological Challenges to Studying Silence in Organizations

Author: **Irina Liubertė**, *ISM U. of Management and Economics*
Author: **Dovile Petreikiene**, *ISM U. of Management and Economics*
Author: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*
Author: **MARGARITA PILKIENE**, -

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **853** | Submission: **16579** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

Journal of Supply Chain Management (JSCM) Awards Presentation
JSCM Awards Presentation

Host: **Barbara B. Flynn**, *Indiana U.*
Host: **Mark Pagell**, *U. College Dublin*
Host: **David Cantor**, *OSCM*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **854** | Submission: **11942** | Sponsor(s): (STR, OMT, ENT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 10:30AM - 12:00PMET (UTC-4)**

Current State and Future of Strategic Leadership and Governance Theory and Practice



Strategic Leadership & Governance Theory-Practice

Chair: **Irene M. Duhaime**, *Georgia State U.*
Organizer: **Michael A. Hitt**, *Texas A&M U.*
Facilitator: **Marjorie A. Lyles**, *Florida International U.*
Panelist: **Donald C. Hambrick**, *Pennsylvania State U.*
Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*
Panelist: **James D. Westphal**, *U. of Michigan*
Panelist: **Sam Garg**, *Hong Kong U. of Science and Technology*
Panelist: **Ruth V. Aguilera**, *Northeastern U.*

This panel symposium will focus on our current state of knowledge about strategic leadership and the governance that oversees, supports and engages with strategic leaders and will explore promising directions for future knowledge development and practice in strategic leadership and governance. Managerial and executive decision-making are major foci of the STR domain, along with strategic leadership (including top management teams and boards of directors) and governance of strategic decision-making. The symposium focuses on strategic choice (managers' strategic decisions) and organizational governance, both major foci in the OMT domain. Similarly, these topics are major foci in the ENT domain, with particular emphasis on decision-making under uncertainty and on governance in the context of new venture firm growth. Distinguished scholars and prolific researchers in strategic leadership and governance have agreed to serve as panelists: Donald C. Hambrick, Margarethe F. Wiersema, James D. Westphal, Sam Garg, and Ruth V. Aguilera. These panelists are also closely connected to practicing managers, including top executives. The symposium has been designed to provide a brief opening statement by each panelist regarding our current knowledge of the strategic leadership or governance topic(s) they believe to be most critical; a significant period of discussion divided between discussions based on audience questions and discussion among the panel, responding to other panelists' statements; and a brief statement by each panelist on the strategic leadership or governance topic(s) they believe to be important for the development of future knowledge and/or practice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **855** | Submission: **16646** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 11:30AMET (UTC-4)**

All-Academy Career Award: Distinguished Scholar-Practitioner
Career Award: Distinguished Scholar-Practitioner

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*
Chair: **Corinne A. Post**, *Villanova U.*

AOM Career Achievement Award Committee Chair, Corine Post, will present the 2021 honoree of the Distinguished Scholar-Practitioner Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **856** | Submission: **16653** | Sponsor(s): **(GOV)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:00PMET (UTC-4)**

AOM Ethics Committee Meeting
AOM Ethics Committee Meeting

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Chair: **Jacqueline A-M Coyle-Shapiro**, *London School of Economics*
Participant: **Nancy Urbanowicz**, *Academy of Management*

By Invitation Only

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

HR Analytics and Algorithms

Digital Session Chair: **Irmela Koch-Bayram**, *U. of Mannheim*

HR: **Algorithms in Personnel Selection, Applicants' Attributions and Organizational Attractiveness**

Author: **Irmela Koch-Bayram**, *U. of Mannheim*

Author: **Chris Kaibel**, *U. of Mannheim*

Author: **Torsten Biemann**, *U. of Mannheim*

Machine-learning algorithms used in personnel selection procedures seem to be a promising avenue for companies for several reasons. In our manuscript, we investigate the reasons (prospective) employees attribute regarding why an organization uses algorithms in the employee selection process. Based on the HR attributions framework, signaling theory, and the scant literature that exists on the perceptions of algorithmic and human decision-makers, we theorize that using algorithms affects the four different internal HR attributions of intent and, in turn, organizational attractiveness. In two experimental studies, we test our hypotheses in the initial applicant screening stage. The results of our experimental studies indicate that control-focused attributions such as cost saving and applicant exploitation are stronger when algorithms are used, whereas commitment-focused attributions such as quality enhancement and applicant well-being are stronger when human experts make selection decisions in the applicant screening process. We also find that algorithms have a negative effect on organizational attractiveness that can be partly explained by these attributions. Our findings have far reaching implications for practitioners and academics.

Paper is NOT Available. Please contact the author(s).

HR: **Can I perform? Affective responses to algorithmic decision-making in the recruitment process**

Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

Author: **Alina Köchling**, *Heinrich-Heine U. of Dusseldorf*

Author: **Josephine Warkocz**, *Westfälische Wilhelms-U. Münster*

Companies increasingly use artificial intelligence (AI) and algorithmic decision-making for their recruitment and selection process for cost and efficiency reasons. However, knowledge about the affective responses to the selection process is still limited when AI supports different selection process stages (i.e., preselection, telephone, and video interview). Using a scenario-based between-subject design (N = 160) in Study 1, we found that AI-support at later stages of the selection process (i.e., telephone and video interview) decreases the opportunity to perform and increases emotional creepiness. In turn, the opportunity to perform and emotional creepiness mediate the association of AI-support in telephone/ video interviews and organizational attractiveness. Conversely, we did not find negative affective responses to AI-support in the preselection. In Study 2, we examined whether hiding the information about AI-support in preselection negatively influences applicant reactions after the selection process has ended. The hide of information about AI-support decreases procedural justice, trust, and organizational attractiveness. As we offer evidence for possible adverse reactions, this study provides important practical and theoretical implications.

Paper is Available to Meeting Registrants Only.

HR: **Bringing the algorithmic HR manager in: Behavioral responses to algorithmic HRM**

Author: **Isabella Scheibmayr**, *U. of Salzburg*

Author: **Astrid Reichel**, *U. of Salzburg*

The application of AI systems in Human Resource Management promises increasing objectivity of personnel decisions, decreasing administrative tasks for HR managers and automating HR decisions. Especially the application of algorithmic HRM, i.e. automating certain HRM practices by using algorithms, has been discussed as a way to fulfill HRM's strategic potential. The behavioral response of workers to algorithmic HRM and its relationship to performance has not been investigated. We close this research gap by providing empirical evidence from a mixed-methods study conducting a lab experiment on an algorithmic personnel evaluation system. We find (a) experimental evidence for behavioral responses changing the underlying statistical relationships of algorithmic HRM with consequential effects on performance, (b) low overall acceptance of algorithmic HRM as well as attribution to human actors and (c) no relationship between attitudinal and behavioral responses to algorithmic HRM.

Paper is Available to Meeting Registrants Only.

HR: **Look Back and Leap Forward: A Review of Human Resources Analytics Literature**

Author: **Lijun Wang**, *Renmin U. of China*

Author: **Yuan Cheng**, *School of Business, Renmin U. of China*

While HR analytics has seen a dramatic increase in scholarly attention over the last decade, the lack of a system narrative motivated us to construct a literature review on this topic. In this paper, we provide a comprehensive review of 68 published, peer-reviewed articles on HR analytics spanning from 1975 to 2020. We extend HR analytics literature in several ways. First, we map the nomological network of HR analytics in relation to its measures, theory foundations, antecedents, and outcomes. Second, we propose a "PAIL" model, which consists of 15 elements in four categories, to refine the framework of the determinants of HR analytics implementation success. Third, we offer an overall summary of how HR analytics can be applied to HR practices. Finally, we present a detailed agenda for future research. Our review paints a holistic picture of the existing literature and how HR analytics should proceed into the future.

Paper is NOT Available. Please contact the author(s).

Author: **Pat Downes**, *U. of Kansas*

Author: **Brad Harris**, *Texas Christian U.*

Author: **David G. Allen**, *Texas Christian U.*

A major problem—if not the most significant problem—in human capital analytics (HCA) involves swaying organizational decision makers to actually use the predictive model (i.e., HCA implementation). Although a number of practical considerations have been proposed elsewhere, one solution that has yet to be tested in the selection context involves allowing end users to modify models' predictions. Allowing end users to slightly modify model predictions may increase their adoption and increase their reliance on a more valid model (even if the model is no longer optimally valid given they have edited it). We conduct three studies to explore the potential of end user modification to improve HCA implementation in the selection context. In Study 1, we test whether model modification indeed increases decision-maker reliance on the HCA model. In Study 2, we design a simulation to understand the loss of predictive validity associated with allowing decision makers to modify the model. In Study 3, we simulate the potential bias and discrimination consequences of increasing adoption through model modification. Our results suggest end user modifiability may improve HCA implementation, substantially improving overall selection validity and slightly reducing bias against discriminated groups, but only if the HCA model is more valid and less biased than the average decision maker left to his or her own devices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **858** | Submission: **16581** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:00PMET (UTC-4)**

IM Division Business Meeting and Awards Session *IM Division Business Meeting*

Participant: **Anupama Phene**, *George Washington U.*
Chair: **Jaeyong Song**, *Seoul National U.*
Participant: **Katherine Xin**, *China Europe International Business School (CEIBS)*
Participant: **William Newburry**, *Florida International U.*
Participant: **Grazia D. Santangelo**, *Copenhagen Business School*
Participant: **Nandini Lahiri**, *American U.*

Come and hear what is happening in the IM Division, and how you can get involved. The winners of the Division's many awards will be announced here!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **860** | Submission: **12959** | Sponsor(s): (MSR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

**Managing in Indigenous and Embodied Ways in the
Post-Covid World**
Indigenous and Embodied Managing Post Covid



Distinguished Speaker: **Jyoti Bachani**, *Saint Mary's College of California*
Distinguished Speaker: **Dharm Prakash Sharma Bhawuk**, *U. of Hawaii at Manoa*
Distinguished Speaker: **Janani Murali**, *Padmalaya Dance Foundation*
Distinguished Speaker: **Abhoy Kumar Ojha**, *Indian Institute of Management, Bangalore*
Distinguished Speaker: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Distinguished Speaker: **Ramya Tarakad Venkateswaran**, *Indian Institute of Management, Calcutta*

This symposium brings together a panel of experts who have researched the indigenous cultures and embodied ways of learning, to share their work. The earth friendly sustainable practices of these ancient cultures are marginalised and suppressed with a history of colonial invaders dominating the socio-economic norms with their consumeristic and exploitative, and often violent ways of being. Post-covid world needs more sustainable and planet friendly ways of managing. Covid has revealed the many failings of the Western (Eurocentric, British and American) methods of managing. This panel offers exemplars of some of the ways of knowing and being from the indigenous cultural practices, of dance and poetry, and decolonisation of mind and education systems. Management education and research need to elevate these ancient and yet new to management research and education ways of sensemaking.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **861** | Submission: **11826** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

Leadership Measurement: Bridging the Gap Between Theory and Practice



Bridging the Gap Between Theory and Practice

Presenter: **Karolina Wenefrieda Nieberle**, *Durham U. Business School*
Presenter: **Bryan Acton**, *Durham U. Business School*
Participant: **Susanne Helena Braun**, *Durham U.*
Presenter: **Robert G. Lord**, *Durham U.*
Participant: **Rosalie Joan Hall**, *Durham U.*
Participant: **Paola Gatti**, *U. of Turin*
Participant: **Xiaotong (Janey) Zheng**, *Durham U. Business School*
Participant: **Richard Morgan**, *Durham U. Business School*
Organizer: **Tiffany Keller Hansbrough**, *Fairleigh Dickinson U.*
Participant: **Roseanne Foti**, *Virginia Tech*
Presenter: **Paul Hanges**, *U. of Maryland*
Participant: **James Andrew Grand**, *U. of Maryland*
Participant: **Jordan Epistola**, *U. of Maryland, College Park*
Participant: **Stephen Stark**, *U. of South Florida, Department of Psychology*
Discussant: **Kevin B. Lowe**, *U. Of Sydney*

Applied research, such as leadership, should inform practice. However, there have been calls for researchers to do more bridge the gap between theory and practice. This session bring together a group of well-known leadership scholars to present and discuss new developments in leadership measurement with an explicit focus on their organizational applications.

Identity Dynamics in the Wild: Real-world Application of the Leader-Follower Identity Grid

Author: **Karolina Wenefrieda Nieberle**, *Durham U. Business School*
Author: **Bryan Acton**, *Durham U. Business School*
Author: **Susanne Helena Braun**, *Durham U.*

Item Characteristics as Predictors of Episodic Memory in the Levels of Self-Concept Scale

Author: **Xiaotong (Janey) Zheng**, *Durham U. Business School*
Author: **Rosalie Joan Hall**, *Durham U.*
Author: **Paola Gatti**, *U. of Turin*
Author: **Robert G. Lord**, *Durham U.*
Author: **Richard Morgan**, *Durham U. Business School*

An Application and Tutorial for Creating Within-Person Memory-Sourced Leadership Scales

Author: **Bryan Acton**, *Durham U. Business School*
Author: **Tiffany Keller Hansbrough**, *Fairleigh Dickinson U.*
Author: **Roseanne Foti**, *Virginia Tech*
Author: **Robert G. Lord**, *Durham U.*

A New Multidimensional Destructive Leadership Scale: Ideal Point Scoring of a Forced Choice Measure

Author: **Paul Hanges**, *U. of Maryland*
Author: **James Andrew Grand**, *U. of Maryland*
Author: **Jordan Epistola**, *U. of Maryland, College Park*
Author: **Stephen Stark**, *U. of South Florida, Department of Psychology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Boss is Terrible! Dysfunctional Leadership and Gossip

Digital Session Chair: **Jason Marshall**, *Binghamton U.-State U. of New York*

OB: **Machiavellianism: Past, Present, and Future of the Construct**

Author: **Jason Marshall**, *Binghamton U.-State U. of New York*
Author: **Francis J. Yammarino**, *Binghamton U.-State U. of New York*

Machiavellianism is an element of dark leadership, which has received increasing research attention. Despite past theoretical and empirical work, in this review, we identify problems with the conceptualization, definition, and measurement of Machiavellianism. To address these concerns, we offer potential solutions and provide a path forward for Machiavellianism research.

Paper is Available to Meeting Registrants Only.

OB: **Schadenfreude, envy and derogation towards observed organisational (in)justice**

Author: **Xiaomin Xu**, *U. of Liverpool*

Although human beings are expected to be sympathetic when seeing others suffer and happy when seeing others gain, some research has found the opposite. Based on the zero-sum framework (Von Neumann & Morgenstern, 1944) and appraisal theory (Lazarus, 1991b; Lazarus & Smith, 1988), this study examines how contextual and individual factors intensify or mitigate observers' malicious reactions towards colleagues' experience. Using a 2 (competition vs. non-competition) × 2 (abusive supervision vs. respectful supervision) between-subject design, we examine the roles of competition at work and individuals' self-esteem in observers' malicious reactions (i.e., schadenfreude, envy, and derogation) to observed (in)justice (i.e., abusive/respectful supervision). 316 employees from the United States participated in the experiment. Results demonstrated that competition at work promotes schadenfreude, envy and explicit derogation to observed (in)justice, and self-esteem has both functional and dysfunctional effects. This study suggests that competition at work as a critical contextual factor and observer self-esteem as an important individual difference that impact malicious reactions to observed (in)justice under competition.

Paper is Available to Meeting Registrants Only.

OB: **The joint effects of a manager's level of narcissism and incentive scheme on employee effort (WITHDRAWN)**

Author: **Miriam Maske**, *U. Bundeswehr, Munich*
Author: **Matthias Sohn**, *European Uni Viadrina, Frankfurt (Oder)*
Author: **Bernhard Hirsch**, *Bundeswehr U. Munich*

Narcissism has become the most heavily discussed personality trait in recent times. However, accounting research on managerial narcissism and its implications for management control system choices, such as incentive schemes, is scarce. Based on Christ and Vance's (2018) "cascading controls" framework, we propose that employees' work effort depends upon their manager's level of narcissism and compensation scheme. In an experiment with 329 employees, we manipulate the description of the managers' level of narcissism (high or low) and the framing of managers' compensation scheme (bonus or penalty) and examine the joint effect of these two factors on employee effort to help the manager reach her or his objectives (obtain a bonus or avoid a penalty). The results show that employees invest less (more) effort to help the manager when the manager's narcissism is high (low). This relation is partially mediated by employees' perception of the relationship quality with their manager and negative feelings towards the narcissistic manager. Importantly, we also show that relative to a manager's bonus contract, a penalty contract has a negative effect on employee effort when the manager's narcissism is high. Our results underline the negative consequences of narcissism for leader-follower relations and have important implications for management compensation design in business practice.

Paper is NOT Available. Please contact the author(s).

OB: **The Role of Team Gossip in Mitigating the Detrimental Consequences of Team Abusive Supervision**

Author: **Rui Zhong**, *Sauder School of Business, U. of British Columbia*
Author: **Lingtao Yu**, *U. of British Columbia*
Author: **Jinlong Zhu**, *Renmin U. of China*

Previous studies have found that team abusive supervision causes detrimental consequences for team effectiveness. Yet, they have provided little insight regarding what team members can do to alleviate these consequences. Drawing from the social functional theory of gossip and recent theoretical advancement in abusive supervision in teams, we identify team gossip—team members' aggregated levels of engagement of negative gossip about the team leader—as an "antidote" for team abusive supervision and develop a novel theoretical model that accounts for its safeguarding role against the abusive leader's adverse impact on team effectiveness. Specifically, we theorize that team gossip buffers the adverse effects of team abusive supervision on team outcomes, team performance and team voluntary turnover, via a dual-path mechanism: Aggressive team norms and affective team trust. To test our hypotheses, we conducted a multi-wave, multi-source field study with a sample of 111 work teams. The results largely supported our model, showing that team members' negative gossip about the abusive team leader is a powerful tool to mitigate abusive supervision's detrimental consequences for team effectiveness. We conclude with a discussion on the theoretical and practical implications.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Stress, Coping, and Recovery

Digital Session Chair: **Rizqi Nur'aini A'yunnisa**, *U. of Twente*

OB: A Multilevel Model of Individual Flourishing-at-Work: A Systematic Literature Review

Author: **Rizqi Nur'aini A'yunnisa**, *U. of Twente*
Author: **Lara Carminati**, *U. of Twente*
Author: **Celeste P.M. Wilderom**, *U. of Twente*

Flourishing is a state of individual mental health and/or well-being which can occur in many work and organizational settings. Despite its known benefits to individuals, teams and organizations, the literature on flourishing-at-work is still underdeveloped. The current review analyzed 29 independent studies involving a total of 12,612 people at work. Through an inductive, grounded theory approach, we identified the theoretical frameworks and variables used. After integrating the findings and frames, we developed a new multilevel model, with matching propositions, to advance our knowledge on individual job flourishing. We suggest this model can be tested both independently and in conjunction with other similar or related constructs in the literature of positive organizational behavior/scholarship as well as with contrasting individual states at work related to incivility-at-work, boredom, negative affect at work, etc. By aiming to enrich states of mental health and/or well-being at work, which has been shown to bring positive work-related outcomes to both the workers, their teams and organizations, we close the paper with the recommendation to find out what it takes for managers (beyond people skills, associated norms and values, and sometimes also guts) to prioritize job flourishing in their work units or organizations.

Paper is Available to Meeting Registrants Only.

OB: How subordinates appraisal and cope with supervisor bottom-line mentality?

Author: **Yun Zhang**, *Wuzhou U.*
Author: **Jun Xie**, *Guangdong U. of Foreign Studies*
Author: **Huiying Zhang**, *Guangdong U. of Foreign Studies*

Bases on transactional model of stress and coping, this study examines how supervisor bottom-line mentality (BLM) influences subordinate unethical pro-organizational behavior (UPB), considering the mediating role of subordinate job insecurity and the moderating role of supervisory power. The results shows that subordinate job insecurity mediate the positive relationship between supervisor BLM and subordinate UPB. Furthermore, for supervisors with high power, the indirect positive relationship between supervisor BLM and subordinate UPB were both strengthened.

Paper is NOT Available. Please contact the author(s).

OB: The effects of felt public gratitude on essential worker recovery activities during COVID-19

Author: **Hee Young Kim**, *Rider U.*
Author: **Sarah Doyle**, *U. of Arizona*
Author: **Taeya Howell**, *Brigham Young U.*
Author: **Sijun Kim**, *U. of Arizona*
Author: **Julia Coff**, -
Author: **Nathan Pettit**, *New York U.*
Author: **Michael Bizzarro**, *Penn Medicine*

COVID-19 has been defined by an unusual outpouring of public gratitude to many, but not all, essential workers. So, we ask: what impact do these expressions of gratitude have on those who do or do not receive them? We examine how felt public gratitude affects the recovery activities of essential workers in underappreciated occupations during the COVID-19 pandemic. In a sample of 186 corrections officers, we find that felt public gratitude negatively relates to maladaptive recovery activities (e.g., overdrinking, overeating) and positively relates to adaptive recovery activities (e.g., exercise, meditation). Further, we examine the psychological processes (i.e., felt invisibility, perceived prosocial impact, negative/positive affect) through which felt public gratitude affects recovery activities. Finally, we investigate a contextual moderator (i.e., self-isolation) of these relationships. Results show that self-isolation strengthens the negative relationship between felt gratitude and maladaptive activities, but not the positive relationship between felt gratitude and adaptive activities.

Paper is NOT Available. Please contact the author(s).

OB: The Interactive Pattern Between Challenges and Hindrances at the Work-to-Nonwork Intersection

Author: **Stefan Razinkas**, *Freie U. Berlin*
Author: **Julia Backmann**, *U. College Dublin*
Author: **K. Praveen Parboteeah**, *U. of Wisconsin, Whitewater*

The intersection between the work and nonwork domains is increasingly blurred, which calls for scrutiny of how the latter can be enriched by demands faced at work. The literature suggests that work challenges can enhance, and hindrances tend to conflict with, the nonwork domain. However, the literature is silent on the interactive pattern between challenges and hindrances, and, more importantly, the role that attitudes toward learning play in work demands interfering with the nonwork domain. We theorize that the more learning-oriented individuals are, the easier they find it to leverage the nonwork-benefit potential of challenges and avoid the nonwork-threatening potential of hindrances in the presence of the respective other. We used hierarchical linear modeling on experience sampling data of 1,134 paired evening-morning observations of 144 professionals to test our theoretical assumptions. Our multilevel analyses confirm not only that challenges enrich, and hindrances conflict with, the nonwork domain, but also that both may spill over via the other's mechanism as a function of the other. More specifically, on particularly challenging days, highly learning-oriented individuals are found to even enrich their nonwork life through the experience of hindrances. The resulting theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Motivated by Failure and Injustice

Digital Session Chair: **Frida Feyer**, *BI Norwegian Business School*

OB: Cross-task Motivation - A Review of the Literature Using a Meta-Narrative Approach

Author: **Frida Feyer**, *BI Norwegian Business School*

Substantial research on work motivation over the years has identified motivation to be essential to important work outcomes such as employee wellbeing and performance. Yet, research on work motivation at the task level has been sparse, and even less research has investigated how motivation for one task affect motivation in a subsequent task. The aim of the current systematic review is to identify and analyze research conducted on cross-task motivation and synthesize findings into a meta-theory of underlying processes. Using a predetermined search strategy, a systematic search was carried out in Web of Science, API/Inform, and Emerald Insight, yielding 1501 documents of which 15 were selected. Selected papers were analyzed using the meta-narrative approach. The included papers came from traditions of psychology, organization, neuroscience, and educational research. Four key meta-narratives were identified, all of which contributed information from different research traditions. Synthesizing findings from these four meta-narratives, a meta-theoretical framework for understanding cross-task motivation was proposed. Implications for practitioners include the possibility of designing sequences of tasks that maximize positive motivational outcomes. Limitations and possibilities of future research are discussed.

Paper is Available to Meeting Registrants Only.

OB: Observed organisational (in)justice: A review and integration of the literature

Author: **Xiaomin Xu**, *U. of Liverpool*

For the last several decades, organisational justice has been shown across many studies to be an important construct for understanding organisational effectiveness. Traditionally, research on justice paid great attention to the recipient/victim perspective. In recent years, justice researchers have called for more studies on the other two actors: the justice agent (or perpetrator) and the observer. Particularly, research on the observer perspective in organisational justice has started to grow. Observers witness their colleagues being treated fairly or unfairly (aka indirect experience) instead of directly experiencing the treatment at first hand. These indirect experience of (in)justice can affect observers' work attitudes and behaviour. Given that the number of observers is likely to be large, observer reactions towards (in)justice can have strong impacts on organisational functioning. Therefore, understanding observer reactions is vital for organisation management. This review seeks to bring clarity to the state of knowledge about observed organisational (in)justice and provide directions for future research.

Paper is Available to Meeting Registrants Only.

OB: How Challenge and Hindrance Appraisal Jointly Affect Employee Performance?

Author: **Xinxin Lu**, *U. of Illinois at Chicago*

Author: **Donald H. Kluepfer**, *U. of Illinois at Chicago*

Author: **Yidong Tu**, *School of Economics and Management of Wuhan U.*

Challenge and hindrance appraisals are two interrelated dimensions of demanding situations. However, it is much unknown whether and how the two dimensions jointly predict employee performance. Integrating need satisfaction theory and goal orientation theory, the current study seeks to explore the optimal and suboptimal motivational processes by which the interaction between challenge and hindrance appraisal affects employee task performance and the moderation of individual goal orientations. In a diary study among 96 employees over 10 executive workdays (N Occasion = 960, N Employee = 96), we tested the three-way mediation and moderated mediation hypotheses. The results show that challenge appraisal, hindrance appraisal, and performance-approach goal orientation jointly predict employee perceived job meaningfulness and the resulting task performance, while challenge appraisal, hindrance appraisal, and learning goal orientation jointly predict employee challenge crafting and the resulting task performance. The research findings contribute to a nuanced understanding of demanding situations and how these situations affect employee performance.

Paper is Available to Meeting Registrants Only.

OB: Learning from Rare Failures: Opportunity and Motivation

Author: **Mary Parkinson**, *U. College Dublin*

Author: **Mark Pagell**, *U. College Dublin*

Author: **John Gray**, *Ohio State U.*

Author: **Frank Wiengarten**, *ESADE Business School*

In the organizational learning literature, organizations are typically expected to learn from experience, especially failures. Failures provide valuable learning opportunities, if those opportunities can be exploited (Dahlin, Chuang and Roulet, 2018). However, learning from failure may be contingent on having both motivation and opportunity to learn. The current study addresses 1) whether organizations generally learn from rare failures, and 2) the role of opportunity and motivation in learning from rare failures. We examine the relationship between cumulative past and current rare failures using a large sample of secondary longitudinal worker accident data for organizations situated in Oregon, U.S.A. We find that overall organizations do not learn from rare failures, but that this depends on both organizational motivation and opportunity to learn.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **865** | Submission: **11566** | Sponsor(s): **(OB, HR, MOC, ODC, CM, CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM- 1:00PMET (UTC-4)**

Making the Most of It: Being Successful in a Post-Doc and Beyond *Post-Doc PDW*



Organizer: **Dana Harari**, *U. of Pennsylvania*
Distinguished Speaker: **Nancy Rothbard**, *U. of Pennsylvania*
Distinguished Speaker: **Adam Galinsky**, *Columbia U.*
Panelist: **Ela Glikson**, *Carnegie Mellon U. - Tepper School of Business*
Panelist: **Hooria Jazaieri**, *Levey School of Business, Santa Clara U.*
Panelist: **Jasmien Khattab**, *Erasmus U. Rotterdam*
Panelist: **Julia Lee Cunningham**, *U. of Michigan*
Panelist: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Panelist: **Njoke Thomas**, *Boston College*
Discussant: **Moran Anisman Razin**, *Duke U.*
Discussant: **Tianna Shari' Barnes**, *U. of Pennsylvania*
Discussant: **Ashli Carter**, *NYU Stern School of Business*
Discussant: **Binyamin Cooper**, *Carnegie Mellon U.*
Discussant: **Laura Maria Giurge**, *London Business School*
Discussant: **Dana Harari**, *U. of Pennsylvania*
Discussant: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Discussant: **Ren Li**, *Emory U., Goizueta Business School*
Discussant: **Michael Rosenblum**, *NYU Stern School of Business*
Discussant: **Natalie Shefer**, *Tel Aviv U.*
Discussant: **Christopher To**, *Northwestern Kellogg School of Management*
Discussant: **Ning Xu**, *Stockholm School of Economics*

Post-doc positions in management have long been a stepping-stone for academic positions. In fact, many successful and productive management scholars started their academic career in post-doc positions. However, the conversation about post-docs is mostly absent from The Academy of Management (AoM) Annual Meeting but can nevertheless benefit many Ph.D. students. This PDW is designed to help Ph.D. students who are considering (or starting) a post-doc position to gain the most of their positions. It is intended to provide informal career advice from a diverse set of academic scholars regarding how to be successful during, and after, a post-doc position. More specifically, this PDW will address three main questions: (1) What are the long-term career benefits of post-doc positions? (2) What does it mean to be successful as a post-doc, including being productive and well-positioned to find an academic job? and (3) How can Ph.D. students obtain a post-doc position? All invited presenters previously held, or currently hold, academic post-doc positions. They represent a diverse set of career stages, geographic locations, research interests, and academic institutions that are intended to provide a rich set of perspectives about post-doc positions and beyond.

The purpose of this PDW is to provide a platform for support, networking, and career advice to doctoral students and recent Ph.D. graduates regarding attaining and being successful in post-doc positions. The PDW includes presentations, interactive Q&A, and round-table discussion in zoom breakout rooms. These diverse components will allow attendees to benefit from both general and specific career advice. It will also provide a more dynamic and intimate setting for attendees to ask questions, network, and engage with presenters.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **866** | Submission: **17602** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

ODC Social *ODC Social*

Organizer: **Amit Nigam**, *City U. London*
Host: **Patrice Elizabeth Rosenthal**, *Fielding Graduate U.*

Join us for an informal social event with your friends and colleagues from ODC

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **867** | Submission: **16632** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

OMT Distinguished Scholar Address
OMT Distinguished Scholar

Host: **Eva Boxenbaum**, *Copenhagen Business School*
Moderator: **Forrest Briscoe**, *Pennsylvania State U.*
Participant: **Peer Fiss**, *U. of Southern California*
Participant: **Martin J. Kilduff**, *UCL School of Management*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

Since 1980, the Organization and Management Theory Division has been presenting the Distinguished Scholar Award to scholars whose contributions have been central to the intellectual development of the field of organization studies. As individuals, each recipient embodies a career of scholarly achievement and has had a significant impact on OMT scholarship. Join the OMT Division to hear from our Distinguished Scholar in 2021: Professor Paul Adler, University of Southern California. Open to all OMT members and prospective members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Water Sustainability

Digital Session Chair: **Robson Rocha**, *Aarhus U.*

ONE: Bending coercive institutions: toward water sustainability in Brazil

Author: **Robson Rocha**, *Aarhus U.*

The management of natural resources by industry is coming under increasing public scrutiny. This article investigates the responses of firms in two industrial textile clusters in Brazil to the enforcement of water management legislation. Its findings demonstrate a divergence in typologies that reflects the ecological limits, law-enforcement policies and firms' resources. The article extends our understanding of the agency of organizations to respond to institutional pressures to become ecologically sustainable organizations. Our findings provide insights for policy design in times of increasingly catastrophic pollution in regions that are immersed in global competition. We describe successful strategies of development policy that are capable of creating a space in which to negotiate the gradual enforcement of environmental legislation. We also show that strict law enforcement strategies can drive firms into the informalization of their economic activities, a highly problematic strategic response in achieving sustainability in emerging markets.

Paper is Available to Meeting Registrants Only.

ONE: Irresponsible Corporate Water Actions – Cognitive Judgments and Reactions by Shareholders

Author: **Rafia Afrin**, *Queen Mary U. of London*

Author: **Ni Peng**, *Queen Mary U. of London*

Author: **Frances Bowen**, *U. of East Anglia*

Extant literature suggests that cognitive judgements associated with corporate social irresponsibility (CSiR) are distinct and need to be analyzed separately from corporate social responsibility (CSR). This paper specifically focuses on analyzing impact of corporate irresponsibility, within the scope of water actions. We investigate how shareholders evaluate and react to irresponsible corporate water actions by developing a conceptual model. Our model identifies that stakeholder orientation of current irresponsible action, and also of prior CSR and CSiR performance by firms, affect market reactions. Shareholders interpret irresponsible actions towards secondary stakeholders to carry less effects for firms and remain indifferent to such actions, but react negatively when primary and legal stakeholders are affected. We propose that prior primary CSR/CSiR performance mainly drives positive/negative capability reputation, and prior secondary CSR/CSiR performance mainly drives positive/negative character reputation. We further theorize that positive character reputation of secondary CSR performance stimulates insurance-like benefit against earnings loss following an irresponsible event. On the other hand, capability reputation of primary CSR/CSiR performance stimulates greater effects of expectancy violation/conformity. We conduct an event study on negative water news featuring S&P 500 firms during the years 2005 to 2017, to provide some empirical evidence in support of our conceptual model.

Paper is Available to Meeting Registrants Only.

ONE: Collective cognitive frames of UN CEO Water Mandate: Managerial Sensemaking

Author: **Laura Albareda**, *LUT U., School of Business and Management*

Author: **Jaan-Pauli Kimpimäki**, *LUT U., School of Business and Management*

Cognitive construction of competitive environments has long been of interest for researchers seeking to understand the effects of the environment on strategic decision-making. Drawing on the literature on managerial cognition and corporate sustainability, in this article, we develop causal maps of CEOs involved across their core industries through a shared collaborative context—the UN CEO Water Mandate—in an effort to understand how collective strategy frames develop. We study how these frames affect novel strategic environments at firm and industry in the context of sustainability extending the research on managerial sensemaking and collective cognitive frames. Our findings suggest CEOs can and do reach outside of their primary industries through shared contexts reaching evolving patterns and collaboration toward a process of innovation in order to resolve grand challenges at collective level.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **869** | Submission: **11449** | Sponsor(s): **(ONE, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 5:00PM - 6:30PMET (UTC-4)**

Corporate Social and Political Activism 
Corporate Activism

Organizer: **Steve Kofford**, *U. of Utah*
Organizer: **Kate Odziemkowska**, *Rice U.*
Organizer: **Haram Seo**, *Texas A&M U., Mays Business School*
Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Forrest Briscoe**, *Pennsylvania State U.*
Panelist: **Vanessa Burbano**, *Columbia Business School*
Panelist: **Aharon Cohen Mohliver**, *London Business School*

Firms and their executives are increasingly taking a stand on socio-politically salient yet contentious issues such as racial equality, global warming, gun control, immigration, and LGBTQ rights. Yet, our scholarly understanding on the antecedents and consequences of this growing phenomenon of corporate activism remains relatively limited. The goal of this panel is to explore key research questions to be answered and future directions and opportunities for research on corporate activism. The panel includes scholars who are actively researching this topic and have made important contributions to our understanding of corporate activism. Panelists will share insights and engage with the audience on both the promise and potential pitfalls of studying this topic, as well as how a study of corporate activism can build not only from the nonmarket literatures on social movements, stakeholder theory, corporate social responsibility, but also from related strategy literatures, such as resource-based theory.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **870** | Submission: **13587** | Sponsor(s): (RM, STR, OB, HR, OMT, TIM, AFAM, HCM, IAM, IM, INDAM, MOC)

Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:00AM - 1:00PMET (UTC-4)**

Ask the Quantitative Experts

Ask the Quantitative Experts

Chair: **Andreas Schwab**, *Iowa State U.*
Panelist: **Donald D Bergh**, *U. of Denver*
Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*
Panelist: **Brent Goldfarb**, *U. of Maryland*
Panelist: **Ernest O'Boyle**, *Indiana U.*
Panelist: **Frederick L. Oswald**, *Rice U.*
Panelist: **Hettie Richardson**, *Texas Christian U.*
Panelist: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*

This PDW has a long-standing tradition as a crowd favorite, and is a great opportunity to ask experts in quantitative research any questions you might have in areas, such as cross-sectional/longitudinal/panel data analyses, effect size/probability, linear/nonlinear modeling, moderation/mediation, meta-analysis, sampling, baseline models, factor analysis, multi-level modeling, endogeneity, latent variables, content analysis, big data/artificial intelligence, Bayesian analysis and user questions related to statistical programs such as R, STATA, SPSS, SAS, and Mplus. No preregistration is required, and the format is very laid back; attendees are encouraged to come and go as they please to have their questions answered by prodigious methodologists in the field.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **871** | Submission: **16634** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

**Ten Years Strategizing Activities and Practices Interest Group: Distinguished
Keynote Panel**
Ten Years SAP IG: Distinguished Keynote Panel

Panelist: **Julia Balogun**, *U. of Liverpool*
Panelist: **David Nils Seidl**, *U. of Zurich*
Panelist: **Richard Whittington**, *U. of Oxford*
Moderator: **Virpi Sorsa**, *Hanken School of Economics*
Organizer: **Leonhard Dobusch**, *U. of Innsbruck*

When the SAP IG was founded ten years ago, it created an intellectual home for management scholars interested in the practice of strategy-making as a day-to-day activity performed by managers and employees alike. On the occasion of this anniversary, an SAP Distinguished Keynote Panel reflects on past and future contributions to and of this field of study. The panel features founding SAP IG members Julia Balogun (University of Liverpool), David Seidl (University of Zurich), and Richard Whittington (University of Oxford) and will be moderated by current SAP IG Chair Virpi Sorsa (Hanken Business School).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Governance and Diversity

Digital Session Chair: **Emilia Filippi**, *U. of Trento*

SIM: How do female directors, managers and CEO affect firm sustainability? A review and research agenda

Author: **Emilia Filippi**, *U. of Trento*
Author: **Mariasole Bannò**, *U. of Brescia*
Author: **Sandro Trento**, *U. of Trento*

The purpose of this article is to review and systematize prior works that investigate how the presence of women in leading roles of firms affects sustainability and to open up an agenda to guide future research into this promising area. A structured literature review was conducted and 84 relevant publications were identified. The study shows that the presence of women in the board of directors and/or top management team is associated with a greater engagement in social and environmental projects and a better use of scarce resources towards them; it also positively influences the environmental and social performance and it increases the level, quality, and transparency of sustainability disclosure. Furthermore, the presence of women in leading positions and the implementation of sustainable activities improve the financial performance of the company and its value. Despite these positive effects, conflicting results have also emerged. On the basis of these findings, research gaps and future research agenda were identified and presented.

Paper is Available to Meeting Registrants Only.

SIM: The Multifaceted Effect of CEO Age on Firm Social and Environmental Practices

Author: **Miha Sajko**, *U. of Antwerp*
Author: **Christophe Boone**, *U. of Antwerp*
Author: **Georg Wernicke**, *HEC Paris*

Why do top executives differ in their values, and how is this heterogeneity reflected in organizational outcomes? To answer this question, we build on the dual aspect of an important CEO characteristic, namely age, to simultaneously examine how stable differences in values between executives and changes in values within executives over time affect firms' social and environmental practices (SEPs). On the one hand, executives' concern for stakeholders changes with age as they advance through their careers and thereby shift their priorities. On the other hand, age also reflects stable differences in values between adjacent birth cohorts who grew up in different historical periods. In this study, we integrate time-stable and time-variant perspectives on executives' values by theorizing about how age simultaneously determines which SEPs initiatives CEOs prioritize more and the extent to which CEOs invest in SEPs. Our study provides important implications for research focused on the relationship between executives' values and organizational outcomes.

Paper is NOT Available. Please contact the author(s).

SIM: Caste Identity, Board Norms, and Corporate Social Responsibility

Author: **Nishant Kathuria**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Mike W. Peng**, *U. of Texas at Dallas*
Author: **Cuili Qian**, *UT Dallas*
Author: **Livia Markoczy**, *U. of Texas at Dallas*

As a part of the "rules of the game" with ancient roots, the caste system is a rigid social stratification system that continues to be relevant in management today. We build on social identity theory to develop predictions regarding the impact of directors' caste on corporate social responsibility (CSR) activities. Extending the institution-based view, we posit that caste as an informal institution influences CSR engagement through informal norms on the board. We leverage a dataset of 12,274 firm-year observations on CSR projects in 5,012 Indian firms from 2014 to 2018. In contrast to most of the prior literature that shows the presence of minorities on the board increases CSR performance, our findings suggest that this may not always be the case. Specifically, an increase in board diversity, in the form of the ratio of lower-caste directors on the board, may reduce the likelihood that the firms will select CSR activities targeted at lower-caste communities. Such firms will also commit less to CSR activities overall. These effects may be even more profound for lower-caste independent directors.

Paper is Available to Meeting Registrants Only.

SIM: Why and how Sen's capability approach should deal with corporate governance

Author: **Magali Fia**, *U. of Bologna-Yunus Social Business Centre*
Author: **Lorenzo Sacconi**, *U. degli Studi di Milano*
Author: **Massimiliano Vatterio**, *UniTn (Italy), and USI (Switzerland)*

The hierarchical nature of the firm affects stakeholders' well-being. This is our main motivation in analysing the firm through the perspective of Sen's capability approach—a social justice theory for the evaluation of any institution, organization or policy aimed at providing well-beings. In order to work out the inherent relation between the capability approach and the economic analysis of the law, we show the strict link between capabilities and entitlements, which we call capabilities-as-entitlements, and investigate if and how corporate governance, i.e., the configuration of entitlements in a firm, enhances or diminishes capabilities of stakeholders. We underline the role that the public use of reason and a sufficientarian criterion play in mitigating conflicts among stakeholders, permitting the reach of a balance amongst all of them and the identification of the capabilities that allow stakeholders to exercise democratic citizenship in corporation. We build several indexes that are able to measure and compare capabilities developed within and between corporate governance regimes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Political Connections and Corporate Governance in the Context of MNEs

Digital Session Chair: **Tatenda Marume Geoffrey Pasipanodya**, *Washington U. in St. Louis, Olin Business School*

STR: **Herfindahl Revisited**

Author: **Tatenda Marume Geoffrey Pasipanodya**, *Washington U. in St. Louis, Olin Business School*
Author: **Anne Marie Knott**, *Washington U. in St. Louis*

The Herfindahl-Hirschman Index (HHI) is one of the more commonly used measures in the Strategy and Economics literatures. While its principal uses are measuring market concentration or firm diversification, it has been extended beyond that. One concern with the measure is that an infinite set of distributions can have the same HHI. We assess whether that affects inferences. To do so, we replicate a prior study which employs HHI to test the impact of geographic diversification on firm value. We find that results with HHI are not robust across samples. We further find that decomposing HHI into its count and shape components reveals greater insights. In particular, we find that firm value increases in the number of units, and the similarity across them.

Paper is Available to Meeting Registrants Only.

STR: **Strategic Response to Corporate Governance Reform of Family Business Groups**

Author: **Chien-Nan Chen**, *National Dong Hwa U.*
Author: **Byung Min**, *Griffith Business School, Griffith U.*
Author: **Jun-You Lin**, *National Open U.*

Based on the scheme of principal-principal conflicts, we investigate family business groups' strategic response to a board regulation requiring appointment of independent directors and the effects of proactive compliance with this regulation on performance. Empirical results from Taiwan show that family-controlled business groups are less likely to adopt proactive compliance. Controlling shareholders' excess control has a negative effect on a firm's adoption of proactive compliance; foreign ownership has a positive effect. The family business group affiliation weakens the positive effect of foreign ownership on the adoption of proactive compliance. We also found that improved firm performance is directly and positively affected by the proactive response. Thus, this study concludes that the responsiveness of firms to institutional pressures depends on which control mechanisms they are situated in and the power relations within the key stakeholders.

Paper is Available to Meeting Registrants Only.

STR: **Seamless Experiences: Firms' Product Diversification In Response To Platform-enabled Modularity-in-use**

Author: **Najoung Lim**, *U. of Maryland*

The paper examines how a new digital platform that connects previously independent products affects incumbent firms' product portfolio reconfiguration. When a standardized interface enables customers to mix and match products from different vendors, such modularity-in-use gives rise to customers' demand heterogeneity. Following an abductive approach with quantitative and qualitative data in the U.S. medical imaging device industry (1985-2013), I find that in face of the increased dependencies with competitors' products via a standardized interface, incumbent firms diverged in repositioning depending on whether they owned platform or not. While firms without platform specialized under standardization, firms with platform diversified into the complementary product spaces and became integrators to create customized systems designed to work better together and cater to human factors that were not amenable to being modularized. While the prior discussion on modularity has been reduced to the implication on manufacturing and innovation efficiencies, this study suggests that the modularity-in-use implies another route for a strategic implication to the firms, which is product diversification.

Paper is NOT Available. Please contact the author(s).

STR: **Mobilizing Managerial Political Ties Toward Business Partners**

Author: **Lucy Sojung Lee**, *Seoul National U.*

Firms, when venturing in an emerging market, are often advised to mobilize their top managers' personal ties with local governmental officers for advancing their organizational goals. Yet, little research has examined the consequences of such tie utilization. Drawing on the social identity literature, we argue that a manufacturer's utilization of its managerial political ties towards its distributor weakens the latter's identification with the former, an intermediate mechanism jeopardizing their exchange relationship. This downside effect is much stronger for foreign manufacturers and when the involved governmental officers have a high degree of arbitrariness. Analyses of a matched sample of 335 manufacturer-distributor dyads in China have largely supported our thesis. This study enhances our understanding of the complex triadic relationship among business partners and governmental officers in an international context.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Antecedents of Corporate Social Responsibility (CSR)

Digital Session Chair: **Jisun Kim**, *U. of Mississippi*

STR: Dark Side of a Bright Vision? An Integrated Vision-Action Model of CSR and Managerial Proactivity 

Author: **Jisun Kim**, *U. of Mississippi*

Author: **He Gao**, *Michigan State U.*

Author: **Luiz F. Mesquita**, *Arizona State U.*

Author: **Glenn Hoetker**, *Melbourne Business School, U. of Melbourne*

Does it suffice to say your company is green, or must you also behave accordingly? Drawing from prior theories on the use of language and vision in strategic management, we address this well-known dilemma with a theoretical model in which corporate social responsibility (CSR) inspired vision statements and actions impart emotional (pride) and cognitive (goal clarity) effects and enhance managerial proactivity. Testing hypotheses on a large multi-year survey with 24,915 managers from 302 companies as well as an online experiment, we find robust results that pride and goal clarity significantly mediate the effect of CSR actions onto managerial proactivity, although these mediating effects are not found for CSR vision statements. To further ascertain if vision statements matter at all for managerial proactivity, we also build and test interaction hypotheses between CSR vision statements and actions, finding a positive effect via goal clarity, but not via pride. We draw implications for CSR-related strategic management research and managerial practice.

Paper is Available to Meeting Registrants Only.

STR: Being Good or Being Bad? A Demand-based View of Customer Demand Landscape and Corporate Social (Ir) Responsibility

Author: **Lizhen Wang**, *Guanghua School of Management, Peking U.*

Author: **Weiguo Zhong**, *Peking U.*

Author: **Anni Chen**, *Peking U.*

While researches on the disclosure of corporate social responsibility (CSR) and irresponsibility (CSIr) recognize the influence of between stakeholder group heterogeneity and multiplicity, less attention has been given to the within stakeholder sub-group demand heterogeneity and the relative importance of these demands. We develop a framework wherein CSR reporting is viewed as an organizational response to features of one of the most significant stakeholder groups of a firm—its customers. Drawing upon the demand-based view and stakeholder theory, we argue that two fundamental dimensions of customer base—customer heterogeneity and customer concentration—help explain how firms make balance along multiple social demands. We propose that customer heterogeneity drives firms to invest in diverse types of CSR activities (i.e., higher level of CSR strength) and restricts CSIr activities (i.e., lower level of CSIr strength) to gain customer legitimacy and support. While customer concentration allows firms to invest in limited CSR activities (i.e., lower level of CSR strength) and initiate more types of CSIr activities (i.e., higher level of CSIr strength) for efficiency considerations. Our framework was supported through a longitudinal analysis between 1991 and 2008. Our study contributes to the literature on strategic CSR, stakeholder theory, and demand-based view.

Paper is NOT Available. Please contact the author(s).

STR: Two Routes to CSR: Mixing Religion, State, and Market 

Author: **Anni Chen**, *Peking U.*

Author: **Lizhen Wang**, *Guanghua School of Management, Peking U.*

Author: **Lanbing She**, *Guanghua School of Management, Peking U.*

Religion, as a critical component in both personal value system and wider institutional order, is relatively under-investigated in strategic management. Drawing on institutional complexity and Weber's classical thinking, we propose that firms with religious top executives are embedded in the tension of religion, market, and state logic, which further shapes their conflicting interpretations of external institutional pressures and variation in practicing CSR. Based on a matched two-year survey of firms across multiple industries and regions, we find that religious CEOs perceive lower normative pressure from industry peers but higher coercive pressure from the government, which mediate the different effects of CEO religiosity on corporate social responsibilities (CSR). Furthermore, we find that when firms are positioned in the hub of a business ecosystem, both the negative effect of religious belief on normative pressure and positive effect on coercive pressure becomes weaker; when firms are located in the environment with high regional marketization, only the negative effect of religious belief on normative pressure becomes weaker. We contribute by uncovering a more complicated but nuanced mechanisms through which CEO religiosity affect CSR and revealing the double-edged nature of business embeddedness with religious categories.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Asynchronous Discussions of Organization Design Solutions Within and Across Firms

Digital Session Chair: **Tetsuya Aoki**, *Hitotsubashi U.*

STR: Cooperation Strategy of Complementors on The Platform: A Study in The YouTube

Author: **Tetsuya Aoki**, *Hitotsubashi U.*

In this paper, I explore the cooperation strategies among complementors on platforms, which have not been sufficiently analyzed so far despite their importance. In previous studies focusing on platforms, it has been implicitly assumed that firms in the same complementors are in a competitive relationship with each other. However, firms in the same market not only compete, but also cooperate. Particularly on platforms, cooperative behavior often occurs among complementors, since there is a common goal of countering platformers. Therefore, this study identifies the cooperative strategies among complementors on the platform based on a co-branding study, which explores the cooperative strategies among firms. The results of the empirical analysis using YouTube as a case study show that cooperation among complements with similar attributes in the short run and cooperation among firms with different attributes in the long run perform better on the platform.

Paper is Available to Meeting Registrants Only.

STR: Formation, Size, and Stability of Coalitions within Organizations

Author: **Tomas Lego**, *U. of Vienna*

Author: **Helge JD Klapper**, *Erasmus U. Rotterdam*

Author: **Markus Reitzig**, *U. of Vienna*

This paper investigates the link between coalitions, i.e. informal organizational structures, and individual learning in organizations. Building on the canonical Garbage Can Model (Cohen et al., 1972), we develop an agent-based model that allows us to analyze how organizational members' learning about others' preferences enables the emergence of coalitions. Altering the concentration (extremeness) of individuals' preferences, we find differences in the precision of learning. We observe how large and stable coalitions get as a result of this learning process and how the presence of this informal structure can benefit the overall organization. Subsequently, we find that the organizational benefit of coalitions is greatest for low concentration setups. In exploiting this interplay, this paper also takes a first stab at integrating two hitherto disjointed lines of thinking on learning and bargaining.

Paper is Available to Meeting Registrants Only.

STR: Corporate Proximity, Firm Risk, and Entry Timing of New Technologies

Author: **Punit Sharma**, *U. of California, Irvine*

This study examines the effects of corporate proximity and firm risk on the entry timing of new technologies. Using quarterly product-level data on the world's major mobile handset manufacturers for the period 1994–2008, we analyze how a business unit's proximity to the corporate office, in terms of hierarchical distance, and firm risk influence technology entry timing following a pioneering firm. We argue that corporate proximity influences entry timing in two ways: directly through oversight and indirectly by shaping managerial response to firm risk. We find that in firms where the business unit responsible for handsets is far from the corporate office, the probability of entry increases substantially with firm risk. When the business unit is proximate to the corporate office, the probability of entry decreases slightly with greater firm risk. Our results indicate that the interaction between organizational structure and firm risk is critical for understanding entry timing and contributes to theories of entry timing, risk, and organization design.

Paper is Available to Meeting Registrants Only.

STR: The Road to El Dorado – Strategic Alliances as a Tool for Enhancing Firm Legitimacy

Author: **Holly Loncarich**, *Kansas State U.*

Author: **Jonathan Johnson**, *U. of Arkansas*

Author: **Alan E Ellstrand**, *U. of Arkansas*

Author: **Hansin Bilgili**, *Kansas State U.*

Strategic alliances have long been recognized as important tools that firms can utilize to enhance their competitiveness. Much of the literature has emphasized the resource dependence perspective whereby firms partner with one another in order to codevelop new resources and competencies. However, the literature has also begun to recognize that firms may form alliances for reasons beyond resource access. Legitimacy represents an important, yet understudied, consequence of alliance formation. In this paper, we investigate the legitimacy outcomes of strategic alliance formation. We find that an inverted-U relationship exists between the number of alliances formed and normative legitimacy as measured by media perceptions. We also show that status asymmetry along with the overarching environmental context of alliance formation itself also serve as important moderators of the alliance formation and legitimacy relationship. In conducting this study, we expand upon the institutional perspective of alliance formation and contribute to the broader alliance literature by examining the legitimacy-based outcomes of alliance formation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Responding to Competitive Feedback

Digital Session Chair: **Steffen Burkert**, *LMU Munich*

STR: Relative Performance Evaluation, Strategy Imitation, and Firm Performance

Author: **Steffen Burkert**, *LMU Munich*

Author: **Nina Schwaiger**, *LMU Munich School of Management*

The objective of this study is to introduce relative performance evaluation (RPE) into the strategy literature. RPE ties top executives' compensation to the performance of a peer group and has become a central component of executives' compensation contracts (Bizjak, Kalpathy, Li, & Young, 2020; Feichter, Moers, & Timmemanns, 2020). We argue that RPE directs managers' attention towards the selected peers, increasing the awareness of inter-firm relationships and the motivation to outperform peers. As managers usually act in uncertain environments with unknown action-output relations, we predict that RPE induces firms to imitate their peers, which is especially pronounced in case firms are reciprocally tied by RPE. We then link strategic conformity with competitors to firm performance and argue that conformity may endanger competitive advantages, as it hinders firms to explore new niches within a market. Our findings support these predictions. Using executive compensation data from the largest U.S. firms in the time-period 2006 to 2017, we document that firms imitate strategic practices of peer firms with which they are connected through performance peer groups. This behavior is especially pronounced in case firms are reciprocally connected and if firms operate in more uncertain industries. Moreover, we find that strategic conformity is detrimental in terms of firm performance. Our study has important implications for the design of executive compensation contracts and extends our understanding of corporate strategic behavior.

Paper is Available to Meeting Registrants Only.

STR: Product quality cues and firm performance enhancement: the case of the auto industry

Author: **Seung-Hyun Lee**, *U. of Texas at Dallas*

Author: **Soo Jung Kim**, *Texas A&M U. Central Texas*

Author: **Yun Dong Yeo**, *UT Dallas*

The current study highlights the importance of minute cues for quality at the product level in firm performance. Using data in the U.S. auto industry, our results demonstrate that product cues with the highest positive evaluation have a greater impact on improving firm performance due to its ability to reveal the uppermost capability. We also find that the consistency of the highest product cue over time corroborates the credibility of the signal. In addition, we find that the effect of consistency of the highest product cue over time (which enhances firm performance) strengthens when the auto firm suffers from a poor reputation. The findings in this research suggest that it is important to determine how quality evaluations are distributed across the product line. By doing so, firms suffering from a poor reputation can asymmetrically allocate their resources to produce the highest ratings in order to improve their performance.

Paper is Available to Meeting Registrants Only.

STR: The Value of Competitor Information: Evidence from a Field Experiment

Author: **Hyunjin Kim**, *INSEAD*

Data on competitors have become increasingly accessible in recent years, raising the potential for firms to inform their decisions with a better understanding of the competitive environment. To what extent are firms aware of readily available information on key competitor decisions, and how does this information impact firms' strategic choices? I explore these questions through a field experiment in collaboration with Yelp across 3,218 businesses in the personal care industry, where treatment firms receive easily accessible information on their competitors' prices. At baseline, over 46% of firms are not aware of their competitors' prices. However, once firms receive this information, they are 17% more likely to change their prices, and do so by aligning their prices with competitor offerings. If competitor information is both decision-relevant and easily accessible, why had firms not invested in this information on their own? Evidence from interviews and a follow-up experiment across control firms suggests that managers appear to have underestimated the value of paying attention to competitor information. These findings suggest that managerial inattention may be a key barrier that leads firms to fail to realize gains from even readily accessible data.

Paper is Available to Meeting Registrants Only.

STR: Performance Feedback and Firms' Relative Strategic Emphasis

Author: **Lulu Cheng**, *School of Management, Xi'an Jiaotong U.*

Author: **Nan Mei**, *Tongji U.*

Author: **Alex Junyi Fang**, *School of Economics & Management, Tongji U.*

Author: **En Xie**, *Tongji U.*

The study investigates how performance feedback—the discrepancy between actual performance and the aspiration level—relates to firms' relative strategic emphasis on value-creation (VC) over value-appropriation (VA), and how this relationship is contingent on two mechanisms: board independence and media coverage. By using a sample of 7460 firm-year observations covering 1558 publicly-listed Chinese companies during 2011—2017, we find that as a firm's performance falls below aspiration, it is more likely for it to put its strategic emphasis on VC over VA. However, as performance rises above aspiration, the firm's probability of emphasizing more on VC over VA increases up to a certain point after which it decreases, showing up an inverted U-shaped relationship. The results also show that board independence and media coverage moderate the relationship between performance feedback and firms' relative strategic emphasis on VC over VA. Specifically, board independence weakens the negative effect of negative performance feedback and strengthens the inverted U-shaped effect of positive performance feedback; while media coverage strengthens the negative effect of negative performance feedback and weakens the inverted U-shaped effect of positive performance feedback.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reconfiguration of Corporate Scope and Resources

Digital Session Chair: **Anand Kangala**, *U. of North Carolina, Charlotte*

STR: A review of dynamic capabilities, organizational ambidexterity, and firm performance

Author: **Anand Kangala**, *U. of North Carolina, Charlotte*

Firms must continually reinvent themselves to survive and outperform competition during environmental turbulence. The concepts of dynamic capabilities (DC) and organizational ambidexterity (OA) provide a framework for firms to renew and adapt their organizational competencies and capabilities to achieve congruence with the changing market environment for superior performance and sustained competitive advantage. Despite its relevance and strong theoretical roots from the resource-based view (RBV) and strategic positioning, the DC and OA are under scrutiny by strategy theorists over the last two decades. In this review, we synthesize the extant literature of DC and OA with an integrated conceptual framework and provide a deeper understanding of their interplay in the context of environmental dynamism.

Paper is Available to Meeting Registrants Only.

STR: Corporate diversification, economies of scope, and the risk-return relationship 

Author: **Arkady V. Sakhartov**, *U. of Illinois at Urbana-Champaign*

Corporate diversification was believed to enhance returns and reduce risk. Empirical research was split between supporting and rejecting speculations about the resulting favorable combination of high returns and low risk. The lack of theory in this regard and the empirical controversy made researchers conclude that the favorable risk-return performance is impossible. This study uses a formal model to develop the missing theory of the risk-return relationship in corporate diversification. The model involves two types of economies of scope, intra-temporal economies from resource sharing and inter-temporal economies from resource redeployment. The model demonstrates that, when both economies are present, firms sustain the negative risk-return relationship and can achieve the favorable combination of high returns and low risk. The model carefully explains mechanisms underlying these results.

Paper is Available to Meeting Registrants Only.

STR: Microfoundations of Firm Resource Reconfiguration: The Role of Hiring Former Consultants as Managers  

Author: **Andreas Distel**, *Rotterdam School of Management, Erasmus U.*

Author: **John Källström**, *Copenhagen Business School*

Author: **Torben Schubert**, *Lund U. and Fraunhofer ISI*

Author: **Wolfgang Sofka**, *Copenhagen Business School*

The scarcity of skilled managers for finding superior resource configurations is a central constraint to theory and practice of resource-based strategies of firms. We theorize that firms can overcome this shortage by hiring managers from management consultancies, since this particular work experience allows individuals to train and reveal resource orchestration skills while working with various clients. Theoretically, we integrate mechanisms from the transferability of scarce, valuable human capital across organizational contexts into microfoundational models of resource-based advantages. We analyze 102,639 Swedish firms from 2010 until 2015 and find that firms hiring former consultants as managers initiate more resource reconfigurations and experience higher performance effects from them. Then again, effects depreciate quickly as the context of the hiring firm homogenizes the particular skills of former consultants.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **878** | Submission: **17055** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 12:30PMET (UTC-4)**

Entrepreneurship, Experimentation, and Learning

Digital Session Chair: **John S. Chen**, *U. of Florida*

STR: Pivot Rules for (Overconfident) Entrepreneurs

Author: **John S. Chen**, *U. of Florida*
Author: **Daniel Walter Effenbein**, *Washington U. in St. Louis*
Author: **Hart E. Posen**, *U. of Wisconsin, Madison*
Author: **Ming Zhu Wang**, *Washington U. in St. Louis, Olin Business School*

We develop a computational simulation of entrepreneurial learning and decision-making to investigate four emergent propositions from the lean startup movement: (1) entrepreneurs should be prepared to pivot rather than commit to a single idea, (2) they should pivot often, (3) they should pivot early rather than wait to pivot, and (4) that pivoting is a remedy for bias. We find that, across a range of pivoting policies, entrepreneurs that consider pivoting perform better than those who do not. For unbiased entrepreneurs, however, a conservative pivot strategy, which leads to less frequent pivots, outperforms more aggressive approaches. Similarly, unbiased entrepreneurs optimally spend more time examining an initial idea before pivoting than the lean startup literature might seem to suggest. Finally, our model shows that pivoting does serve as a remedy for bias, and that overconfident entrepreneurs perform better when following more aggressive pivoting rules than their unbiased counterparts.

Paper is NOT Available. Please contact the author(s).

STR: Lighting the Way: Illuminating How New Ventures in Nascent Industries Experiment

Author: **Hyeonsuh Lee**, *U. of Illinois at Urbana-Champaign*
Author: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

Experimentation enables new ventures to illuminate areas of uncertainty and leads to improved decision-making and performance. Experiments are often studied as stand-alone events, however, scholars are increasingly interested in understanding how experiments are supported by organizational characteristics and choices. Using an inductive, theory-building approach, we seek to illuminate the organizational models that accompany and support experiments, as well as their antecedent conditions and performance effects. We find that new ventures follow one of two strikingly different experimentation models: “generative” and “focused” experimentation. Generative experimentation involves knowledge sharing and/or collaborative experimentation with external actors, building idea-centered organizations, conducting experiments across multiple knowledge domains (technological, market, and business model), and external experiments. In contrast, focused experimentation tends to involve little knowledge exchange with external actors, a focus on executing a specific product idea, and conducting internal experiments focused on the product/technology. Generative experimentation is more likely to result in better performance than focused experimentation for the new ventures in our sample. Three antecedent conditions—having at least one founder with prior entrepreneurial exposure, knowledge of multiple industries, and an orientation towards technologies (rather than products)—are associated with new ventures’ decision to pursue generative, rather than focused, experimentation. This study examines new ventures in the nascent smart lighting industry and is grounded in detailed interview data collected from founders.

Paper is NOT Available. Please contact the author(s).

STR: Many Hands Make Light Work: How and Why New Ventures in Nascent Industries Engage in Collaborative Experimentation

Author: **Hyeonsuh Lee**, *U. of Illinois at Urbana-Champaign*

In a nascent industry, new ventures engage in experiments to mitigate uncertainties by gathering feedback and validating their assumptions or questions. Existing research studies extensively focus on experimentation undertaken by a new venture independently, whose results are typically kept as proprietary knowledge. Accordingly, we lack full understanding concerning whether and how new ventures gain benefits from engaging in collaborative experimentation in a nascent industry, and what drives these new ventures to do so. This study examines the impact of new ventures’ heterogeneous prior knowledge and experience on their likelihood to engage in collaborative experimentation, and the influence of their engagement in collaborative experimentation on new venture survival. By adopting a mixed-method design, this study uncovers both associations between key constructs and underpinning mechanisms of each relationship. My findings illuminate that different prior knowledge and experience create unique knowledge gaps and comparative advantages that new ventures face, which influence their likelihood to engage in collaborative experimentation. Further, the results suggest that engaging in collaborative experimentation is positively associated with higher survival rates of new ventures. My findings are grounded in both detailed interview data collected from founders in the smart lighting industry and rich archival data.

Paper is NOT Available. Please contact the author(s).

STR: Gibrat’s Law, Incremental Innovation and Firm Growth Dynamics in Natural Resource Industries

Author: **Angel Sevil**, *U. del Desarrollo*
Author: **Alfonso Cruz-Novoa**, *Pontificia U. Católica de Chile*
Author: **Tomas Reyes**, *Pontificia U. Católica de Chile*
Author: **Roberto Vassolo**, *IAE Business School, Argentina AND Pontificia U. Católica de Chile, Ingeniería Industrial*

This paper examines firm growth dynamics in natural resource industries. In these industries, innovation is mainly based on processes in the form of incremental changes, and adoption of innovations has significant sunk costs. We argue that, in a steady state before an incremental process innovation, firm growth is directly proportional to firm size. However, in the presence of incremental innovation events firm growth is indirectly proportional to firm size, since smaller firms pose higher strategic flexibility and are able to adopt innovations faster. Our findings confirm the dependency of growth rate on firm size, highlighting the relevance of incremental innovation as a determinant factor of firm growth, rejecting Gibrat’s Law of Proportionate Effect.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Governance and Competition

Digital Session Chair: **Lin Shi**, *Huaqiao U.*

STR: Attention Stability, Strategic Stability, and Firm Performance in Hypercompetitive Environments

Author: **Lin Shi**, *Huaqiao U.*
Author: **Haibin Yang**, *City U. of Hong Kong*

This study contributes to the attention-based view of the firm by examining the influence of attention stability (i.e., stability of attention allocation to key strategic issues) on firm performance. We investigate the mediating effect that strategic stability (i.e., stability of resource allocation throughout the firm's strategic profile) has on the process by which attention stability influences firm performance. Using longitudinal data of sample firms from Standard & Poor (S&P) 500, we find that attention stability positively affects strategic stability, and that strategic stability has an inverted U-shaped effect on firm performance in hypercompetitive environments. This mediation effect does not exist for firms in non-hypercompetitive settings.

Paper is Available to Meeting Registrants Only.

STR: When the Going Gets Tough, the Books Get Cooked: Product Market Competition and Financial Misconduct (WITHDRAWN)

Author: **Yajing Li**, *Rice U.*
Author: **Alessandro Piazza**, *Rice U.*

This paper extends the research on financial misconduct by developing a new perspective based on general strain theory, and more specifically on the strain effect of product market competition. Previous literature suggests that product market competition can provide incentives for managers, but we argue that it can also lead to financial misconduct. In so doing, we take a strain perspective in making the argument that product market competition should be positively associated with the occurrence of misconduct, as it magnifies the threat arising from the possibility of firm liquidation and executive dismissal. We also examine the effect of internal governance mechanisms that are commonly deployed to minimize the agency problem. We argue that CEO option pay will negatively moderate the relationship between product market competition and the occurrence of financial misconduct, in line with the prevailing wisdom of corporate governance research. By contrast, while board independence has often been proposed as an effective governance mechanism to reduce the number of undesirable managerial behaviors, we argue it can exacerbate the threat of executive dismissal resulting from competition, creating incentives for fraudulent behavior. An empirical study of U.S. manufacturing firms provides broad support for our arguments.

Paper is NOT Available. Please contact the author(s).

STR: Class actions: The impact of CEO social class origin on firm competitive repertoires

Author: **Pavithra Balaji**, *U. of Texas at Dallas*
Author: **Livia Markoczy**, *U. of Texas at Dallas*
Author: **Aten Zaandam**, *Kent State U.*

We build on upper-echelons theory to argue that CEO social class impacts firm competitive repertoires. Specifically, we suggest that CEO social class origin impacts whether CEOs favor complex versus simpler competitive actions and competitive conformity versus non-conformity, based on their early experiences and the associated preferences. We further suggest that the effect of CEO social class on competitive actions is strengthened when CEOs face threats to their social status. We test our hypotheses using primary survey data on CEO social class origin and secondary data on firm competitive actions, with a sample of 601 firm-year observations and find support for our predictions. Our paper offers important contributions to research on upper-echelons, social class and competitive dynamics.

Paper is Available to Meeting Registrants Only.

STR: Do Chief Strategy Officers Matter? Strategic Activity and Long-Term Firm Performance

Author: **Carolyn Link**, *Heinrich-Heine U. of Dusseldorf*
Author: **Andreas Engelen**, *U. of Dortmund*

Do Chief Strategy Officers (CSOs) impact firm performance? Although the CSO has become an established role in the top management team (TMT), academic research remains inconclusive regarding its performance implications (Breene, Nunes, & Shill, 2007; Menz & Scheef, 2014). Based on the upper echelons and contingency theory, we argue that the benefit of CSO presence to firm performance depends on the level of strategic activity a firm engages in. We derive how certain CSO capabilities are relevant to firm performance and argue that the number of organizational strategic moves moderates the effect. Specifically, we test for an organizations' number of strategic acquisitions, joint ventures (JVs), and market entries relative to industry peers. We test our model on a multi-source dataset of more than 300 firms from the S&P 500 between 2005 and 2019. Our findings indicate that CSO presence is not beneficial per se but is especially beneficial for firms engaging in a high number of JVs and market entries. This study contributes to the upper echelons theory, the literature on organizational embeddedness of strategic decision-making, and reconciles the existing literature on the performance implications of CSOs.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Regulatory Focus and Exploration

Digital Session Chair: **David Weng**, *California State U., Fullerton*

STR: Playing Defense or Playing Offense? CEO Regulatory Focus on Firm Exploratory Innovation 

Author: **David Weng**, *California State U., Fullerton*

This study draws on the regulatory focus theory to postulate that CEOs who are predominantly promotion focused would demonstrate more innovation in novel technological areas, while CEOs who are predominantly prevention focused would not do so. We further investigate contextual factors would moderate the effect of CEO relative regulatory focus including CEO education, firm absorptive capacity, and industry technological uncertainty. Results based on three high-technology industries in the U.S. suggest that the extent to which a CEO is more promotion than prevention focused will motivate the CEO to generate innovation in new technological fields. Our results also indicate that this effect is contingent on certain boundary conditions including CEO education, firm absorptive capacity, and industry technical uncertainty. The findings suggest that the degree to which a CEO is relatively promotion focused influences his or her motivation in engaging in exploratory innovation.

Paper is NOT Available. Please contact the author(s).

STR: The Joint Effects of Regulatory and Temporal Focus on Firm Survival During Industry Discontinuity  

Author: **Alexander Janotte**, *U. of St. Gallen*

Author: **Tomi MMLaamanen**, *U. of St. Gallen*

Regulatory focus theory has been used in prior research to explain how motivations guide strategic action. This study examines the previously unexamined link between the top management regulatory focus and organizational mortality. We argue and find that the effects of regulatory focus unfold over time as companies addressing a discontinuous change in the industry. Using a sample of 116 private banks from 2009 to 2018, we find that prevention focus reduces mortality at the inception, while promotion focus becomes a more important determinant for firm survival as the change unfolds. In addition, we argue that top management's temporal focus moderates these effects. We find that future focus strengthens the effects of promotion focus on mortality. Contrary to our expectations, however, past focus does not strengthen, but instead weakens the effect of prevention focus on mortality. Our findings provide novel insights on the interactive effects of regulatory and temporal focus on organizational survival during industry discontinuities.

Paper is NOT Available. Please contact the author(s).

STR: A Longitudinal Study on How Status Gain Affects Individual Exploration 

Author: **Shibo Zhou**, *Georgia Institute of Technology*

Author: **Jiani Zhu**, *Georgia Institute of Technology*

We develop and test a model examining how status gain impacts individual exploration activities and subsequent performance. The model is tested using longitudinal data in a sample of book authors. Results indicate that status gain is associated with a higher level of exploration activities, and the effect is more pronounced when the quantity of production is low rather than high. The exploration activities, however, are negatively associated with subsequent performance. This research contributes to exploration and exploitation literature by demonstrating the unique effect of status gain on individual-level exploration and adding to the evidence on how these two activities are present at the individual level.

Paper is Available to Meeting Registrants Only.

STR: CEO Regulatory Focus, Decision Frames, and Earnings Management 

Author: **Shinhye Gloria Ahn**, *Seoul National U.*

Author: **Theresa Cho**, *Seoul National U.*

Author: **Seok-Hyun (Stephen) Hwang**, *Hong Kong Baptist U.*

Author: **Cecile K. Cho**, *Korea U.*

Strategy scholars have increasingly noted the influence of the psychological characteristics of executives on corporate strategy and performance. Synthesizing theories on regulatory focus and framing effect, in this study we examine the role of CEO regulatory focus (i.e., promotion and prevention focus) and decision frames (i.e., gain and loss frames) reflected in earnings management decisions. Specifically, we predict that under two conditions, promotion focus under a gain frame and prevention focus under a loss frame, a CEO's subjective utilities and probabilities of the attainable gains in earnings management become heightened. This, in turn, ultimately leads to his/her intensified tendency to manipulate earnings. Conversely, a CEO's promotion (prevention) focus under a loss (gain) frame decreases his/her perceived utilities and probabilities of the attainable gains in earnings management, subsequently leading to diminished tendency to manipulate earnings. Using a seven-year panel data of U.S. manufacturing firms between 2011 and 2017, we find general support for our hypotheses. The results indicate that the psychological characteristics of CEOs, along with their framing of performance, have a significant impact on their earnings management decisions. Overall, our study highlights the importance of understanding the psychological underpinnings of the earnings management behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Innovation, Collaboration, and Knowledge Transfer

Digital Session Chair: **Yang Liu**, *Cornell SC Johnson College of Business*

STR: Does External Governance Hinder or Improve Firm Innovation? Evidence from the Short Selling Pressure 

Author: **Yang Liu**, *Cornell SC Johnson College of Business*
Author: **Gautam Ahuja**, *Cornell U.*

This study adds to the debate about the influence of external governance on publicly traded firms by focusing on how a specific source of external governance, i.e., the short selling pressure, affects firm innovation, a crucial dimension associated with firms' long-term success. Drawing on external governance and innovation literatures, we consider the dual facets of innovation, i.e., innovation efforts and output, and argue that the presence of short selling pressure may lead firms to decrease innovation input but simultaneously increase innovation output. We use a difference-in-differences design based on a policy experiment that relaxes short selling constraints, and find supporting evidence of our theory. By showing the seemingly conflicting outcome of the short selling pressure, we contribute to the innovation literature and deepen our understanding of external governance.

Paper is NOT Available. Please contact the author(s).

STR: The Effect of Internal Collaboration on Inventor Mobility 

Author: **Eunkwang Seo**, *U. of Illinois at Urbana-Champaign*

While previous research has examined the role of collaboration for value creation in firms' innovation, little is known about how collaboration affects value capture from firms' knowledge resources. This paper examines how collaboration among inventors within firms affects their mobility, a key influence on firms' ability to capture value from knowledge assets. In contrast to conventional wisdom that collaboration may decrease mobility due to the development of relational capital, I propose that collaboration may facilitate inventor mobility, via three channels: (1) developing general human capital, (2) providing "pro-social" signals, and (3) expanding interpersonal contacts. These hypotheses are tested using an inventor-year panel that combines patent and LinkedIn data, which are complemented by interviews with R&D managers. To address inventors' endogenous self-selection into collaboration, I use a novel research design that leverages a quasi-exogenous source of variation in inventors' collaboration within firms: increased collaboration opportunities from office consolidation. The empirical findings are consistent with the hypothesis that collaboration increases inventors' mobility, and with the three proposed channels. These results make significant contributions to the literatures on employee mobility and collaborative innovation.

Paper is NOT Available. Please contact the author(s).

STR: Can Transfer Methods Skew Knowledge Adoption? Experiments on Transferring Multiple Knowledge Inputs   

Author: **Thomaz Teodorovicz**, *Harvard U.*

In this paper, I examine how knowledge transfer methods may skew the adoption of multiple knowledge inputs. I propose that transfer methods vary in their potential to trigger cognitive heuristics used by individuals to form ex ante assessments about the value of multiple information stimuli. Such differences affect how knowledge receivers focus (or disperse) cognitive resources across inputs within a knowledge set. This mechanism skews knowledge transfer towards some (and away from other) knowledge inputs. I also advance that pre-transfer experience may magnify this effect as experience enables the use of informational cues to make ex ante value assessments. I test and find empirical support for my predictions in two experiments - an online experiment with 383 gig workers and a field experiment with 516 managers from a large retail company. Both experiments vary whether individuals receive multiple knowledge inputs via knowledge transfer methods that display more or less informational cues about the value of individual knowledge inputs. This paper contributes to the literature on how transfer methods affect knowledge transfer and on how perceptions about knowledge content affect human capital formation. Results also have a practical implication by showing that transfer methods designed to facilitate knowledge flows may carry trade-offs in terms of which knowledge inputs are successfully transferred.

Paper is Available to Meeting Registrants Only.

STR: Uncovering the Link from Customer Heterogeneity to Innovation-based Competitive Strategy

Author: **Amali Wijekoon**, *Queensland U. of Technology*
Author: **Sandeep Salunke**, *Queensland U. of Technology*

This study examines the nexus between downstream resources (in particular customer heterogeneity) and innovation-based competitive strategy, focusing on the role of knowledge integration in achieving modular and architectural innovation. In the innovation literature, there has been a two-pronged discussion that relates to the use of customer-related downstream resources - one concerns the use of customer resources in service design and organisational structure-related aspects (such as involvement of customers in new service development); the other concerns the use of customer resources towards development of organisational capabilities (such as knowledge integration). However, from an organisational standpoint both these perspectives are valuable and make sense, as they are interconnected - an organisation's service design or structure can facilitate or hinder the effective functioning of capabilities or the flow of knowledge - thus both need to be examined together. This study addresses this knowledge gap by examining the interrelationships between customer heterogeneity, integrative capabilities, service design-related innovations (i.e., modular and architectural innovations) and firm performance together to understand how customers can be a productive resource for a firm. We conducted a survey in the Australian services sector and the data were analysed using SmartPLS. The findings supported the notion that customer heterogeneity-based strategies generate competitive advantage.

Paper is Available to Meeting Registrants Only.

Author: **Simon Okwir**, *Uppsala U.*

Author: **Ed Saiedi**, *BI Norwegian Business School*

Author: **Vikash Kumar Sinha**, *Aalto U. School of Business*

Emerging research has unraveled complementarities between certain innovation forms, of product, process and organizational innovations. However, there is little consensus on how various innovation configurations and key institutional contexts and characteristics might interact to lead to superior or inferior performance. The aim of this paper is to investigate which sets of innovation configurations empower firms to attain greater performance given key institutional contexts (regulatory intensity and knowledge- vs. research-intensity of industries) and firm characteristics (firm size). We argue that innovation is a causally-complex phenomenon characterized by multifaceted interdependencies and equifinality. We employ the German Community Service Innovation survey, which consists of a broad array of innovation-related questions. We utilize the fuzzy-set qualitative comparative analysis, a set-theoretic configurational method that enables discovering complex patterns in a simultaneous and iterative processes. We find that in lightly-regulated industries, successful firms largely conform to product-marketing and process-organizational innovation pairings. Crucially, regulation demands high-performing firms to supplement these pairings with a third, i.e. respectively organizational or product, innovation form; The exception being small service firms who need to focus on one organizational form.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **882** | Submission: **15159** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:30AM - 1:00PMET (UTC-4)**

How can we prepare ourselves for the future requirements of business education?



Future of higher education in management

Organizer: **Bella Butler**, *Curtin U.*

Organizer: **Imen Ameer**, *Hult International Business School*

Ever-changing societal and technological environment constantly challenges the entire workforce to continuously test, experiment and learn new business models and ways of work. These new ways require creating new jobs, upskilling of existing employees and potentially create new opportunities for higher education and business training. We aim to understand and prepare ourselves and our courses to the new requirements in organisations and businesses as these requirements are perceived by both academics and industry leaders. By identifying the required industry skills and capabilities we will develop recommendations on the required adaptation of educational programs in business and management and development of new courses, including executive education programs. This interactive session will offer an opportunity for practitioners and academics to discuss new organisational challenges and teaching needs, to receive industry insights that allow to adapt the content and learning outcomes of their courses to the industry needs. The session will also discuss how to design courses based on the future needs of industry and incorporate innovative teaching practices in delivery of these courses. We aim to generate recommendations on how to continuously improve the curricula and align it with the evolving industry needs so that students can become industry ready.

Based on interviews with industry leaders, we identified the following inter-related clusters of major factors that impact working forces and required skills and capabilities. We will use these factors as a starting point of discussions of industry requirements to develop new and up-skills existing capabilities and how they can be developed in management courses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **883** | Submission: **17090** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:30AM - 1:00PMET (UTC-4)**

Neoliberalism and Subjects   
Neoliberalism and Subjects

Digital Session Chair: **Melissa Louise Carr**, *Bournemouth U.*

CMS: Psychic and Affective Practices of Female Neoliberal Spiritual Subject in New Organisational Forms

Author: **Melissa Louise Carr**, *Bournemouth U.*
Author: **Elisabeth K. Kelan**, *U. of Essex, Essex Business School*

This article analyses the contours of the female neoliberal spiritual subject in new organisational formations by analysing psychic and affective practices. The psychic life of neoliberalism compels women to develop the right mind-set to be successful while the affective practices determine how women are allowed to feel. The article draws on empirical data collected in a gig economy context where individual women both consume and sell beauty products in a network marketing company. The article highlights how neoliberal spirituality is used as a psychic and affective practice, which compels women to cultivate the right mind-set by developing self-belief, being positive and showing gratitude, and as an affective practice which structures how women are allowed to feel. The psychic and affective practices act in concert to hide the precarity and inequalities that characterise this type of work. This article contributes to understanding how neoliberal spirituality is used in new forms of organising to constitute gendered subjects and normalise inequalities and precariousness.

Paper is NOT Available. Please contact the author(s).

CMS: The Discursive Work of Populist Politicians: An Historical Perspective on English Populism

Author: **Ron Kerr**, *U. of Edinburgh*
Author: **Sarah Robinson**, *U. of Glasgow*
Author: **Martyna Sliwa**, *U. of Essex*

This paper argues that populist politics involves discursive work performed by maverick elite fractions. Bringing together literature on elites and populism and applying a methodology of discursive juxtaposition, we historicise four waves of English right-wing populist discourse: the British Brothers League (BBL) (1901-23), the British Union of Fascists (BUF) (1930-40), Conservative politician Enoch Powell's anti-immigration campaigns (1968-75), and pro-Leave Brexit campaigns. On this basis, we identify the ontological presuppositions shared by the Brexit elite with three previous waves of right-wing populism from 20th C English history. In addressing the questions: who are the populists? and what do populist politicians do?, we demonstrate how, in all of these cases, outsider elite fractions engage in the discursive political work of constructing internal and external threats to the nation and its people. We contribute to the study of elites and of populism through identifying a specific populist political ontology and an associated political methodology operationalised by maverick elite fractions to unsettle established power relations in the field of national politics.

Paper is Available to Meeting Registrants Only.

CMS: Management and Alternative Accounting of Violence, Silence, and Gender  

Author: **Sandra Maria Silva**, *UEFS/FAT*
Author: **Silvia Pereira De Castro Casa Nova**, *USP*
Author: **Cheryl Lehman**, *Hofstra U.*
Author: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*

Management and accounting give visibility to certain activities, making them known to others. However, conventional communication methods – management and accounting reports – are problematic and should be challenged because quantifications are subtle in the constitution of subjects and social formations. When naming, assessing, and designating linkages, management and accounting incorporate relationships, becoming a social discourse that shapes beliefs. It impels us to investigate the role of management and accounting reports in data visualization and records of violence against women. Critical management and accounting research is especially suited to explore the relationships between reports, quantification, women, symbolic and physical violence. We argue that what is not measured is silenced and forgotten, removed from discussion and debate. Our goal is to harness management and accounting's emancipatory potential as a tool for resistance and social change by recovering a tradition of giving voice to the marginalized thru counter accounts. For doing so, we examine the Global Gender Gap Report (GGGR, 2006-2020), adopting decolonial and black feminist perspectives. Additionally, we dealt with several counter accounts, particularly from the Brazilian case, to illustrate violence and silencing. We argue that the GGGR oppresses by hiding the colonization process's intersectionality that substantiates gender violence in Brazil.

Paper is Available to Meeting Registrants Only.

CMS: How National Populism Crafts Legitimacy: Militaristic Management as a post-bureaucratic paradigm

Author: **Greice Martins Gomes**, *Matr*
Author: **Daniel Da Silva Lacerda**, -

In recent years, conservative populist movements emerged worldwide, and soon scholars realized the need to understand, conceptualize and examine their implications to management studies. Investigating the Brazilian regime led by president Bolsonaro, we argue here that national populism produces the erosion of bureaucracy by redefining the bases of the legitimacy of social action and social organization. What we call militarism, interpreted as an ideal type (Weber, 2012), is a way of understanding society as better governed based on military doctrine and system. Militarism emerges in Brazil as a form of rationalizing fears and establishes a post-bureaucratic paradigm of organization, with critical organizational implications. This discussion contributes more generally with analyzing the political aspects that influence new types of state administration and domination.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Spirituality and Counter-Cultural Practice

Digital Session Chair: **Himanshu Dhaka**, -

MSR: Can Yoga Based Practices Strengthen Capacity for Creative Problem Solving?

Author: **Chirag Dagar**, *Indian Institute of Technology, Bombay*
Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*

Given the centrality of creative problem solving (CPS) for organizations, we examined the association of interoceptive awareness (IA) and self-transcendence (ST) with CPS and that Yoga Based Practices (YBP), a holistic intervention, impact IA and ST. To test the hypotheses, two studies were conducted with a sample of graduate students having professional experience enrolled in a top-tier management program in India. The results of Study 1 (n=200), a survey design, supported the theoretical model of IA and ST as antecedents of CPS, and study 2 (n=103), an experimental design, indicated the significant positive impact of YBP on IA and ST. The study augments the research on workplace spirituality and CPS training, and discusses the theoretical and practical implications for desirable results (positive change) in organizations and management education. Limitations of the study and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

MSR: Does authentic leadership need leaders? Exploring the implications of Quaker decision-making

Author: **Antony Froggett**, *Newcastle Business School, Northumbria U.*

This paper critiques the concept of Authentic Leadership (AL) using the example of Quaker leadership. There are a number of similarities between AL and the Quaker approach, such as a commitment to transparency and truthfulness. However, there are significant differences. Quakers do not see authenticity as located within the individual leader. Using a Quaker lens authenticity might be viewed as 'fidelity to process', in which decisions are made collectively in order to find 'unity'. This notion of fidelity to process is not a panacea to the problems in creating more inclusive organizations. Quakers view their own practices in a reflexive and self-critical way, pointing to tensions and failures, which suggests that cooperation and inclusion are constantly having to be grappled with and cannot simply be achieved through the application of an idealistic model of leadership.

Paper is Available to Meeting Registrants Only.

MSR: Black Mothers at Work: A Contemplative & Anti-Oppressive Approach to Dismantle Workplace Oppression

Author: **Nicole Dillard**, *Northern Kentucky U.*
Author: **Christina Walker**, *Lenoir-Rhyne U.*

The purpose of this article is to explore two research questions: In what ways do Black mothers experience workplace oppression? and How can anti-oppressive practices informed by contemplative practices appropriately and effectively address workplace oppression experienced by Black mothers? Grounding our qualitative research in Black Feminist Thought, an analysis of participants' semi-structured interviews concluded that power is a central component of workplace oppression. In fact, when answering the first research question the data suggests that Black mothers experience workplace oppression through four central themes related to power: (1) privilege, (2) being an outsider, (3) non-traditional career roles, and (4) ownership. In addressing the second research question, we offer a new framework, Contemplative Anti-Oppressive Practice (CAOP), which combines Clifford's anti-oppressive practice with the two aspects of contemplative practice: "stillness" (being) and "action" (doing). We explore this framework in light of the narratives provided by our participants as an approach for both employees and managers to dismantle workplace oppression. Keywords: anti-oppressive practice, contemplative practice, management, workplace oppression, mothers, Black Feminist Thought

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **885** | Submission: **12569** | Sponsor(s): **(PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:30AM - 1:00PMET (UTC-4)**

Resiliency, Stress, and Coping in Public and Nonprofits Organizations During COVID-19

Resiliency, Stress, and Coping During COVID-19

Organizer: **Alexander Henderson**, *Marist College*
Organizer: **Justin Michael Stritch**, *Arizona State U.*
Moderator: **Robert Christensen**, *Brigham Young U.*
Panelist: **Ulrich Jensen**, *Arizona State U.*
Panelist: **Elizabeth Linos**, *U. of California, Berkeley*
Panelist: **Adam K. Thiel**, -
Panelist: **Scott Tornek**, -
Panelist: **Dawn Holden Woods**, -

The novel coronavirus pandemic (COVID-19) has caused massive disruption to societies around the world, and has put enormous pressures on public and nonprofit organizations to both respond to the pandemic while also enduring fiscal and personnel-related challenges. Many employees have had to quickly learn and adapt to the use of new technologies and adjust to working from home while managing other aspects of life such as child care, schooling, adult care, or other family responsibilities. Essential employees who could not socially distance and were required to work in-person faced increased stress and uncertainty as they sought to provide public goods and services while simultaneously taking on considerable health risks. Taken together, the COVID-19 pandemic brought critical issues to the fore regarding organizational resiliency, employee stress, and employee coping. The 2021 AOM PNP plenary panel will discuss these challenges from both academic and practitioner points of view. Academic panel members will speak on conceptual and empirical research on issues of employee resilience and burnout in critical public and non-profit functions. Practitioners from across the public and nonprofit sectors, all of which employ essential front-line workers and were forced to adapt to significant challenges, embrace change, and consider the health, welfare, and resiliency of their work force, will discuss their concrete and palpable experiences. Panelists include: Dawn-Holden Woods, MPA Chief Social Services Officer Public Health Management Corporation, Inc. Ulrich Jensen, Ph.D. Assistant Professor Arizona State University Elizabeth Linos, Ph.D. Assistant Professor of Public Policy University of California Berkeley Adam Thiel, MPA Fire Commissioner and Director, Office of Emergency Management City of Philadelphia Scott Tornek, MBA Chief Strategy Officer Penn Center for Community Health Workers

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **886** | Submission: **16756** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 11:30AM - 1:00PMET (UTC-4)**

**AMLE Showcase Session: Special Issue on The Impact of COVID-19
on Management Learning and Education: Perils and Possibilities**
AMLE Impact of Covid-19



Organizer: **Paul Hibbert**, *U. of St Andrews*
Organizer: **Arran Caza**, *U. of North Carolina, Greensboro*
Organizer: **Diego Coraiola**, *U. of Victoria*
Organizer: **Megan Margaret Gerhardt**, *Miami U.*
Organizer: **Danna Greenberg**, *Babson College*
Organizer: **Oliver Laasch**, *U. of Nottingham, China*
Organizer: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Organizer: **Clare Rigg**, *U. of Liverpool Management School*
Organizer: **Olga Igorevna Ryazanova**, *Maynooth U.*
Organizer: **April L. Wright**, *U. of Queensland*

This paper development workshop is focused on the AMLE Special Issue on COVID-19. Our interest lies in theorizing how management learning and education at the individual, organizational, and institutional levels, adapts to, and learns from, the perils and possibilities that the COVID-19 pandemic affords. We are After all, learning often occurs when routine habits are disrupted (Dewey, 1992), and little doubt exists that the COVID-19 pandemic marks a major disruption. Contributions to this special issue should provide new theoretical understandings, reached through examination of the dynamics of the management learning and education processes, or new ways of organizing business schools, that were mobilized to support change during the COVID-19 crisis. Due to the broad nature of the topic, relevant insights from other disciplines that can be connected with the theme and the core interests of the journal may be appropriate, in addition to more conventional approaches. In this PDW, we encourage those with early-stage ideas to submit a short outline paper of 5-10 pages, to gain feedback from peers and AMLE editors to help guide the development of the full paper. The deadline for full paper submissions for the special issue is the end of April 2022, and the call is available at <https://aom.org/research/publishing-with-aom/submission>.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Inside the Firm

Digital Session Chair: **Min-shi Liu**, *National Chung Cheng U., Taiwan*

TIM: Does Technology Make Employees Happier?-Job Demands-Resources Model

Author: **Min-shi Liu**, *National Chung Cheng U., Taiwan*

Does technology make employees happier? In the 21st century, information and communications technologies (ICTs) have been widely adopted by business organizations, significantly assisting in improving organizational performance and employee work efficiency. Have there been any downsides, though? These technologies have prompted changes in work arrangements and workplace transitions, permeating individuals' jobs and everyday lives by enabling employees to complete their work anytime and anywhere or by using devices outside of the traditional workplace. So that technostress overflow problems extend across organizational boundaries, and the mental and emotional negative impacts to the employees are severe, which decreases happiness of the employees. Therefore, this study was to investigate the relationship between job demands, job resources, technostress, and happiness. Finally, the study concludes: Organizations should focus on the existing problems of technostress on employees, and should thinking about how to use management strategies to reduce the technostress and its effects in order to enhance the happiness of employees.

Paper is Available to Meeting Registrants Only.

TIM: Firm Responses to Media Coverage: The Moderating Role of the Dominant Business Model Design

Author: **Sascha Pascal Klein**, *U. of Kassel*

Author: **Patrick Spieth**, *U. of Kassel*

Manifold changes in a firm's environment urge executives of incumbents to make decisions on adapting the firm's strategy and structures. An institutional perspective suggests the media to influence firm behavior, acting as infomediaries to stakeholders. As such, negative media coverage might evoke firm reactions to repair or maintain legitimacy, mostly associated with strategic change. Despite CEO characteristics causing heterogeneous responses to these pressures (as mostly investigated and found in prior research), firm-specific aspects might account for different reactions to similar pressures caused by negative media coverage. However, research lacks a comprehensive understanding of these characteristics despite rather unspecific features like organizational resources, firm size or age. We close this gap by investigating the role of the dominant business model design, comprising a firm's boundary-spanning activities of value creation and capture, for initiating strategic change as a reaction to negative media coverage. In detail, we collected data by triangulating different data sources like databases, annual reports, and media articles resulting in a longitudinal dataset with 208 observations of large, public German companies. We analyzed the data with generalized estimating equation modeling and found that negative media coverage evokes firms to initiate strategic change. We contribute by finding that an efficiency-centered business model impedes this relationship, while an innovative, novelty-centered business model shows no influence. The empirical findings contribute to gain a more comprehensive understanding of the interaction of drivers of strategic change and explain heterogeneous responses to negative media coverage with the dominant business model design.

Paper is Available to Meeting Registrants Only.

TIM: Balancing Organizational Identity through Mission Statements: A Topic Modeling Analysis

Author: **Axel Hund**, *Neu-Ulm U. of Applied Sciences*

Author: **Heinrich Graser**, *U. of Bamberg*

Author: **Heinz-Theo Wagner**, *HNU*

Author: **Daniel Beimborn**, *U. of Bamberg*

Author: **Tim Weitzel**, *U. of Bamberg*

Organizational identities define how organizations are perceived inside and outside the organizational boundaries. Because organizational identity is deeply embedded in an organization's routines and processes, a continuous identity provides stability, whereas changes in organizational identity are risky and difficult to manage. Yet, digital innovation leads to frequent changes in the external environment, resulting in conflicting requirements and the need to manage changes in the organizational identity. To do so, organizations therefore rely on narratives such as mission statements to communicate and balance their identity in the face of frequent change and often conflicting demands. We examine the mission statements of the top 1000 R&D spenders and uncover 18 topics that are part of such narratives. We discuss our findings in the context of research on digital innovation and conclude by identifying promising avenues for future research.

Paper is Available to Meeting Registrants Only.

TIM: Organization Structure of Development and Firm Innovation

Author: **Jiho Yang**, *Imperial College Business School*

Author: **Paola Criscuolo**, *Imperial College London*

Research and development have different goals and challenges, and organization structure may have different influences on research and development. However, we argue that previous research's predictions and findings on the effect of organization structure on innovative outcomes of a firm are less applicable to development than to research. Drawing on the literature on organization structure and coordination, we articulate mechanisms through which organization structure of development activities influences innovation. Specifically, we hypothesize that centralization of development helps firms produce standardized technologies and reduce duplication in development efforts by enabling coordination of development activities across business units. We also hypothesize that centralization of development hampers coordination of development activities with downstream functions performed by business units such as marketing and manufacturing, which negatively affects the willingness of business units to implement centrally developed inventions into their products. We test the hypotheses using a unique dataset which comprises all inventions submitted to a global ICT company where organization structure governing development activities shifted from a decentralized structure to a centralized one. We conclude with discussing our study's contributions to the research on R&D organization structure, corporate strategy, and product platforms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **888** | Submission: **16627** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:00PMET (UTC-4)**

Out and About...Lessons Learned from Multi-Country Research Programs - 5C, Cranet and GLOBE Plenary *Multi-Country Research Program Plenary*

Organizer: **Richard Cotton**, *U. of Victoria*
Presenter: **Jon P. Briscoe**, *Northern Illinois U.*
Presenter: **Michael Dickman**, *Cranfield U.*
Presenter: **Peter W. Dorfman**, *New Mexico State U.*
Presenter: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*
Presenter: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Presenter: **Emma Parry**, *Cranfield U.*

This year's conference is completely virtual but still offers global opportunities! Therefore, we decided to have a plenary for the Careers Division that will expand our horizons when it comes to exploring multi-country research - not just in careers but in human resource management as well as in the fields of culture and leadership. We are taking this opportunity to have a discussion with leaders from three interesting and different multi-country research programs - 5C (Cross-Cultural Collaboration on Contemporary Careers), the Cranet International Research Network on Human Resource Management and GLOBE (Global Leadership and Organizational Behavior Effectiveness). The discussion will offer comparative project information and insights on topics including structure, membership, goals, accomplishments, challenges and lessons learned along with LIVE Q&A with leaders from each of these research programs. This session will be of interest not only to careers scholars but to the broader HRM and management scholarly community. Please join us for a thought provoking and inspiring discussion on international research particularly as it relates to expanding multi-country, comparative research to other domains as suits your interest. Please log in and join!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **889** | Submission: **11975** | Sponsor(s): **(CM, OB, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

When and Why Do We Value Dishonesty? Moral Conflicts of Honesty, Cooperation, and Loyalty

Moral Conflicts of Honesty, Cooperation, Loyalty



Presenter: **Einav Hart**, *George Mason U.*
Presenter: **Sarah Jensen**, *U. of Chicago Booth School of business*
Participant: **Michael White**, *Columbia Business School*
Participant: **Emma Levine**, *U. Of Chicago*
Presenter: **Shaked Shuster**, *Ben Gurion U. of the Negev*
Participant: **Simone Moran**, *Ben Gurion U. of the Negev*
Participant: **Shahar Ayal**, *Interdisciplinary Center (IDC) Herzliya*
Participant: **Tal Eyal**, *Ben Gurion U. of the Negev*
Presenter: **Michael Slepian**, *Columbia Business School*
Participant: **Eric VanEpps**, *U. of Utah, David Eccles School of Business*

Honesty is considered a virtue in most circumstances, whereas dishonesty is often considered immoral and costly. In the symposium, we challenge this assumption and identify contexts in which dishonesty is perceived as more moral than honesty. We focus on situations in which honesty conflicts not only with self-interest, but with other moral principles such as benevolence, altruism, and loyalty: Situations in which honesty can harm others whereas dishonesty may be helpful to others, collaborative contexts in which our partners lie, and choosing to tell versus keep others' secrets. This symposium showcases novel research studies, using different methodologies, that identify and test people's beliefs about when and why they themselves and others should be honest versus dishonest. Across research papers, we demonstrate that in many cases individuals may judge honesty as less ethical than dishonesty. We identify the emotional, cognitive, and social processes that underlie individuals' decisions and judgments of honesty and dishonesty. We underscore the importance of emotions and competing moral values in determining the ethical and interpersonal implications of honesty and dishonesty. The symposium aims to provide a broad perspective on the nature of honesty beyond its conflict with self-interest, and to advance our understanding of when and why dishonesty may be moral.

The Moral Judgment of Unconditional Honesty

Author: **Sarah Jensen**, *U. of Chicago Booth School of business*
Author: **Michael White**, *Columbia Business School*
Author: **Emma Levine**, *U. Of Chicago*

"Emotional Ethical Dissonance": The Interplay Between Values, Types of Dishonest Behavior, & Emotion

Author: **Shaked Shuster**, *Ben Gurion U. of the Negev*
Author: **Simone Moran**, *Ben Gurion U. of the Negev*
Author: **Shahar Ayal**, *Interdisciplinary Center (IDC) Herzliya*
Author: **Tal Eyal**, *Ben Gurion U. of the Negev*

Collaborative Dishonesty: A Meta-Study

Author: **Margarita Leib**, *U. of Amsterdam*
Author: **Nils C. Köbis**, *Max Planck Institute for Human Development*
Author: **Ivan Soraperra**, *U. of Amsterdam*
Author: **Ori Weisel**, *Tel Aviv U.*
Author: **Shaul Shalvi**, *U. of Amsterdam*

Revealing Others' Secrets

Author: **Michael Slepian**, *Columbia Business School*

Judging Secret-Keeping in Honesty-Loyalty Conflicts

Author: **Einav Hart**, *George Mason U.*
Author: **Eric VanEpps**, *U. of Utah, David Eccles School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Crowdfunding 2

Digital Session Chair: **Ye Zhang**, *Loughborough U.*

ENT: Lead investors' Human Capital and Fundraising Performance: Mediating Role of Reputation

Author: **Ye Zhang**, *Loughborough U.*
Author: **Louise Scholes**, *Loughborough U.*
Author: **Kun Fu**, *Loughborough U.*
Author: **Mathew Hughes**, *Loughborough U.*

Equity crowdfunding syndicate emerged in recent years characterised as crowd investors (co-investors) using online platforms to co-invest with other professional investors (lead investors). We investigate the effects of lead investors' general human capital and specialised human capital on their fundraising performance. We also examine the role of reputation in mediating the relationship between human capital and fundraising performance. Result indicates that lead investors' specialised human capital is indeed mediated by their reputation.

Paper is Available to Meeting Registrants Only.

ENT: How crowdfunders are influenced by entrepreneurial passion A dual information processing perspective

Author: **Chiara Franzoni**, *Politecnico di Milano*
Author: **Francesca Tenca**, *Politecnico di Milano School of Management*

We incorporate Entrepreneurial Passion into a dual theory of information processing and theorize that passion can be used as information in analytical thinking, and as an heuristic, in intuitive thinking. This conceptual framework leads us to predict that passion is associated to more positive judgments, but also at identifying moderating factors that predict when passion is less likely to do so. We test the role of two factors in the context of crowdfunding. The correlational evidence is consistent with predictions that passion is less influential if displayed in combination with low preparedness, i.e. in conditions of incoherence/disfluency, and when the judgment is important for the decision maker. This conceptual framework reconciles some of the contradictory findings of prior evidence and improves the predictive power of the Entrepreneurial Passion theory. The results also suggest that affective cues have the power to influence decisions in contexts, such as crowdfunding, characterized by large numbers of non-professional investors.

Paper is Available to Meeting Registrants Only.

ENT: The Role of the Information Environment in Entrepreneurial Fundraising

Author: **Daniel Blaseg**, *ESADE Business School*
Author: **Chien-Sheng Richard Chan**, *Stony Brook U.-State U. of New York*

Management, and especially entrepreneurship, research usually assumes that the effects of quality signals are robust across different information environments. Indeed, theoretically and commonly assumed, investors should tend to rely more strongly on quality signals as cues to make decisions in a more complex and noisy information environment. However, in a real-world and cognitively demanding environment, the potential of quality signals to resolve information asymmetries may dissipate, because available quality signals might simply not be recognized. In this study, we inspect the indirect effects of the signaling environment on the relationship between quality signals and the outcomes of fundraising efforts of entrepreneurial ventures using the market of Initial Coin Offerings (ICOs) as empirical setting. We postulate that two dimensions of signaling environment (i.e., higher information amount and information variation) result in less favorable funding outcomes for entrepreneurial ventures because these dimensions increase cognitive costs for investors, presumably resulting in choice overload, and finally making investors hesitate to provide funding. A unique sample of 1,104 ICO projects provides support for our hypotheses.

Paper is NOT Available. Please contact the author(s).

ENT: To Provide Support or Not: Exploring Internal Social Capital and Reciprocity in Crowdfunding

Author: **Chandresh Baid**, *Grand Valley State U.*
Author: **Arvin Sahaym**, *Washington State U.*

In this paper, we examine crowdfunding platforms as self-sustaining online communities of entrepreneurs, based on social capital and social exchange theories. Campaigns seeking funds on crowdfunding platforms do not operate in isolation; they are influenced by the dynamics at play between creators and backers on the platform. We examine resource acquisition patterns between creators operating on a crowdfunding platform. Exchange of financial resources between creators on crowdfunding platforms can result in the acquisition of social capital within the platform. We argue that financial resource exchange and the resulting internal social capital on the platform may establish norms of reciprocity among the community of creators. Moreover, we propose reciprocity is the mechanism through which the internal social capital acquired by a creator can influence the funding success of a campaign. The results of empirical analysis of 655 first-time creators on Kickstarter provide evidence for the existence of norms of reciprocity in a community of creators who operate on crowdfunding platforms. More importantly, we find support for our proposition, that reciprocity mediates the influence of internal social capital on funding success. The implications of this research on theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Governance

Digital Session Chair: **Travis Howell**, *UC Irvine*

ENT: Do Founders Need a Second-in-Command?

Author: **Travis Howell**, *UC Irvine*
Author: **Bradley Hendricks**, *U. of North Carolina, Chapel Hill*

To compensate for their professional limitations, founders that hold the CEO position in large firms are often encouraged to hire a “second-in-command” (i.e., a COO or President). Surprisingly, however, little is known about the prevalence of a second-in-command in founder-led firms, or its influence on firm performance (if any). Using novel methods and a sample of over 2,000 IPO firms, we address these gaps. We find that founder-led firms are more likely to have a second-in-command relative to firms without founder CEOs. In contrast to firms without founder CEOs, whose performance is adversely affected by the presence of a second-in-command, we find that founder-led firms perform better when a second-in-command is present. Collectively, our findings add fresh contributions to the entrepreneurship and upper echelons literatures.

Paper is Available to Meeting Registrants Only.

ENT: From the Throne to the Kingdom: Employee Empowerment in Owner-Managed Firms

Author: **Matthias Wuersten**, *U. of St. Gallen*

I develop a model explaining procedural aspects of employee empowerment in owner-managed companies. Based on 22 interviews with representatives from six owner-managed firms active in the Swiss main- and ancillary construction industry, I find that firm complexity and resource necessity act as a regulator for growth ambitions forcing these firms to empower their employees. I find that employee empowerment in owner-managed firms can be executed through mechanisms of participative leadership, professionalization of collaboration and ownership dispersion. Furthermore, my study sheds light on effects of employee empowerment such as benefits tied to reduced owner-manager dependence or downsides linked to increased agency costs. My model thus presents integrative theorizing of the drivers, mechanisms, and effects of employee empowerment in owner-manager firms.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurial Leadership and New Venture Innovativeness: The Moderating Role of Employee Ownership

Author: **Christoph Brütting**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Tessa Christina Flatten**, *TU Dortmund U.*

Research on entrepreneurial leadership is nascent. Yet, little is known about contextual factors that influence how founder managers’ leadership capabilities affect organizational innovativeness. To fill this gap, we introduce a model that integrates direct effects and indirect effects moderated by employee ownership. By drawing from Amabile’s model of creativity and innovation in organizations, we illustrate how leaders determine innovation on organizational level. Beyond that, we contend that employee ownership affects particularly intrinsic and extrinsic motivation as a component on the individual level. Optimally incentivized employees may thus strengthen the linkage between entrepreneurial leadership and innovativeness. We test the predicted effects with a dataset of the German Startup Monitor survey covering 503 new ventures in Germany. Our findings confirm the positive relationship between entrepreneurial leadership and organizational innovation. We further show that the existence and strength of the moderator, employee ownership, depends on its configuration. With our research, we contribute to the nascent literature on entrepreneurial leadership and employee ownership in the new venture context. Besides generalizing previous findings on innovation outcomes of entrepreneurial leadership, we identify an important moderator on the link. By integrating Amabile’s model, we help to place research in both fields on a more solid theoretical basis.

Paper is NOT Available. Please contact the author(s).

ENT: Reverse accountability and leadership: The next generation social entrepreneurial design

Author: **Ananya Rajagopal**, *U. Anahuac Mexico*

This study provides a qualitative analysis of collective entrepreneurial business design based on leadership styles of social enterprise and attributes of stakeholder driven reverse accountability. This study has been conducted using qualitative research method, by applying in-depth interviews to the entrepreneurial leaders of 25 start-up enterprises in Mexico. The content analysis was done to summarize the open-ended questions using software NVivo version 11. The study revealed that collective leadership is more effective as compared to an individualistic leader-driven entrepreneurial design. Social enterprises are transitioning to collective leadership models through implementation of organizational design based on reverse accountability. This study contributes to the existing literature by analyzing the impact of reverse accountability and collective leadership patterns on decision-making process of social enterprises.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Immigrant Entrepreneurs 1

Digital Session Chair: **Bryan Malki**, *Jönköping International Business School*

ENT: Financial Ambidexterity of the Immigrant Entrepreneurs: Boundary Work and Behavioral Complexity

Author: **Bryan Malki**, *Jönköping International Business School*

A considerable amount of research describes the limited financing choices of Immigrant entrepreneurs (IEs) in hosting countries, and the various challenges they face in accessing the necessary resources out of their co-ethnic networks. However, little is known about how IEs, at their startup level, make it to survive these financing challenges in hosting countries. Therefore, this paper theoretically argues IEs to acquire certain level of financial ambidexterity in order to overcome their financing struggle in hosting countries. Namely, their ability to flexibly switch their exploration and exploitation for formal and informal financing between the multiple contexts where they are embedded. Thus, the paper proposes four mechanisms to derive the IEs' financial ambidexterity, and argues boundary work and acquisitions of a behavioral complexity to be the decisive driver for the IEs' financial ambidexterity. Finally, the paper discusses different theoretical contributions, in addition to empirical and practical implications for future research.

Paper is Available to Meeting Registrants Only.

ENT: Seeing the World from an Outsider's Perspective: Opportunity Recognition by Immigrant Entrepreneurs

Author: **Sadi Koray Demircan**, *U. of Victoria*

Author: **Wade Danis**, *U. of Victoria*

Author: **Andreea Noemi Kiss**, *Lehigh U.*

This study contributes to the opportunity recognition literature by an inductive content analysis of the entrepreneurial journeys of 52 immigrant entrepreneurs in the Boston area. The theoretical framework derived from our narrative data depicts the opportunity recognition processes of immigrant entrepreneurs and highlights the role of the meso context, embedded in the broader macro institutional context, as a source of external resources, motivators, and opportunity signals. The model also elaborates the role of idiosyncratic internal motivators for immigrant entrepreneurs during their opportunity recognition processes. The study contributes to the entrepreneurship literature by showing that immigrant entrepreneurs, due to their extended exposures to different national contexts, have a comparative mindset, and this mindset plays a unique role in shaping their alertness to entrepreneurial opportunities in their new contexts.

Paper is Available to Meeting Registrants Only.

ENT: Staying In or Stepping Out? Growth Strategies of Second Generation Immigrant Entrepreneurs

Author: **Sarika Pruthi**, *San Jose State U.*

Author: **Misagh Tasavori**, *Sharif U. of Technology*

Second generation immigrants in developed economies have contributed to the emergence of new areas of immigrant business activity, especially in information technology and the creative industries; however, an understanding of their growth strategies is limited. Compared to native entrepreneurs, immigrant entrepreneurs are more likely to have human and social capital resources needed to start international new ventures, and potentially global firms competing against multinational enterprises. Using case studies, we examine the growth strategies, and the factors influencing choice, of 12 SGIEs of South Asian origin in the UK. Our findings reveal that SGIEs are heterogeneous in their pursuit of inward and outward internationalization, geographic and product-related growth, contingent on their start-up context and use of social ties. In linking founder and successor SGIEs' use of co-ethnic (family and non-family) and non-co-ethnic ties with the product and geographic scope of their ventures, these findings contribute to the immigrant entrepreneurship, international entrepreneurship and international business literatures. Keywords: Second generation immigrant entrepreneurs; immigrant entrepreneurs; growth strategies; internationalization

Paper is Available to Meeting Registrants Only.

ENT: Financing for Business Growth or Not: How Do Immigrant SMEs Differ from Native SMEs?

Author: **Zonghui Li**, *Jacksonville U.*

Much debate persists regarding how immigrant founded small and medium sized enterprises (SMEs) differ from their native counterparts on financing for business growth. Drawing on the resource-based view, this study examines how SME owners' immigrant status, combined with other characteristics (e.g., family involvement, owner involvement, owner education), has an impact on the use of internal and external capital for business expansion. Using microdata from the 2007 U.S. Survey of Business Owners (SBO), this study employs multinomial logistic regression modeling to test the hypothesized relationships. Results show that immigrant SMEs are more likely than their native counterparts to use internal capital and less likely to use external capital for business expansion. Furthermore, family involvement, owner involvement, and owner education positively moderate the relationship between immigrant status and use of internal/external capital for business expansion. This study contributes to the literature on both immigrant entrepreneurship and small business financing by suggesting that immigrant SMEs have resource endowments and constraints regarding use of internal and external capital for business expansion and that family/owner related characteristics (e.g., family involvement, owner involvement, and owner education) strengthen the resource endowments and/or mitigate the resource constraints that are associated with immigrant status.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **893** | Submission: **17512** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Informal Entrepreneurship

Digital Session Chair: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*

ENT: Operating in quicksand: dark sides of informal entrepreneurship in extreme poverty contexts  

Author: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*
Author: **Flavia Cau**, *U. Cattolica del Sacro Cuore*
Author: **Andrea Sottini**, *U. Cattolica del Sacro Cuore*

Literature on informal economy largely debated on the positive role of informal entrepreneurs toward poverty alleviation in developing countries. However, such contexts are characterized by extreme poverty conditions with institutional voids and resource constraints that affect the entrepreneurial operations. While scholars documented why informality persists in developing countries, and what lead informal entrepreneurs to avoid the transition to formal economy, we currently miss the mechanisms by which informal entrepreneurs can effectively operate in contexts of extreme poverty. Our paper addresses this gap through a qualitative research based on 58 informal entrepreneurs in Uganda and Ghana. We discovered that informal entrepreneurs operate through practices of embeddedness in community to get necessary resources and creating informal institutions to fill institutional voids. However, such entrepreneurial practices generate also dark side effects, which also reinforce each other in a cross-bracing mechanism. We then theorized such dynamic of a cross-braced interplay between community embeddedness and informal institutions revealing how informal entrepreneurs are trapped in operating in a 'quicksand', which is the main cause of persistence in poverty condition. With our paper, we contribute to the literature on informal entrepreneurship in extreme-poor contexts, and especially we extend literature on the entrepreneurial processes which lead entrepreneurs to persist in informality. Future research and limitations are offered as well.

Paper is Available to Meeting Registrants Only.

ENT: Towards the Transition of Informal Sectors to the Formal Economy

Author: **Mauricio Mercado**, *Iowa State U.*

Due to its growing importance and presence in the global economy researchers have attempted to demystify informal entrepreneurship, its motivations, processes, and outcomes. Recent scholarship, however, has focused on identifying how to transition informal actors into the formal sector. Nonetheless, extant literature is inconclusive in providing guidance on how informal entrepreneurs can best traverse a path to formality. To bridge previous gaps in the literature, we leverage the institutional entrepreneurship framework, the cultural entrepreneurship process, and the resource-based view to identify microprocesses entrepreneurs in the informal sector can employ to transition to formality and achieve legitimization. We postulate that informal economy sectors that are experiencing growth meet the enabling conditions to warrant an institutional change. By using stories and symbols in a consistent way, that emphasizes alignment with formal norms and beliefs, informal entities in transition can construct an identity that is legitimate and accepted by formal institutions. Importantly, in the face of their resource-constrained nature, we argue that digital technologies can potentiate informal entities' successful transition to formality. Our paper offers several contributions to advancing informal entrepreneurship research by answering calls regarding the process for informal ventures to construct and achieve legitimacy. Moreover, we offer guidance to settle the institutional plurality dilemma that plagues an informal entity's transition towards formality. Third, we recognize how digitalization transforms the nature and structure of entrepreneurial agency and actions in the context of the informal sector. Overall, we underline the specific microprocesses that precede the integration of digital technologies to foster institutional change and formalization of informal sectors.

Paper is Available to Meeting Registrants Only.

ENT: Sight Unseen: Selective Visibility in the Informal Economy

Author: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Author: **Robert Nason**, *McGill U. - Desautels Faculty of Management*
Author: **Siddharth Vedula**, *TUM School of Management, Technische U. München*
Author: **Joel Bothello**, *John Molson School of Business, Concordia U.*

Management and entrepreneurship research treats venture visibility as a strategic imperative but derives this prescription from the study of privileged Western firms operating in the formal economy. In the informal economy, visibility comes with unique hazards of attracting undesirable state, criminal, and community attention. We identify a visibility paradox: as informal economy ventures seek to increase visibility to garner support from resource-providing stakeholders, they also risk over-exposing their ventures to resource-extracting stakeholders. We adopt an inductive quantitative approach leveraging a unique, hand-collected, census of all enterprises in the township of Delft South in Cape Town, South Africa. We find an inverted U-shape relationship between venture visibility and monthly net cash. We draw on this finding to develop the concept of selective visibility—a strategy to make an organization more visible to some stakeholders and simultaneously less visible to others—and explore the prevalence of visibility configurations as well as their associations with financial performance. Our study enhances theoretical understanding of venture visibility and derives new insights from the informal economy. More broadly, we seek to redirect conversations about the promise of entrepreneurship to alleviate poverty by connecting it to more reflective and critical conversations about decolonizing economic development.

Paper is Available to Meeting Registrants Only.

ENT: Informal Entrepreneurship: An Integrative Literature Review 

Author: **Esther Salvi**, *TUM School of Management, Technische U. München*
Author: **Frank-Martin Belz**, *Technical U. of Munich*

Informal entrepreneurship (IE) represents the process of opportunity recognition and exploitation in the informal economy, i.e. outside of formal institutional boundaries (laws, regulations), yet within informal institutional boundaries (norms, beliefs). This includes entrepreneurial activities that, while not complying with formal laws and regulations, remain legitimate for many entrepreneur's stakeholders, including customers, suppliers, and employees. In this paper we review the stream of literature on IE, drawing on the multilevel causal mechanism framework. We employ a systematic and integrative literature review to synthesize the existing literature, identifying situational, action-formation, and transformational causal mechanism on three different levels (micro, meso, macro) for the puzzling phenomenon of IE. The multilevel mechanism framework generates new perspectives on IE. To advance theory in this field further, we propose some directions for future research on IE.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Policy 1   

Digital Session Chair: **Adam K. Frost**, *Harvard U.*

ENT: **Entrepreneurship in Socialist China** 

Author: **Adam K. Frost**, *Harvard U.*

William H. Newman Award Nominee

China's socialist era (1957–1980) is often described as having been void of entrepreneurial activity. Generations of scholars have argued that after the completion of "socialist transformation" in 1957, private entrepreneurship was effectively purged from the Chinese economy and only began to reemerge after the start of market-oriented reforms in the late 1970s. This paper draws on new evidence from grassroots sources that were acquired from Chinese flea markets to reassess the nature of economic activity in socialist China. Specifically, it develops and analyses original datasets based on more than 2,600 cases of "speculation and profiteering" prosecuted by local government agencies in the 1960s and 1970s. Combining this grassroots data with national statistics, the paper provides robust empirical evidence for the following three propositions: 1) the Chinese socialist state was never successful in suppressing private entrepreneurial activity; 2) entrepreneurship under Chinese socialism was far greater in scale and scope that previous scholarship would lead us to believe; and 3) the central and local governments were not unified in their efforts to enforce formal socialist institutions. Collectively, these findings overturn longstanding ideas about China's socialist economy and reveal important historical antecedents of China's market-oriented reforms.

Paper is Available to Meeting Registrants Only.

ENT: **Employee entrepreneurship in response to non-compete enforceability**  

Author: **Sepideh Yeganegi**, *Wilfrid Laurier U.*

Author: **Andre O. Laplume**, *Ted Rogers School of Management, Ryerson U.*

Employee entrepreneurship is an important source of new ventures and economic development. However, employee entrepreneurship is affected by formal institutions such as non-compete agreements. Non-compete agreements stipulate that an employee may not work for a competitor or create a new competing venture, for some period of time and limited scope. We argue from the institutional perspective that employee responses to non-competes can range from compliance, compromise, defiance, avoidance, to manipulation. We test hypotheses predicting four of these five potential responses using a cross-country measure of non-compete enforceability and sample of employee entrepreneurs. Our results indicate that a country's non-compete enforceability is associated with increased intrapreneurship, reduced spinout entrepreneurship, and more spinouts involving new products or services, especially when employees enter the same industry as their parent firm. These results help to clarify the influence that non-competes can have on the paths that employee entrepreneurs take.

Paper is Available to Meeting Registrants Only.

ENT: **Hegemonic policy discourses on entrepreneurship: A comparison between the Netherlands and Kosovo**  

Author: **Dillon Berjani**, *Vrije U. Amsterdam*

Author: **Elco Van Burg**, *Vrije U. Amsterdam*

Author: **Karen Verduyn**, *U. of Amsterdam*

Policymakers have prioritized conventional forms and understandings of entrepreneurship in their political agendas, enforcing a rhetoric that seems to be bound to the promise of economic progression. This rhetoric has often helped generate hegemonic discourses of entrepreneurship that seem to be difficult to challenge. This paper combines textual analysis techniques and critical discourse analysis to analyze political agendas in the Netherlands and Kosovo to research the specific hegemonic workings of such discourses on entrepreneurship and problematize their consequences. We found that these political agendas invoke hegemonic discourses of (economic) power, discourses of protectorate, and discourses of enterprise. We also found that the prominence of such hegemonic discourses diverge between contrasting social settings and are more apparent in a precarious context. While the discourses of (economic) power and the discourse of protectorate are most explicit in the case of Kosovo, the discourse of enterprise is present in both countries. This paper contributes to the literature taking a critical approach to entrepreneurship, questioning the hegemonic allure given to entrepreneurship, and highlighting the consequences of such hegemony in shaping the entrepreneurship image by uncovering and problematizing ideological discourses invoked by policy discourses.

Paper is Available to Meeting Registrants Only.

ENT: **Self-employment, entrepreneurship and barriers to healthcare access across Europe** 

Author: **Giulio Bosio**, *ODM HR Consulting*

Author: **Tommaso Minola**, *U. of Bergamo*

Author: **Federica Origo**, *U. of Bergamo*

In this paper we study the relationship between access to healthcare and different types of self-employment (distinguishing between solo self-employed and entrepreneurs, that is self-employed with employees), focusing on the main reasons and conditions behind unmet healthcare needs. The empirical analysis is based on individual data for 17 European countries from the European Social Survey (ESS) complemented with country-level indicators of health systems. We find that, conditional on a rich set of observable characteristics, it is just the solo self-employed that are significantly more likely than employees to report unmet medical needs. Barriers related to affordability are relevant especially for solo self-employed, while acceptability-related reasons matter for all the employment groups considered, albeit with different nuances. Multilevel estimates complement these results by highlighting the relevance of the interaction between individual types of self-employment status and country-level characteristics of the health systems in influencing perceived barriers in healthcare access.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Research Challenges

Digital Session Chair: **Martin Ruef**, *Duke U.*

ENT: **What Can Outliers Teach Us About Entrepreneurial Success?**

Author: **Martin Ruef**, *Duke U.*
Author: **Colin Birkhead**, *Duke U.*

Case studies of entrepreneurs and their startups offer detailed information on the process of creating a new enterprise, but are often unusual examples of entrepreneurial efforts at large. By developing a novel approach to outlier analysis, this paper seeks to combine inductive insights from such case studies with hypothetico-deductive perspectives that have typically been applied to more general samples of firms. The approach pairs the case-based identification of mechanisms that may lead to entrepreneurial success with robust statistical analysis of a comparison group of entrepreneurs that have been sampled irrespective of their performance or persistence. Following the iterative refinement of case-based mechanisms, repeated tests using the comparison data, and analysis of residuals and outlier diagnostics, the process of theoretical and empirical examination concludes once all hypotheses generated by a case study have been evaluated and the case does not exert undue influence on the conclusions that are being drawn. We illustrate our approach to outlier analysis using a prominent case from economic history: the House of Rothschild, which emerged in Frankfurt's Jewish enclave during the 18th century and became the most famous investment bank in Europe.

Paper is Available to Meeting Registrants Only.

ENT: **Black Entrepreneurship: Theoretical Contributions, Challenges, and Opportunities**

Author: **Antonio Benedito De Oliveira Junior**, *FEI - Centro U. FEI*
Author: **Edson Sadao Iizuka**, *Centro U. FEI*
Author: **Pedro Jaime**, *FEI - Centro U. FEI*

Although research into entrepreneurship has become of great significance in the area of Management, little attention has been paid to black entrepreneurship. Black entrepreneurship is a form empowerment of black identity, which is of immense social benefit in reducing racial discrimination. This study has three main objectives. First, to carry out a bibliometric analysis through social networks to identify the leading authors in this field - so far, no one has done this. Secondly, to examine the results of a qualitative research carried out with nine case studies to show the main factors that affect black entrepreneurship. Third, to propose a model for black entrepreneurship in Brasil. Eight factors have emerged from these results: (1) black empowerment as an affirmation of black identity, (2) opportunities in an underexplored business niche, (3) product differentiation, (4) focus on black people, (5) social networks and word of mouth, (6) lack of financ, (7) little business experience, and (8) racism. In this work make two contributions. First, we have established a theoretical framework about black entrepreneurship using bibliometric analysis, an issue that researchers into management have neglected. Second, to point out the eight main factors that impact black entrepreneurship to propose a model.

Paper is Available to Meeting Registrants Only.

ENT: **Who Avoids Entrepreneurship Scholarship?**

Author: **Alex Stewart**, *Memorial U. of Newfoundland*

Some scholars assert that entrepreneurship has attained "considerable" legitimacy. Others assert that it "is still fighting" for complete acceptance. This study explores the question, extrapolating from studies of an "elite effect" in which the publications of the highest ranked schools differ from other research intensive schools. It finds that the legitimacy deficit is highly specific. Compared with major research business schools, the most elite business schools in the U.S., but not the U.K., are found to allocate significantly more publications to mathematically sophisticated "analytical" fields such as economics and finance, rather than entrepreneurship and other "managerial" fields. The U.S. elites do not look down upon entrepreneurship as such. They look down upon journals that lack high mathematics content. Leading entrepreneurship journals, except Small Business Economics (SBE), are particularly lacking. The conclusion argues that SBE can help the field's legitimacy, but that other journals should not imitate analytical paradigms.

Paper is NOT Available. Please contact the author(s).

ENT: **Defining Healthcare Entrepreneurship: A Delphi Study**

Author: **Wiljeana Jackson Glover**, *Babson College*
Author: **Alia Crocker**, *Babson College*
Author: **Candida G Brush**, *Babson College*

Healthcare entrepreneurship is a growing area of interest for researchers and practitioners in entrepreneurship and healthcare alike. Given the global pandemic and COVID-19, we have recently seen a significant increase in healthcare startups, particularly with a focus on data, wearables, artificial intelligence, and virtual reality, that make care more accessible. However, healthcare entrepreneurship as a domain of research is not well defined and studies are disparate across disciplines. Defining the domain of healthcare entrepreneurship can not only have an important impact on society, but stimulate research and bring together stakeholders from multiple disciplines to investigate key questions. Therefore, we pose two questions: Is healthcare entrepreneurship a sub-domain within the broader domain of entrepreneurship? And: How can healthcare entrepreneurship be defined, including its leading theories, boundaries, and outcomes? We leverage the existing literature to illustrate the factors that appear to be novel for healthcare entrepreneurship compared to its parent domains and we conducted a Delphi study to gather the definitions, theories, boundaries, and outcomes of healthcare entrepreneurship with scholars across multiple fields. This article provides a working definition and research framework of healthcare entrepreneurship, proposes future research questions, and offers insights into the Delphi methodology based on our coding approach.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Self-employment 2

Digital Session Chair: **Jean-Yves Ottmann**, *Freeland Group; U. Paris-Dauphine PSL*

ENT: **High-Skilled Solo Self-Employment**

Author: **Jean-Yves Ottmann**, *Freeland Group; U. Paris-Dauphine PSL*
Author: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*
Author: **Dominique Mahut**, *CNRS*
Author: **David Audretsch**, *Indiana U., Bloomington*

Our knowledge of the solo self-employment dynamic is limited. Moreover, we also lack knowledge about the relationships between the duration of self-employment, workload, and related income. The present study follows two steps: First, panel data from highly skilled French individuals engaged in a self-employment business activity allows us to shed light on the differences between self-employment profiles (or clusters), providing a fine-grained comprehension of various transitional self-employment dynamics. We identify five distinctive self-employment career dynamics. Second, we analyze longitudinal dynamics in terms of workload and income. We show that the self-employed who earned the highest and the lowest income had the shortest self-employment activity.

Paper is Available to Meeting Registrants Only.

ENT: **The Power of Perception: Why Employees of Small Firms Choose Entrepreneurship**

Author: **Alona Martiarena**, *IE Business School, IE U.*

This study investigates how the size of the organization influences employees' perceptions of their skills and ability to start a new business and their attitudes toward entrepreneurship, with the goal of understanding the mechanism through which small firms disproportionately spawn entrepreneurs. An analysis of a sample of employees and entrepreneurs from the United Kingdom suggests that the transition from small-firm employment to entrepreneurship is more likely driven by the enhanced value associated with entrepreneurship than by perceptions of improved skillsets or ability to identify new business opportunities.

Paper is NOT Available. Please contact the author(s).

ENT: **Entrepreneurial community development: Longitudinal SNA of cross-promotional behavior**

Author: **Elena Kennedy**, *Elon U.*

Entrepreneurial communities can serve as important regimes of support necessary for enterprise growth and the creation of broader civic wealth. This research seeks to contribute to the existing literature on community entrepreneurship and entrepreneurial support mechanisms by explicating the development of a locally oriented entrepreneurial community. Leveraging a longitudinal application of social network analysis, this research provides a view of the evolving structure of an entrepreneurial community and the strategies employed by its members as it grew. Utilizing a ten-year data set of 7565 cross-promoting Facebook posts from 35 members of a locally oriented entrepreneurial community, we find that there is initially a heavy reliance on other members of the entrepreneurial, but this decreases and becomes more reciprocal over time as members establish their brands. The most central nodes within the community serve as marquee businesses—drawing in a range of customers—or are community events—serving as bridges across the community and attracting large numbers of customers to the area. These practices help members overcome one of greatest challenges new firms in rural locations face—the attraction of customers—and are important to the overall success of the community, particularly in the early years of entrepreneurial community development.

Paper is Available to Meeting Registrants Only.

ENT: **When Employees think to be self-employed: Person-Environment Fit Perspective**

Author: **Muhammad Arshad**, *U. of Lahore*
Author: **Mujtaba Ahsan**, *San Diego State U.*
Author: **Omer Farooq**, *Zayed U.*

This research examines the factors that affect entrepreneurial intentions of employees. Utilizing insights from the person-environment fit theory we build a theoretical model and test our hypotheses using data collected from 342 employees in Pakistan. The findings reveal that lack of person-job fit and person-organization fit adversely affects employees' job stress, which leads to entrepreneurial intentions. Our results further demonstrate that entrepreneurial self-efficacy moderates this relationship and increases entrepreneurial intentions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Entrepreneurship 2

Digital Session Chair: **Asma Zafar**, *Brock U.*

ENT: **Oppression, Entrepreneurship, and Emancipation: types of entrepreneurs and emancipatory outcomes**   

Author: **Asma Zafar**, *Brock U.*

Author: **Maria Paola Ometto**, *California State U., San Marcos*

Entrepreneurship-as-emancipation has been integral in illuminating the wide-ranging impacts of entrepreneurial activity. However, despite recent advancement in the literature concerning the emancipatory potential of entrepreneurship, the scholarship in the domain has not grown as expected. We posit that one reason for the limited advancement of scholarship in this domain is the lack of understanding of how emancipation differs across different kinds of ventures and types of entrepreneurs. Any potential variations in the emancipatory outcomes of entrepreneurial activity have either been ignored or, at best, passively acknowledged. This is surprising, given that the literature has also pointed out that different entrepreneurs and entrepreneurial ventures may experience/lead to different outcomes of entrepreneurship. In this paper, we build on the broader entrepreneurship literature to further unpack the notion of entrepreneurship-as-emancipation. Specifically, we theorize the emancipatory outcomes of entrepreneurship along a two-dimensional framework, with the type of entrepreneur (mainstream or marginalized) along the x-axis, and the type of the entrepreneurial venture (social or commercial) along the y-axis. We argue that different venture and entrepreneur combinations may result in different forms of emancipation. Therefore, we contribute to the literature on entrepreneurship-as-emancipation by presenting a clearer view of emancipatory outcomes. We also explain how three ecosystem elements, mostly absent from the mainstream entrepreneurship literature, might be essential in explaining the different emancipatory outcomes for different entrepreneur – venture combinations. We expect that our typology will facilitate the proliferation of research in the domain. We further anticipate that these three ecosystem elements will be taken into more serious consideration in entrepreneurship research.

Paper is Available to Meeting Registrants Only.

ENT: **Toward a Normative Theory of Social Entrepreneurship**

Author: **Ryan C. Bailey**, *U. of Oklahoma Price College of Business*

Social entrepreneurship (SE) has rapidly emerged as a growing phenomenon of interest among researchers and practitioners to solve complex societal issues. Yet despite a rapidly expanding body of research, SE remains under-theorized and highly contested with poorly defined constructs and weak conceptual boundaries. This lack of strong theoretical development within SE may be leading researchers into a competency trap by over-utilizing theories from multiple phenomena (Shepherd, 2015). As such, I propose a normative theory of SE to explain both “why” and “how” SE differs from commercial entrepreneurship (CE) in terms of competing exchange systems and the value creation process from a system level of analysis. Although value creation is commonly conceptualized at the societal level (Santos, 2012), I define and illustrate the interactive relationship between the enterprise as a producer of value creation and the community and retail markets as value consumers. I also examine the enterprise’s integrative application of community enablement activities as a value-supportive mechanism for addressing the institutional voids that perpetuate unmet social needs. I further propose a theoretical model and research propositions to test the empirical differences between CE and SE and their corresponding modes of organizing—i.e., traditional for-profits, corporate social responsibility, integrated hybrids, and differentiated hybrids.

Paper is Available to Meeting Registrants Only.

ENT: **Institutional Theory in Social Entrepreneurship: A Systematic Review**

Author: **Xing Li**, *Utrecht U. School of Economics*

Author: **Niels Bosma**, *Utrecht U.*

Over the past years, institutional theory has become an increasingly utilized theoretical lens for social entrepreneurship (SE) research. However, while there is a rapid growth of SE research that employs an institutional perspective, researchers have yet to systematically understand the wide-ranging application of institutional theory to SE study. Thus, a review of existing SE literature that employs institutional theory seems warranted and timely. Accordingly, we initially review the current use of institutional theory in SE research based on 101 peer-reviewed articles published between 2008 and 2020. More specifically, drawing on four critical institutional perspectives that have long been used in entrepreneurship research (including institutional context, legitimacy, institutional logic, and institutional entrepreneurship), we provide the first comprehensive analysis of the uses of institutional theory in SE literature. We then offer a comparative analysis of the application of institutional theory to SE and commercial entrepreneurship based on these four institutional perspectives, especially considering the similarities and differences between social and commercial entrepreneurship. Based on our review, we finally identify gaps in the existing SE study and provide several promising avenues for future SE study, as well as contribute to advancing institutional theory development.

Paper is Available to Meeting Registrants Only.

ENT: **Making The World A Better Place With You?** 

Author: **Timo Hans Van Balen**, *Erasmus U., RSM*

Author: **Murat Tarakci**, *Erasmus U.*

Entrepreneurs communicate social visions to convince talent to join their venture. Social visions present a future where the venture addresses environmental and/or societal issues. In line with the rising interest in for-profit social ventures, prior research has documented the benefits of social vision communication, albeit in established organizations, thus overlooking how social visions attract talent in entrepreneurial contexts. With results from two complementary studies, we challenge the positive stance in prior research. Using data from a job board for start-up ventures we show that social visions attract less talent. In a field experiment with 102 job seekers, we find that this is because social visions limit job seekers’ perceived opportunity for achievement at the venture, prompting higher salary demands. These findings advance research on entrepreneurship, human resources and vision communication, and caution entrepreneurs against social vision communication as a recruitment strategy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **898** | Submission: **17555** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Wellness 2

Digital Session Chair: **Konstanze Maria Fuchs**, *Chair of Innovation Management, TU Dortmund U.*

ENT: **The Other Side of the Coin: The Negative Influence of Investor Involvement on Eudaimonic Well-Being**

Author: **Konstanze Maria Fuchs**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*

Research surrounding entrepreneurs' well-being is burgeoning. While eudaimonic feelings of self-actualization, vitality, and energy are of high value for entrepreneurs, we know little about which factors in the entrepreneurial context impact well-being. This study investigates the influence of work characteristics on eudaimonic well-being. Drawing on self-determination theory, we develop a mediation model in which perceived autonomy mediates the relationship between investor involvement and entrepreneurs' eudaimonic well-being. We hypothesize that the two forms of investor involvement—formation and evaluation involvement—negatively impact entrepreneurs' autonomy and thereby reduce entrepreneurs' eudaimonic well-being. We estimate this model on a sample of 336 entrepreneurs who received capital from an investor. Surprisingly, we find only evaluation involvement to be negatively related to autonomy and, in turn, to be negatively related to eudaimonic well-being. Evaluation involvement constrains the extent to which tasks are perceived as self-chosen and reduces entrepreneurs' energy. This study contributes to well-being research by introducing investor involvement as a constraining factor for autonomy and, in turn, eudaimonic well-being. We expand the understanding of eudaimonic well-being and self-determination theory and advance our knowledge of the entrepreneur-investor relationship beyond financial exchange.

Paper is NOT Available. Please contact the author(s).

ENT: **Entrepreneurial Hope**

Author: **Dan K. Hsu**, *North Dakota State U.*
Author: **Charles Murnieks**, *U. of Missouri - Kansas City*

This paper proposes a theory of entrepreneurial hope. We identify the gap in the current theory of entrepreneurship and suggest that entrepreneurial hope is particularly relevant to entrepreneurship given that both emphasize uncertainty. We review hope theories in psychology and hope studies in entrepreneurship and then outline three types of entrepreneurial hope, hope of recovery, hope of survival, and hope of financial success. We then identify several routes to these hopes. Theoretical implications and practical application are discussed at the end.

Paper is Available to Meeting Registrants Only.

ENT: **Agility or Wait-and-See? How the Covid-19 Crisis Impacts Entrepreneurs' Well-being across Countries**

Author: **Ute Stephan**, *King's College London*
Author: **Przemyslaw Zbierowski**, *King's College London*
Author: **Ana Pérez-Luño**, *Pablo de Olavide U.*
Author: **Dominika Wach**, *Technische U. Dresden*
Author: **Marisleidy Alba Cabañas**, *U. Externado de Colombia*
Author: **Edgard Barki**, *FGV EAESP Sao Paulo School of Business Administration*
Author: **Alexandre Benzari**, *Montpellier Business School*
Author: **Claudia Bernhard-Oet**, *Stockholm U.*
Author: **Janet Boekhorst**, *U. of Waterloo*
Author: **Arobindu Dash**, *Institute of management and Organization, Leuphana U. of Lüneburg*
Author: **Adnan Efendic**, *U. of Sarajevo*
Author: **Constanze Eib**, *Uppsala U.*
Author: **Pierre-Jean Hanard**, -
Author: **Tatiana Iakovleva**, *U. of Stavanger*
Author: **Satoshi Kawakatsu**, *Kyoto U.*
Author: **Saddam Khalid**, *U. of Hyogo*
Author: **Michael Leatherbee**, *Pontificia U. Católica de Chile*
Author: **Jun Li**, *U. of Essex*
Author: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Author: **Jingjing Qu**, *Shanghai Institute for Science of Science & Fudan U.*
Author: **Francesco Rosati**, *Technical U. of Denmark*
Author: **Sreevas Sahasranamam**, *U. of Strathclyde*
Author: **Tomoki Sekiguchi**, *Kyoto U.*
Author: **Marcus Alexandre Yshikawa Salusse**, *Fundação Getulio Vargas - EAESP*
Author: **Nicola Anne Thomas**, *Technical U. of Denmark*
Author: **Olivier To**

We study how entrepreneurs and their well-being are impacted by crises and which entrepreneurs are able to safeguard their well-being. We examine the impact of the Covid-19 pandemic in a multilevel study of 3,149 entrepreneurs from 20 countries and draw attention to entrepreneur agility (flexible and adaptive action) both as a crisis response strategy and as a possible way for entrepreneurs to protect their well-being. We find that agile entrepreneurs, especially those that recognized new opportunities for their business in the pandemic, had better well-being during the pandemic (life satisfaction and vitality). Our findings offer further insights into agility as a response to adversity and whether it is enabled by cultural contexts supporting agility and entrepreneurs' human capital.

Paper is NOT Available. Please contact the author(s).

ENT: **Obesity and Self-Employment. Health and Social Mechanisms of the Transition to Self-Employment.** 

Author: **Frank M. Fossen**, *U. of Nevada, Reno*

Author: **Stela Ivanova**, *U. of Exeter*

In 2016, worldwide 39% of adults aged 18 years and over were overweight and 13% were obese (WHO). Existing evidence paints a gloomy picture for career development and employment opportunities for growth of obese individuals. However, current literature on entrepreneurship suggests that for many, who similarly to overweight and obese people suffer from adverse employment outcomes, self-employment could be a likely alternative career choice. This paper investigates the intention to transition to self-employment and actual self-employment entry of obese individuals. Considering that obesity represents a health condition and a social classification, we propose two different mechanisms that could be at play: a health-based mechanism through poor health and a social mechanism through poor psychosocial conditions at work, experienced by obese individuals. We test the indirect effects of obesity on self-employment intent and entry via health and psychosocial work conditions using the German Socioeconomic Panel (SOEP). Our findings provide support for a dual pathway between obesity and intentions to transition to self-employment as well as actual self-employment transition through health and social mechanisms. This study has important theoretical implication for research on entrepreneurial careers.

Paper is NOT Available. Please contact the author(s).

ENT: **Social Entrepreneurs: Driven by Mission, but Doomed to Burn Out?**

Author: **Peter Vandro**, *WU Vienna U. of Economics and Business*

Author: **Michael Meyer**, *WU Vienna U. of Economics and Business*

This paper explores the effect of mission-orientation on well-being – measured as burnout prevalence – among entrepreneurs. Investigating the effect of mission-orientation on stress, ascriptions of meaning to work, and burnout, it tests two conflicting sets of hypotheses in an international sample of entrepreneurs (n = 821). Our results reveal that mission-oriented entrepreneurs experience significantly higher levels of role overload and role conflict than commercial entrepreneurs, but perceive their work as more meaningful. Findings show that these perceptions of meaning balance out the detrimental effects of stress on social entrepreneurs' burnout and provide novel insights and implications for entrepreneurship research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **899** | Submission: **17150** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 2:00PMET (UTC-4)**

Migrants and Refugees

Digital Session Chair: **Kathleen Park**, *Boston U.*

GDO: **Emotional Distancing Identity Work by Sri Lankan Skilled Immigrant Women in Australian Workplaces**  

Author: **Gayani Gunasekera**, *U. of Wollongong*
Author: **Mario Fernando**, *U. of Wollongong*
Author: **James Reveley**, *U. of Wollongong*

The identities of skilled immigrant women are often challenged and threatened as they enter the host country workforce. Skilled immigrant women hence seek avenues to stabilize their identities to acquire a more socially acceptable self as they navigate the host country workforce. This study draws on 31 in-depth interviews data of Sri Lankan skilled immigrant women in Australian workplaces to understand the identity work strategies employed in the sensemaking process through which they establish their identities. We find that Sri Lankan skilled immigrant women in their attempts to secure the first employment opportunity in Australian workforce engaged in emotional distancing from the initial identities they held when they arrived in Australia. Our analysis further discusses the identity negotiation process moving from sensebreaking to sensemaking with identity work posited as the intermediate process between the two stages. We contribute to identity scholarship by furthering the understanding of identity work strategies employed by skilled immigrant women in their early stages of the migration and propose a future research agenda regarding immigrants' identity work in host country work places.

Paper is NOT Available. Please contact the author(s).

GDO: **Do immigrants increase team productivity? A study in blue-collar teams**

Author: **Anna Apostolidou**, *U. of Konstanz*

Immigration has changed the workforce demographics in many Western states and has raised concerns about its impact on team productivity. However, the literature on teams comprised of migrant workers is scarce. While diversity studies propose a negative effect of migrant team members on team productivity, I propose a positive curvilinear relationship between the team's percentage of migrant workers and team productivity. Borrowing arguments from economics and sociology research, I use signaling, migration motivation theories and the stereotype content model to explain the potential differences among migrant groups based on country of origin. Using a time-lagged sample of 629 teams in a large Swiss company, the analyses confirm the quadratic relationship between migrants' percentage and team productivity, as well as the moderating effect of the migrants' origin from high-income countries.

Paper is NOT Available. Please contact the author(s).

GDO: **Conceptualising refugees' pathways into work: A systematic literature review**     

Author: **Almina Besic**, *Johannes Kepler U. Linz*
Author: **Erna Szabo**, *Johannes Kepler U. Linz*
Author: **Nicole Kronberger**, *Johannes Kepler U. Linz*
Author: **Olga Kostoula**, *Johannes Kepler U. Linz*

Employment of refugees is high on the agenda of researchers and policy makers alike. Research has shown that employment is a key factor towards successful participation in society. Given the importance of employment for refugees, there is surprisingly little knowledge regarding the pathways into work for these at the organisational level. While several aspects at the individual and macro level may affect refugees' employment, their pathways into work occur in a specific organisational context with several actors involved in this process. In this study, we aim to analyse how refugees' pathways into work are conceptualised in the relevant literature and what can be learnt from these for research about refugees in organisations, and what are the implications for managerial practice. To address these points, we carried out a systematic literature review of publications in four major databases (Business Source Premier, EconLIT, SocIndex and PsycInfo) published up to the end of June 2020. The search resulted in 259 publications, addressing refugees' pathways into work. In our analysis, we followed a three-step iterative process, conducting both descriptive statistical as well as qualitative thematic analysis of full-texts addressing refugees in organisations. Proposing a so-called 'Toblerone model' of refugees' pathways into work, we aim to provide a more coherent representation of the pathways emphasising 1) the co-construction of such pathways, 2) the heterogeneity between actors and factors impacting these pathways, 3) the interrelatedness between actors involved at the macro, organisational as well as individual level and 4) dynamic development over time.

Paper is Available to Meeting Registrants Only.

GDO: **Doing Inclusion as Counter-Conduct: Navigating the Complexities of Organizing for Refugee Inclusion**

Author: **Laura Kangas-Müller**, *Aalto U., Department of Management Studies*
Author: **Johanna K. Moisander**, *Aalto U.*
Author: **Kirsi Eräranta**, *Aalto U.*

This paper advances knowledge in the emerging scholarly field of critical inclusion studies by exploring and critically examining how organizations deal with the complexities and ambiguities of doing inclusion in practice. Based on ethnographic fieldwork carried out in three civil society organizations that aim to foster social inclusion of refugees, the paper shows how the organizations engage in what is theorized as dissident counter-conduct: critique of the 'normal' or taken-for-granted ways of doing inclusion that paradoxically (re)produce marginalization and exclusion. More specifically, we identify and scrutinize three such practices of counter-conduct: 1) challenging categorization of refugees; 2) resisting reproduction of refugees' subordinate position; and 3) rejecting expectations of cultural assimilation. Our analysis shows that these practices were conducive to creating conditions of possibility for inventing more emancipatory forms of subjectivity and less hierarchic forms of inter-personal relationships. However, they also had contradictory exclusionary effects and countering these effects implied returning to the ways of 'doing inclusion' that had first been challenged, turning the counter-conducts back upon themselves. The paper contributes to literature on critical inclusion studies by shedding light on the possibilities and limitations of doing inclusion as geared towards creating a 'new normal' and demonstrating how the contextualization of inclusion within the socio-political struggles of marginalized groups shapes the practices and their effects, calling for perpetual vigilance and self-adjustment from organizations doing inclusion.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Psychology of Diversity

Digital Session Chair: **Jessica Diaz**, *Claremont Graduate U.*

GDO: Well but Unwanted: The Subtle Backlash Against Prioritizing Mental Wellbeing at Work

Author: **Andrea Freund**, *Stanford Graduate School of Business*
Author: **Margaret A. Neale**, *Stanford U.*
Author: **Ashley E. Martin**, *Stanford Graduate School of Business*

Organizations are investing more into mental wellbeing initiatives than ever before, seeking to become more inclusive workplaces and combat rising employee stress. Yet 75% of employees still struggle with mental health and many hesitate to use these initiatives over fear of backlash. Our research suggests this fear is warranted, and that the nature of this backlash is particularly nuanced. Across 4 studies (N=2,107), we show that although displays of overt discrimination may be less common, employees who prioritize their mental wellbeing experience subtle forms of backlash, including social aversion (Study 2) and feedback withholding (Studies 1, 3). Although mental wellbeing prioritization violates the “ideal worker norm,” we demonstrate that political correctness norms (specifically concerns about appearing discriminatory) both lead evaluators to suppress overt backlash and simultaneously engage in subtle backlash (Study 4). Together, these results suggest that while prioritizing mental wellbeing may leave employees well, it may also lead them to be unwanted. We discuss the implications of this paradox for scholarship on social norms and wellbeing interventions in modern organizations.

Paper is Available to Meeting Registrants Only.

GDO: Risky Business: Leveraging Psychological Safety in the Pursuit of Workplace Equity

Author: **Jessica Diaz**, *Claremont Graduate U.*

Following the tidal wave of racial unrest in the summer of 2020, organizations doubled down on their commitment to eradicate racism. However, organizations lack a thorough understanding of the psychological mechanisms that thwart or facilitate diversity, equity, and inclusion (DEI). Psychological safety, defined as the feeling it is safe to take interpersonal risks (Edmondson, 1999), represents a critical intermediary between discrimination and essential individual and organizational outcomes for BIPOC (Black, Indigenous, people of color) employees. In this review, I expand the classic conceptualization of psychological safety to include identity-based risks for BIPOC employees. Additionally, I explore how identity-based risks plague White employees engaged in important DEI work. Ultimately, this review aims to reposition psychological safety as a tool to address organizational racism by broadening its understanding of risk. Borrowing from classical research on the antecedents of psychological safety, I discuss how organizations might leverage this vital mechanism to eradicate inequity. I also provide recommendations for future research on psychological safety and organizational equity.

Paper is Available to Meeting Registrants Only.

GDO: Invisibility of Social Privilege to Those Who Have It

Author: **Kaidi Wu**, *Rady School of Management, U. of California San Diego*

William H. Newman Award Nominee

Dominant social groups often lack awareness of their own privilege, failing to perceive the extent of discrimination experienced by subordinate groups. We unravel an underlying cognitive process: advantaged social groups suffer from hypocognition—the absence of being schematic—of everyday hassles experienced by non-privileged groups. Right-handers generated fewer handedness-related hassles than left-handers (Study 1). Men generated fewer gender discrimination instances than women, recalled fewer precautions against assault, and showed poorer recognition of gender discrimination examples from a TEDx talk (Studies 2a-2c). Whites generated fewer racial discrimination instances than Blacks and recalled fewer such instances (Studies 3a-3b). Whites also generated fewer discrimination examples than Asians and reacted more slowly when classifying examples as discriminatory (Study 4). Hypocognition of privilege persisted whether privilege was framed as the absence of disadvantages or presence of advantages (Study 5). Whites showed hypocognition whether discrimination was made salient or not, suggesting hypocognition is unlikely fueled by motivated denial (Study 6). After watching a transgender woman describe her discrimination experience living as a woman, both men and women showed increased privilege awareness and discrimination perception (Study 7). Findings suggest that the invisibility of one’s privilege need not solely reflect identity-defensive motivations, but may also stem from cognitive deficits in conceptual knowledge about privilege and discrimination.

Paper is Available to Meeting Registrants Only.

GDO: When Receipt of Gratitude Impacts Work Outcomes via Emotional Regulation amongst Coworkers

Author: **Olivier D. Boncoeur**, *U. of Notre Dame*
Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Author: **Orlando C. Richard**, *UMass Amherst*
Author: **LaStarr Hollie**, *UMass Amherst*

Employees engage in emotional regulation not only with customers, but also with coworkers despite the fact that very little is known about emotional labor such as surface and deep acting in coworker relationships. Furthermore, an omission in the literature exists regarding antecedents to emotional regulation. To address these limitations, we suggest how receiving gratitude serves as an antecedent to emotional labor within the underexplored context of coworker exchange relationships. Additionally, the gender of the employee receiving gratitude is an important moderator whereby social norms influencing emotional displays may accentuate the effects on surface acting for women, while strengthening them on deep acting for men. Lastly, we examine downstream consequences for emotional labor that sustain organizations (work withdrawal and work goal progress). We test these assertions with an experiment (Study 1) and two multilevel experience sampling studies (Study 2 and Study 3) and discuss the implications of our findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **901** | Submission: **17232** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:45PMET (UTC-4)**

Organizing Care Delivery: The Role of Coordination, Communication, and Collaboration



Digital Session Chair: **Matthew Crespi**, *Heinz College - Carnegie Mellon U.*

Care Delivery

HCM: **Physician Network Structure and Hospital Efficiency**

Author: **Matthew Crespi**, *Heinz College - Carnegie Mellon U.*
Author: **David Krackhardt**, *Carnegie Mellon U.*

This paper examines the relationship between physician network structure within hospitals and the efficiency with which those hospitals operate. By combining publicly available datasets from Medicare, we extract hospital-level networks in which two physicians are connected if they frequently share patients per Medicare's physician referral network data. We then calculate the average distance between physicians within each hospital. Incorporating these network measures with traditional hospital observables, we employ a regression-based approach and find that hospital efficiency is positively predicted by a shorter average distance between physicians. The finding is robust to many specifications and implies that more compact network shapes are being used to direct patients more effectively. We also interviewed physicians to better understand referral processes, and implications for hospital management and patient routing are discussed.

Paper is Available to Meeting Registrants Only.

HCM: **Hospitalist and Specialist Role Differentiation: Patients, Practice Patterns, and Performance**

Author: **Leeann Comfort**, *Harvard T.H. Chan School of Public Health*
Author: **Elizabeth Bambury**, *Harvard T.H. Chan School of Public Health*
Author: **Mariam Krikorian Atkinson**, *Harvard U.*

Background: While the field of hospital medicine has grown since its establishment in the 1990s, much of the research on these inpatient physicians has been grounded in comparisons to community-based providers. Little is known about how hospitalists have differentiated themselves from other inpatient physicians. Purpose: This study explores how hospitalists compare to other inpatient physicians for patient cases of overlapping expertise, focusing on differences in patient populations, practice patterns, and performance on cost and quality metrics. Methodology: We use mixed effect multilevel models and mediation models to analyze disaggregated billing data for all relevant admissions to a large urban pediatric hospital occurring between January 1, 2009, and August 31, 2015. Results: In areas of overlapping physician expertise, patients with more ambiguous diagnoses and multiple chronic conditions have higher likelihood of being assigned to a hospitalist. Controlling for differences in patient populations, hospitalists order laboratory tests and medications at lower rates than specialists. Hospitalists' lower laboratory test order rate had a significant mediating role in hospitalists' lower total charges and lower odds of their patients experiencing any non-surgical adverse events compared to specialists, though hospitalists did not differ from specialists in 30- and 90-day readmission rates. Practice Implications: For inpatient cases that can be treated by either hospitalists or other specialists, assigning patients to hospitalists is associated with more efficiency and lower rates of adverse events. Decision rules on physician assignment should consider these potential benefits to patients given case type and practice pattern differences between hospitalists and specialists.

Paper is Available to Meeting Registrants Only.

HCM: **Towards Patient-Centeredness? Media Frames on Shared Decision-Making for Healthcare Treatment**

Author: **Amy Vogel**, *Freie U. Berlin*
Author: **Daniel Fuerstenau**, *Freie U. Berlin*

The literature on healthcare management and innovation has long noted that shared decision-making (SDM), a practice of organizing joint decisions between healthcare professionals and patients, should improve healthcare outcomes by increasing patient engagement and autonomy, and thus fostering patient-centeredness and equality. While SDM projects are increasingly implemented across Europe and worldwide, the diffusion of the practice remains partial. The healthcare management and innovation literature explores SDM through the underlying assumption that its diffusion constraints result from an information problem, implying objective criteria and rational behavior. The purpose of this research is to conduct a study on the social construction of SDM and underlying rationales using the case of one of the largest healthcare markets worldwide – Germany. To capture the complexity of SDM, a frame analysis is conducted on its medial representations. Media are both influential in shaping public opinion as well as generating public discourses. This enables to elaborate the different facets of the construct, to capture inherent patterns and to explore the consequences for the acceptance and diffusion of SDM in Germany. Three facilitating and three obstructive frames were assessed. The polarities of these findings range from the questioning of one's own decision-making authority to the perception of individual competence and decision-making agency. Moreover, this study reflects on how physicians' and patients' role for SDM is conceived. Regarding physicians these alternate between the perception of the 'demigod in white' and the loss of decision-making authority. Regarding the patients these alternate between the perception of the 'layman' and the competent patient, eager to participate in decision-making.

Paper is NOT Available. Please contact the author(s).

HCM: Attributes in Primary Care Practices that Promote High Value Care for Patients with High Need

Author: **Maike Vanessa Tietschert**, *Vrije U. Amsterdam*
Author: **Bianca Mulaney**, *Stanford U.*
Author: **Andrew Old**, *Stanford U.*
Author: **Jill Glassman**, *Stanford U.*
Author: **Alan Glaseroff**, *Stanford U.*
Author: **Sara Kelly**, *Stanford U.*
Author: **Grace Joseph**, *Stanford U.*
Author: **Jose Figueroa**, *Harvard T.H. Chan School of Public Health*

Previous research has identified attributes of healthcare delivery that are likely to improve the value of care. Yet, despite policy reforms introducing alternative payment contracts which seek to promote value, no rigorous analysis has associated attributes of primary care with value. This study examines how value-oriented care attributes of primary care practices relate to practices' cost and quality performance of health care in three types of patients with high need, including patients with major complex chronic conditions, older adults with frailty, and adults under 65 with disability. Our results show that the way care is organized does not differ significantly across patients with different types of need. The observed variation in cost and quality across these groups is likely a result of different patient characteristics. However, when holding patient characteristics constant, our results show that care management, screening for risk factors, and screening for mental health needs result in significant reduction of cost and improvement in quality. For primary care practices, our results suggest ways of organizing, managing and providing care for patients with high need that will likely result in reduced costs and improved quality. Keywords: High need, high costs, care attributes, primary care, vulnerable patients

Paper is Available to Meeting Registrants Only.

HCM: Identifying Teaming in Chronic Pain Management Interventions in Primary Care: A Systematic Review 

Author: **Karleen F. Giannitrapani**, *Stanford U. / VA Palo Alto*
Author: **Natalie Connell**, *Stanford U. / VA Palo Alto*
Author: **Pallavi Prathivadi**, *Monash U., Australia*
Author: **Sophia Zupanc**, *Stanford U.*
Author: **Hong-Nei Wong**, *Stanford U.*
Author: **Karl Lorenz**, *Stanford U. / VA Palo Alto*

Background: Current pain management recommendations emphasize leveraging interdisciplinary care models, which rely on communication, coordination, and collaboration (i.e., teaming) among multiple providers. We aimed to identify key features of interdisciplinary teaming structures and processes that facilitate improved pain outcomes for patients experiencing chronic pain in primary care settings. Methods: We searched PubMed, EMBASE, CINAHL, and the Cochrane Library for randomized studies published after 2009. Included studies had to report patient-reported pain outcomes (i.e., BPI total pain), include primary care as an intervention setting, and demonstrate sufficient evidence of teaming (i.e., ongoing collaboration, coordination, or communication processes among providers and with patients). We assessed study quality with the Cochrane Risk of Bias tool. We qualitatively synthesized intervention characteristics related to teaming processes and categorized findings by positive or negative patient-reported pain outcomes. Results: We included 13 randomized studies with 14 total interventions in our review, of which 7 reported one or more significantly improved pain outcome compared to controls over 6 to 12 months of observation. No included studies had a high risk of bias. Interventions with positive pain outcomes often described regularly scheduled patient contact, but there were few identified similarities about the communication, coordination, and collaboration processes among intervention providers. Care management and patient follow-up schedules were identified as key characteristics of teaming in the interventions associated with improved pain outcomes. Discussion: Despite widespread emphasis on interdisciplinary teams for pain management, high quality evidence about relevant teaming structures and processes remains limited.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Meeting the COVID-19 Challenge: Changes in Health Care Provision in Response to the Pandemic

Meeting the COVID-19 Challenge

Organizer: **Andrea Wessendorf**, *Cambridge Judge Business School*
Organizer: **Kamal A Munir**, *U. of Cambridge*
Discussant: **Katherine C. Kellogg**, *MIT*
Presenter: **Elisabeth Yang**, *Yale School of Management*
Participant: **Julia DiBenigno**, *Yale School of Management*
Presenter: **Andrea Wessendorf**, *Cambridge Judge Business School*
Participant: **Kamal A Munir**, *U. of Cambridge*
Presenter: **Sara Singer**, *Stanford U.*
Presenter: **Trish Reay**, *U. of Alberta*
Participant: **Samia Chreim**, *U. of Ottawa*
Participant: **Jean-louis Denis**, *U. of Montreal*
Participant: **Saeed Ahmadiani**, *U. of Montreal*
Author: **Bianca Mulaney**, *Stanford U.*
Author: **Jill Glassman**, *Stanford U.*
Author: **Alan Glaseroff**, *Stanford U.*
Author: **Grace Joseph**, *Stanford U.*

This symposium brings together ongoing research projects focused on the challenges and changes in health care provision in response to the COVID-19 pandemic. The COVID-19 pandemic has been one of the most trenchant grand challenges that the world has faced in the last five decades and impacted almost every organization and individual. The healthcare sector across the world had to respond very quickly to an unknown virus with no preparation. This symposium seeks to create new knowledge by sharing insights from different projects on how healthcare organizations confronted this challenge. These projects, all focused on the response to COVID-19, are located in different contexts and operate at different units of analyses: ward-level practice changes in a US hospital, organizational-level collaboration in a UK hospital trust, changes to health care provision amongst US general practitioners, and an international community of practice that seeks to create and share knowledge within their wider network. The researchers adopted qualitative and quantitative research designs and drew on different literatures to help explain how different health care organizations responded to the COVID-19 challenge. This symposium, which is both relevant and topical, will contribute to our knowledge of how organizations organize and collaborate to manage risks, ambiguity, and uncertainty in times of crises. It should have immense usefulness for both researchers and managers looking to improve the effectiveness of their crisis response. We hope that this symposium will provide a forum for discussion about insights into how organizations responded to the COVID-19 challenge, what we can learn from this for other grand challenges, and by provoking insights into future directions for research.

How Not to Waste a Crisis: Frontline Units' Implementation of Opportunistic Change

Author: **Elisabeth Yang**, *Yale School of Management*
Author: **Julia DiBenigno**, *Yale School of Management*

Cross-Team Collaboration: Professionals' Influence on Centrally Controlled Crisis Management Teams

Author: **Andrea Wessendorf**, *Cambridge Judge Business School*
Author: **Kamal A Munir**, *U. of Cambridge*

Impact of COVID-19 on Primary Care Practice Sites and their Vulnerable Patients

Author: **Sara Singer**, *Stanford U.*
Author: **Bianca Mulaney**, *Stanford U.*
Author: **Jill Glassman**, *Stanford U.*
Author: **Alan Glaseroff**, *Stanford U.*
Author: **Grace Joseph**, *Stanford U.*

Creating and Sharing Best Evidence about COVID-19: Covid-END as a Global Community of Practice

Author: **Trish Reay**, *U. of Alberta*
Author: **Jean-louis Denis**, *U. of Montreal*
Author: **Samia Chreim**, *U. of Ottawa*
Author: **Saeed Ahmadiani**, *U. of Montreal*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **903** | Submission: **16590** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:00PMET (UTC-4)**

IM Division Scholarship and Engagement Event *IM Division Social*

Facilitator: **Denise R. Dunlap**, *UMass Lowell*
Facilitator: **Magdalena Viktora-Jones**, *Florida International U.*
Facilitator: **William Newbury**, *Florida International U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **904** | Submission: **16679** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Strategizing for the Management Consulting division *Strategizing for MCD*

Participant: **Daniel Degraevl**, *California State U., Northridge*
Participant: **Eric Sanders**, *Elmhurst U.*

MC Strategic Committee has been working to explore the future of our division and to propose orientations for its evolution. This material is intended to fuel the reflection of the Executive Committee of the division. However, it is also important to share this information with the members of the MC division. This seminar intends to diffuse information, to share questions, and to enable a larger discussion.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **905** | Submission: **17611** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:00PMET (UTC-4)**

MED Division Executive Committee Meeting
MED Division Executive Committee Meeting

Organizer: **Gerard Beenen**, *California State U., Fullerton*
Organizer: **Alan B. Eisner**, *Clark U.*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Arran Caza**, *U. of North Carolina, Greensboro*
Facilitator: **Alexis Rittenberger**, *Case Western Reserve U.*
Facilitator: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*

This session is for the incoming 2022 MED Division Executive Committee.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **906** | Submission: **12330** | Sponsor(s): **(MH, OMT, RM, STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 2:00PMET (UTC-4)**

Developing Management Theory from Historical Case Studies

Developing Management Theory from Historical Cases

Organizer: **Rohin Borpujari**, *London Business School*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **Roy R. Suddaby**, *U. of Victoria*
Panelist: **JoAnne Yates**, *MIT Sloan School of Management*

This PDW is aimed at stimulating an interactive and developmental exchange between scholars engaged in inductive research using historical case studies, who are aiming to publish in prominent management journals. The workshop will feature a panel of experts with a track record of publishing historical case studies in premier management and organizational studies journals. The goal of the workshop will be to help scholars learn how to develop and publish management theory from historical case studies. To this end, the core question that this PDW aims to unpack is – how do you build timeless theory from the study of time-bound historical cases? In the first half of the workshop, the panelists will lead exchanges around topics such as which research questions are best suited to historical case studies; how to balance the needs for contextualization vs. generalization in the process of theorizing; and how to write up a historical case study for publication in management journals. In the second half of the workshop, shortlisted participants will have the opportunity to engage in quick, entrepreneur-style “pitches” to one of the experts, with a view to receiving developmental feedback specific to their projects.

The PDW will start with discussions with the panelists, followed by breakout rooms. In these breakout rooms, participants will have the opportunity to “pitch” project ideas / progress to one of the panelists and receive quick feedback. For students who wish to participate in these feedback sessions, please reach out to rborpujari@london.edu.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **907** | Submission: **13896** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 2:00PMET (UTC-4)**

MOC Plenary and Award Ceremony *MOC Plenary and Paper Award Ceremony*

Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

Participant: **Naomi Beth Rothman**, *Lehigh U.*

Participant: **Abhijeet K. Vadera**, *Singapore Management U.*

In this Plenary we will honor the Distinguished Scholars from 2020 and 2021 in a live, interactive interview award ceremony. In this session we will also recognize award winners for Best Paper, Best Student-led Paper, Best Paper with Practical Implications, Best Symposium, and the Phillips and Nadkarni Award for Outstanding Paper on Diversity and Cognition. Come celebrate with us!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mindfulness

Digital Session Chair: **Adam Austen Kay**, *U. of Queensland*

OB: Mindfully outraged: Mindfulness increases retribution via moral outrage at third-party injustice 

Author: **Adam Austen Kay**, *U. of Queensland*
Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*
Author: **Pavlos Vlachos**, *ALBA Graduate Business School*
Author: **Jochen Matthias Reb**, *Singapore Management U.*

Injustice is pervasive, but it is far more common to witness it perpetrated against others than to experience it oneself. Responding to injustice perpetrated against others is vital for the social regulation of injustice in organizations and society at large. It is therefore important to know what makes individuals more vs. less likely to punish perpetrators of third-party injustice. In this paper, we examine a counter-intuitive amplifier of third-party reactions to injustice: mindfulness. Developing theory that mindfulness helps people both attend to injustice in the world around them and the moral outrage it stirs within them, we introduce a novel perspective to the literature on mindful emotion regulation and prosocial behavior. In contrast to prior research showing that mindfulness tempers reactions to injustice perpetrated by or against the self, we show that mindfulness heightens moral outrage in witnesses of injustice perpetrated by others against others. Across three studies, we demonstrate that mindfulness increases moral outrage in witnesses of third-party injustice, leading them to exact greater retribution against offenders. In so doing, we open a new line of theory and research on mindfulness in the moral domain, highlighting implications for employees, consumers, and regulators alike.

Paper is Available to Meeting Registrants Only.

OB: A Systematic Review and Meta-Analysis of the Effects of Mindfulness Among Leaders 

Author: **James Nicholas Donald**, *U. Of Sydney*
Author: **Helena Nguyen**, *U. Of Sydney*
Author: **James Conigrave**, *U. Of Sydney*
Author: **Kevin B. Lowe**, *U. Of Sydney*
Author: **Anya Madeleine Johnson**, *U. Of Sydney*
Author: **Inmaculada Adarves-Yorno**, *U. of Exeter*
Author: **Silke Rupperecht**, *Leuphana U. Lüneburg*
Author: **Emma Devine**, *U. Of Sydney*
Author: **Georg Frederic Bernhard Tamm**, *U. of Melbourne*
Author: **Richard Ryan**, *Australian Catholic U.*

There is growing evidence that, in organizational settings, mindfulness brings both intra- and inter-individual benefits for employees. Recent years have seen an increase in research on mindfulness specifically within leadership contexts. In this study, we draw on self-determination theory (SDT) to assess the influence of leaders' mindfulness on both follower and leader effectiveness outcomes (performance, resources/viability, and wellbeing). Using state-of-the-art two-stage structural equation modelling, we meta-analytically assess the role of leadership processes that reflect an autonomy-supportive approach (e.g., values-based leadership, transformational leadership, and leader-follower relations) in mediating these effects. Our meta-analytic findings across 51 longitudinal and correlational studies of workplace leaders (393 effect sizes; 9,425 participants) provide support for the hypothesized mediation. Across 25 intervention studies (182 effect sizes; n = 1,254 participants) we find corroborating evidence for the effect of mindfulness interventions on autonomy-supportive leadership processes and leader effectiveness outcomes. We highlight substantive and methodological issues that need to be addressed in order to advance this line of research.

Paper is Available to Meeting Registrants Only.

OB: An Examination of the Antecedents and Consequences of Leader Mindfulness: A Meta-Analysis

Author: **Yuyang Zhou**, *Florida International U.*
Author: **Hock-Peng Sin**, *Florida International U.*
Author: **Chen Wang**, *Western Michigan U.*

Leaders occupy the most critical roles in organizations. A growing body of research on mindfulness in the field of leadership suggests that mindfulness is a highly relevant and beneficial factor for comprehensive leader and organizational outcomes. However, the current literature presents much ambiguities with regards to the conceptualization of leader mindfulness, as well as its correlates and consequences. The purpose of this study is to quantitatively review the research related to leader mindfulness. Specifically, we are able to investigate and present evidence of the importance of leader trait mindfulness and mindfulness intervention targeting at leaders. Meta-analytic results from 53 independent samples and 8,134 leaders suggest that leader trait mindfulness significantly relates to both leaders' and followers' well-being (e.g., leaders' reduced anxiety, depression, and stress; followers' enhanced job satisfaction and decreased emotional exhaustion). Other important workplace correlates of leader trait mindfulness include leaders' leadership styles (e.g., more transformational and authentic, while less abusive) and higher quality of leader-member relationships. In addition, leader mindfulness also enhances followers' job performance (in-role, extra-role, overall job performance). While results fail to support the malleability of leader trait mindfulness through mindfulness intervention, findings indicate the apparent effectiveness of mindfulness intervention on leaders' stress reduction. This quantitative review lays a solid foundation for advancing research on leader mindfulness.

Paper is NOT Available. Please contact the author(s).

OB: **Unpacking Mindfulness: The Role of Monitoring and Acceptance on Workplace Stress** 

Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*

Author: **Yizhen Lu**, *National U. of Singapore (NUS)*

Author: **Sankalp Chaturvedi**, *Imperial College London*

Author: **Jayanth Narayanan**, *National U. of Singapore*

A canonical finding in the mindfulness literature is that mindfulness reduces stress. The literature on mindfulness has focused on the main effects of mindfulness. We introduce the bi-dimensional model of mindfulness to the organizational literature which outlines awareness and acceptance as two distinct dimensions of mindfulness. Building on the bi-dimensional model of mindfulness, we propose that mindfulness may moderate the relationship between workload and stress and subsequently, stress to workplace outcomes. Specifically, across two studies using the experiencing sampling methodology, we find that the acceptance dimension of mindfulness moderates the relationship between workload and stress. Furthermore, the awareness dimension of mindfulness moderates the relationship between stress and workplace outcomes. These findings show the distinct paths through which mindfulness impacts organizational processes. In doing so, we provide organizational scholars greater theoretical precision with which the effects of mindfulness can be understood.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **909** | Submission: **11028** | Sponsor(s): **(OB, HR, MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Rethinking Work-Nonwork Spillover: The Critical Role of Work and Nonwork Relationships

The Role of Work and Nonwork Relationships



Chair: **Mahira Ganster**, *U. of Arizona*
Chair: **Allison S. Gabriel**, *U. of Arizona*
Participant: **Wendy R Boswell**, *Texas A&M U.*
Participant: **Marcus Butts**, *Southern Methodist U.*
Presenter: **Katelyn Zipay**, *U. of Oregon*
Participant: **Catherine Kleshinski**, *Indiana U. - Kelley School of Business*
Participant: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Presenter: **Elizabeth E. Stillwell**, *U. of Minnesota*
Participant: **Michelle K Duffy**, *U. of Minnesota*
Presenter: **Laura McAndrews Little**, *U. of Georgia*
Participant: **Emily Poulton**, *U. of Georgia*
Presenter: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*
Participant: **Andrew Parker**, *U. of Exeter Business School*

Research pertaining to work-nonwork spillover proposes that individuals' experiences are linked across domains in a variety of ways (Edwards & Rothbard, 2000; Greenhaus & Beutell, 1985; Greenhaus & Powell, 2006). Although research on this topic has grown, one aspect that is less studied is how individuals' interpersonal relationships and experiences shape such spillover processes, for better or for worse. Our proposed presenter symposium explores how our complex interpersonal relationships at work and home shape employees' experiences across domains, with such experiences including recovery, emotions, well-being, and helping behaviors at work, as well as how individuals cope with significant global events such as the COVID-19 pandemic. Encompassing both empirical and theoretical research, our symposium provides new perspectives and insights into individuals' well-being and behavior both at work and home.

The Daily Effects of Partner-Instigated Incivility on Helping at Work

Author: **Mahira Ganster**, *U. of Arizona*
Author: **Allison S. Gabriel**, *U. of Arizona*
Author: **Marcus Butts**, *Southern Methodist U.*
Author: **Wendy R Boswell**, *Texas A&M U.*

Examining the Emotional and Behavioral Effects of Dyadic Leisure Practices in Dual-Income Couples

Author: **Katelyn Zipay**, *U. of Oregon*
Author: **Catherine Kleshinski**, *Indiana U. - Kelley School of Business*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*

A Dual Spillover Model of Grief and Compassion at Work

Author: **Elizabeth E. Stillwell**, *U. of Minnesota*
Author: **Michelle K Duffy**, *U. of Minnesota*

An Exploratory Investigation of Working Parents' Proactivity-Change Patterns during COVID-19

Author: **Laura McAndrews Little**, *U. of Georgia*
Author: **Katelyn Zipay**, *U. of Oregon*
Author: **Emily Poulton**, *U. of Georgia*

Blurring Work and Life: Applying Social Network Analysis to Work-Nonwork Multiplex Relationships

Author: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*
Author: **Andrew Parker**, *U. of Exeter Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **910** | Submission: **16677** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:00PMET (UTC-4)**

OCIS Social Event
Social Event

Chair: **Marco Marabelli**, *Bentley U.*

Social Event

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **911** | Submission: **11872** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Vigilantism, Violence, and the Defense of Social Order *Vigilantism, Violence, and Social Order*



Organizer: **Brett Crawford**, *Grand Valley State U.*
Organizer: **Tina Dacin**, *Queen's U.*
Discussant: **John Matthew Amis**, *U. of Edinburgh*
Presenter: **Mark de Rond**, *U. of Cambridge*
Presenter: **Jaco Lok**, *Macquarie Business School, Macquarie U.*
Presenter: **Adrian Marrison**, *U. of Cambridge*
Presenter: **Fan Xuan Chen**, *U. of Illinois at Urbana-Champaign*
Presenter: **Katherine Ann DeCelles**, *U. of Toronto*
Presenter: **Karl Aquino**, *U. of British Columbia*
Presenter: **Richard DeJordy**, *California State U., Fresno*
Presenter: **Frank J Barrett**, *Naval Postgraduate School*
Presenter: **Brett Crawford**, *Grand Valley State U.*
Presenter: **Tina Dacin**, *Queen's U.*

This symposium explores the concepts of vigilantism and violence as they relate to the defense of social order. Positioned at the intersection of enforcement, punishment, and actorhood, vigilantes appear to play critical roles in defending social order when the state or other actors with authority are absent or withdrawn. Despite a growing number of articles exploring triggers and tactics of vigilantism in a variety of organizational and institutional contexts, we continue to know very little about vigilantes and the roles they play. Who are these vigilantes? What tactics do they use? How do they experience their own state of vigilantism? What perceptions do others have of them? Are they saviors, rogue agents, or something else altogether? In what ways can vigilantes and the use of violence help us better understand the defense of social order? To address these questions, we bring together four studies which place vigilantism and violence at center stage, three of which empirically examine vigilantes in contexts of pedophile hunting teams, workplaces, and pandemic responses, and one that conceptually offers a fresh look at violence and physical force when it comes to defending social order. Bookended by a brief introduction on vigilantism and violence at the beginning, and a Q&A between participants and audience members at the end, this symposium also offers fruitful linkages between research on vigilantism and violence and other organizational phenomena, including emotions, multimodality, paradox, custodianship, stigma, and extreme practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **912** | Submission: **16878** | Sponsor(s): (OSCM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

ISM Best Paper Award



Digital Session Chair: **Wendy Tate**, *U. of Tennessee*

Digital Session Chair: **Tom Derry**, -

OSCM: Supplier's Network Churn, Buyer-Supplier Embeddedness, and Transaction Price Outcomes

Author: **Pankaj Kumar**, *Virginia Tech*

Author: **Agnieszka Nowinska**, *Aalborg U., Department of Business and Management*

Author: **Hans-Joachim Schramm**, *WirtschaftsU. Wien*

Supply chain management and marketing scholars have extensively studied the benefits of long-term buyer-supplier relationships and exchange outcomes. They have assumed, however, the availability of complete information regarding the long-term viability of exchange partners. Highlighting the information frictions in partner evaluations and using a network lens, we theorize that the network churn of the supplier in question and the buyer-supplier embeddedness play a pivotal role in whether the focal buyer pays a 'premium' to the supplier in terms of the price per unit in an exchange. Using a dataset of 1,775 unique dyads formed by 160 buyers (shippers) and 249 suppliers (vessel owners or operators) during the 2000-2019 period in the container shipping chartering market, we find that a) supplier's churn is negatively associated with the price per unit paid by the buyer, b) buyer-supplier embeddedness is positively associated with the price per unit paid by the buyer, and c) buyer-supplier embeddedness attenuates the negative influence of supplier's churn. Our study makes a novel contribution in developing supplier's churn, i.e., other buyer's turnover in a supplier's network from one period to the other, as a salient heuristic for a focal buyer's decision-making.

Paper is Available to Meeting Registrants Only.

OSCM: Humanitarian Organizations in the Public Sphere: How Type of Funding Predicts Cooperation

Author: **Lea Rüsich**, *Kühne Logistics U.*

Author: **Maria Besiou**, *Kühne Logistics U.*

Humanitarian organizations (HOs) face a dilemma. On the one hand, they need to engage in inter-organizational cooperation in order to amplify their aid efforts to the public. On the other hand, they compete with each other over the scarce (social) media attention in order to attract more donors to their cause. Against this background, previous research further qualified and found that, because private funding is more volatile than public funding, privately funded humanitarian organizations (HOs) are generally less cooperative in the media sphere than publicly funded organizations. With the present research, we replicate and critically extend these findings. Specifically, we argue that even publicly funded HOs' cooperation is restricted in that other HOs' funding type will affect whether they are cooperated with (if from an ingroup, i.e. public funding) or not (if from an outgroup, i.e. private funding). Analyzing Twitter interactions in 780 organizational dyads over 28 months (2018-2020), we find support for our hypothesis. Our findings highlight the relevance to be more nuanced when trying to explain humanitarian operations' cooperative versus competitive behaviors as a function of funding type.

Paper is Available to Meeting Registrants Only.

OSCM: Does regulatory approval speed impact product quality? Evidence from the US pharmaceutical industry (WITHDRAWN)

Author: **Hanu Tyagi**, *U. of Minnesota Carlson School of Management*

Author: **Rachna Shah**, *U. of Minnesota Twin Cities*

The trade-off between speed to market and product quality is a well-studied phenomenon in the new product development literature. However, there is little evidence of how supply chain stakeholders beyond the focal firm can impact the speed-quality trade-off. Moreover, the impact of speed to market on performance parameters outside the firm—such as consumer safety and surplus, or social welfare—is unclear. We address both these gaps in the literature by studying speed to market from a regulatory perspective and analyzing the impact of speed to market on safety-related construct. Rooted in the context of the US pharmaceutical drug industry, our study evaluates the impact of four expedited drug approval programs by the USFDA on the quality of the newly launched pharmaceutical drugs in the US. These programs are designed to provide speedier access to those novel drugs which address a large unmet clinical need for the patients. We operationalize product quality as the number of adverse events and show that drugs approved under expedited programs could result in as high as 131% more number of adverse events and 167% more number of serious adverse events. Our study makes important theoretical and practical contributions. Theoretically, this is the first study in the NPD literature that, to the best of our knowledge, examines the impact of regulatory speed on the product quality. Practically, our study highlights critical unintended consequences of expediting the drug approval process for the regulators.

Paper is NOT Available. Please contact the author(s).

OSCM: Implications of Temporal Orientation for Sustainability Risk

Author: **Alok Choudhary**, *Loughborough U., School of Business and Economics*

Author: **Nouri Najjar**, *Ivey Business School*

Author: **Robert D Klassen**, *U. of Western Ontario*

Firms having a short-term temporal orientation has been stressed as a key underlying cause of many sustainability problems, such as poor labour practices in the supply chain, pollution spills, ongoing depletion of natural resources, and inadequate responses to climate change. Yet, negligible evidence has emerged to demonstrate that a longer-term orientation genuinely improves sustainability-related outcomes and risk. The paucity of research may be due to difficulties in measuring and quantifying firm-level data for both the temporal orientation and sustainability risk. Furthermore, establishing a causal relationship between temporal orientation and sustainability risk is challenging due to potential unobservable firm-level attributes and issues related to endogeneity. We synthesize prior research and propose a structured approach using an operations lens that taps into distinct dimensions of temporal orientation, focusing on product-related and other on process-related investment horizons. Using a novel unbalanced panel data of North American manufacturing firms for the period 2007-17 to quantify sustainability risk, we construct and exploit measures for both combined and individual elements of sustainability risk. Using an instrumental variable approach, we find significant evidence that sustainability risk is negatively associated with long-term product and long-term process orientation, and that jointly the two create a reinforcing effect. Thus, our research informs the managerial community for their long-term investment decisions to proactively mitigate sustainability risk.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **913** | Submission: **11661** | Sponsor(s): (SIM, STR, OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 12:00PM - 1:30PMET (UTC-4)**

Synergizing Corporate Activism Research: Building a Shared Understanding of an Evolving Phenomenon

Synergizing Corporate Activism Research



Organizer: **Anna Eileen McKean**, *Northwestern U.*
Organizer: **Maurice Jerel Murphy**, *U. of Southern California*
Discussant: **Brayden G. King**, *Northwestern U.*
Presenter: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Presenter: **Mark R. DesJardine**, *Penn State Smeal College of Business*
Presenter: **Forrest Briscoe**, *Pennsylvania State U.*
Presenter: **Alexandra Rheinhardt**, *U. of Connecticut*
Participant: **Ethan Poskanzer**, *Massachusetts Institute of Technology*
Presenter: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Presenter: **Michael Toffel**, *Harvard Business School*

In recent years, corporate activism has increasingly become an important avenue by which firms and their internal stakeholders are able to communicate their views on sociopolitical and environmental issues, often as a means to precipitate change within the organization and/or society at large. However, the term “corporate activism” is a contested one with no established consensus. By simply searching the term, one might come across examples of shareholders advocating for changes, CEOs speaking out on sociopolitical issues, advertising campaigns connected to controversial societal topics, or corporations signing petitions advocating a given sociopolitical position. In addition to presentations of current research in these areas, this symposium will include corporate activists as guests in the discussion to share their first-hand perspectives and insights. The purpose of this symposium is to (1) elucidate the different forms of corporate activism, (2) explore how this phenomenon is reshaping expectations of corporations and corporations’ expectations of themselves, (3) consider the impact of corporate activism on society, and (4) develop a future research agenda for this evolving literature.

Firm Commitment or See if I Care? Examining Implications of Passive Majority on Shareholder Activism

Author: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Author: **Mark R. DesJardine**, *Penn State Smeal College of Business*

The Career Consequences of Employee Protest: Evidence from the NFL “Take a Knee” Movement

Author: **Alexandra Rheinhardt**, *U. of Connecticut*
Author: **Ethan Poskanzer**, *Massachusetts Institute of Technology*
Author: **Forrest Briscoe**, *Pennsylvania State U.*

Corporate Activism, Employee Motivation, and the Social License to Affect Policy

Author: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Author: **Michael Toffel**, *Harvard Business School*

Market Capabilities, Nonmarket Strategy, and Brand Activism: Exploring Strategic Complementarity

Author: **Maurice Jerel Murphy**, *U. of Southern California*
Author: **Anna Eileen McKean**, *Northwestern U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **914** | Submission: **15748** | Sponsor(s): **(STR, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:00PM - 1:30PMET (UTC-4)**

Artificial Intelligence in Organizations: Debates on the Possibility for Human-Machine Cooperation

Artificial Intelligence in Organizations



Organizer: **Fabrizio Dell'Acqua**, *Columbia Business School*
Organizer: **Bruce Kogut**, *Columbia Business School*
Participant: **Erik Brynjolfsson**, *Stanford U.*
Participant: **Gary Marcus**, *New York U.*
Participant: **Natalia Levina**, *New York U.*
Participant: **Susan Helper**, *Case Western Reserve U.*

In line with this year's Academy's theme, we propose a panel symposium to discuss how artificial intelligence and human-machine interaction will challenge managers and the organizations and teams they run. In the context of artificial intelligence, we take to heart Herbert Simon's observation that "(...) a highly automated man-machine system, and the nature of management will surely be conditioned by the character of the system being managed" (Simon, 1960). Will managers become obsolete, because of the unmatched predictive capabilities of AI, and what space will human judgment have in a world of superior machines? Can managers learn to play a role in this transformation? Our panel consists of academics from diverse disciplines (economics, psychology, information systems, strategic management) to discuss, and debate, the questions surrounding AI in the context of human-machine interactions within organizations. The symposium is built upon the participants' empirical research, but will not be formal paper presentations. The panel discussion seeks to clarify the many great debates over AI and machine learning with the goal of sharpening the agenda of the re-emergent topicality of human-machine interactions. The debate will then be open to broader discussion including the audience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **915** | Submission: **14492** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

Loneliness and the Workplace *Loneliness and the Workplace*

Organizer: **Queyu Ren**, *U. of Sheffield*
Organizer: **Sarah Wright**, *U. of Canterbury*
Organizer: **Anna Topakas**, *U. of Sheffield*
Presenter: **Jian Peng**, *Guangzhou U.*
Presenter: **Antonia Dietmann**, *HM Courts & Tribunals Service, UK Gvt*
Presenter: **Hakan Ozelik**, *California State U. Sacramento*
Participant: **Malcolm Patterson**, *U. of Sheffield*
Participant: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*
Participant: **Hongling Yang**, *Guangdong Industry Polytechnic China*
Participant: **Zhibin Lin**, *Durham U.*
Participant: **Xiao Chen**, *Huazhong U. of Science and Technology*

Loneliness is increasingly recognized as a public health problem, especially under Covid-19 when social distancing has disrupted people's way of living and working. Not only is loneliness detrimental for health, but growing evidence shows that it is associated with a range of undesirable workplace outcomes. Our symposium puts together four papers that discuss antecedents, outcomes and possible intervention strategies to alleviate loneliness in the workplace. It is timely in terms of encouraging meaningful conversations and sharing research around loneliness in the workplace. Overall, the presentations contribute to an emerging and important literature base on how loneliness intersects with organizational life. Loneliness tends to be a taboo subject yet data supports the notion that it is a "real" phenomenon amongst workers. The starting point, as illustrated with the proposed presentations, is to develop an understanding of the experience of loneliness in the workplace, and to use this understanding to develop multi-faceted interventions to help alleviate the distress, taking into account the individual and the organizational context.

Workplace Loneliness, Ego Depletion, and Cyberloafing

Author: **Hongling Yang**, *Guangdong Industry Polytechnic China*
Author: **Zhibin Lin**, *Durham U.*
Author: **Xiao Chen**, *Huazhong U. of Science and Technology*
Author: **Jian Peng**, *Guangzhou U.*

Social Conversations at Work and Loneliness

Author: **Antonia Dietmann**, *HM Courts & Tribunals Service, UK Gvt*

A look at work loneliness antecedents in time of COVID-19

Author: **Hakan Ozelik**, *California State U. Sacramento*
Author: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*

Attachment styles and loneliness: The role of leader-follower relationship quality

Author: **Queyu Ren**, *U. of Sheffield*
Author: **Anna Topakas**, *U. of Sheffield*
Author: **Malcolm Patterson**, *U. of Sheffield*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Diversity-oriented



Selected as a Best Paper

Dysfunctional Leader Behavior

Digital Session Chair: **Erik Hoempler**, *Texas A&M U., Mays Business School*

OB: Interpreting the Hunger Games: Introducing Forced Competition Theory

Author: **Erik Hoempler**, *Texas A&M U., Mays Business School*

The effects of abusive leadership have been studied in many ways, most heavily exploring effects on employee attitudes, performance, and behavior. Uniquely, this research focuses on individual or workgroup performance rather than the potential impact on interpersonal relationships and treatment or the types of climates resulting from different types of abusive supervision. This paper introduces the construct of Forced Competition, in which a supervisor pits unwilling employees against each other in a competition within their workgroup. This concept therefore integrates literature on abusive supervision, competition, and organizational climate to propose a theory of employee behavior and climate development. This paper introduces a model illustrating two potential paths of behavior and workgroup climates that may emerge because of this type of abusive supervisor behavior: a climate of distrust or a climate of healthy competition. Further, I propose an important moderator that influences which of these climates are likely to emerge: the severity of the competition outcome.

Paper is Available to Meeting Registrants Only.

OB: Leader pre- and procrastination, temporal resource utilization, and leader-follower relationship

Author: **Jie Guo**, *Carolina U.*

With emergent attention on pre-crastination (PRE), together with a familiar and widely discussed proclivity – procrastination (PRO), a growing need is evident to examine these constructs – their definitions, conceptualizations, and manifestations of paradoxical nature, especially when these seemingly maladaptive behaviors displayed by managerial roles in organizations. Given the central role of time embedded in PRE/PRO, and the importance of temporal activities in organizational settings, the present work integrates literature in PRE and PRO, leadership, and temporal resource utilization to present a framework mapping PRE/PRO to time in four conditions: temporal resource compression, temporal resource suppression, temporal resource exploitation, and temporal resource exploration. Built on this foundation, the second half of this work proposes a multiphase process model explaining how temporal variances initiated by leaders could shape followers' perception of, responses to, and evaluation of the leaders and leader-follower relationships. The present work thus advances the literature by infusing PRE/PRO-related temporal characteristics into leadership research, providing a perceptual framework that explains followers' reactions, investigating the role of temporal resource utilization as salient contextual factors in altering followers' perceptions, and offering new propositions that have the potential to provide a more complete understanding of the integrative literature and its implications for organizations.

Paper is Available to Meeting Registrants Only.

OB: The Order in Disorder: The Effects of Leader Sequence in Job Rotation 

Author: **Helen Hailin Zhao**, *U. of hong kong*

Author: **Shuning Liu**, *U. of hong kong*

Author: **Jingyang Gu**, *U. of hong kong*

Author: **Mingyu Zhang**, *Beijing Jiaotong U.*

Author: **Yuhuan Xia**, *Beijing Jiaotong U.*

In job rotation programs, higher level managers or human resource specialists often assign multiple leaders to an employee following a random sequence, because they have no method or no prior knowledge about this decision. In this paper, we focus on a destructive leader experience—working with an abusive leader. Random leader sequence in job rotation implies that some employees are assigned with an abusive supervisor early on while others are assigned with one late in the process. It thus creates an interesting theoretical tension: is it better off to have primacy-based leader sequence (i.e., abusive supervisors should appear early in the sequence) or recency-based leader sequence (i.e., abusive supervisors should appear late in the sequence)? Based on a 4-month job rotation program that involves 291 nurses and 513 nurse supervisors, we found that a primacy-based abusive supervision sequence consistently has a positive effect on both proximal rotation outcome (i.e., qualified exam performance and job performance) and distal rotation outcomes (i.e., job performance and bonus). The model not only adds a new inquiry of the leader sequence problem to leadership and job rotation research, but also offers much needed action implications to managers about how to assign leaders in job rotation.

Paper is Available to Meeting Registrants Only.

OB: The Impact of Unethical Leader-requests on Employee's Family Withdrawal 

Author: **Feng Qiu**, *U. of Massachusetts, Amherst*

Author: **Debra L. Shapiro**, *U. of Maryland*

Although unethical leader-requests (ULR) are prevalent in organizations, their consequences have been largely overlooked by organizational researchers. Via a multi-wave field survey involving 254 employees (in Study 1) and a multi-source experience sampling method involving 42 employees and their spouse (in Study 2), we examine how employees' perception of ULR affects employees' emotional-response (i.e., anxiety-level) and behavioral-response (i.e., withdrawal from family interactions). As hypothesized, in both studies we found employees' perception of ULR to be significantly positively associated with their anxiety-level and, in turn, their withdrawal from family interactions. Also as predicted, the tendency for ULR to be positively associated with employees' anxiety was significantly moderated (weakened) when employees had a stronger (rather than weaker) propensity to displace responsibility for their unethical acts. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **917** | Submission: **16628** | Sponsor(s): **(OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

OMT Social Hour

OMT Social Hour

Professional Development Workshop Chair: **Forrest Briscoe**, *Pennsylvania State U.*
Digital Curator: **Melodie Cartel**, *UNSW Business School, Australia*
Division Chair: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Representative-at-Large: **Paul Tracey**, *U. of Cambridge*
Program Chair: **Eva Boxenbaum**, *Copenhagen Business School*
Division Chair-Elect: **Martin J. Kilduff**, *UCL School of Management*
Past Chair: **Peer Fiss**, *U. of Southern California*
Representative-at-Large: **Dalhia Mani**, *Indian Institute of Management, Bangalore*
Representative-at-Large: **Lisa Ellen Cohen**, *McGill U.*
Representative-at-Large: **Pablo Martin De Holan**, *HEC Paris*
Representative-at-Large: **Marya Besharov**, *Oxford U., Saïd Business School*
Representative-at-Large: **Aleksandra Joanna Kacperczyk**, -
Representative-at-Large: **Santi Furnari**, *City, U. of London*
Representative-at-Large: **Yutaka Yamauchi**, *Kyoto U.*
Representative-at-Large: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Hovig Tchalian**, *Drucker School of Management*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Shipeng Yan**, *City U. of Hong Kong*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Kevin Woojin Lee**, *New York U.*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Emily S. Block**, *U. of Alberta*

Come join OMT for our social hour. This social activity is a great opportunity to meet and network with other OMT Division and Academy members in a casual and fun virtual setting.

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Teaching-oriented



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **918** | Submission: **13424** | Sponsor(s): **(OMT, OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

Causes and Consequences of Changing Organizational Pay Practices *Organizational Pay Practices*

Participant: **Peter Cappelli**, *U. of Pennsylvania*
Participant: **Nathan Wilmers**, *Massachusetts Institute of Technology*
Participant: **Zoe Cullen**, -
Participant: **Laura Adler**, *Harvard U.*
Organizer: **Laura Adler**, *Harvard U.*
Participant: **Maxim Massenkoff**, *UC Berkeley*
Participant: **Bobby Pakzad-Hurson**, *Brown U.*

Substantial scholarship explores how the employment relationship has changed since the 1970s, but most research focuses on large-scale causes, such as globalization and changing labor market institutions, and how they have reshaped the distribution of rewards across society. At the same, however, organizational pay practices themselves have developed in response to competitive forces, new management theories, and regulatory requirements. These changes in pay practices have distinctive effects on pay outcomes, including the wage distribution and gender inequality. This Presenter Symposium will explore changes in pay practices—including the shift from job evaluations to market-benchmarking, the rise of merit pay, and the adoption of pay transparency—and how these practices have reshaped pay outcomes across organizations.

Changes in Pay Inequality Within Organizations

Author: **Peter Cappelli**, *U. of Pennsylvania*

Wage Stagnation and the Rise of Merit Pay, 1974-1991

Author: **Nathan Wilmers**, *Massachusetts Institute of Technology*

The Equilibrium Effects of Pay Transparency in a Simple Labor Market

Author: **Zoe Cullen**, -

From the Job's Worth to the Person's Price: Developments in Pay-Setting Practices Since 1950

Author: **Laura Adler**, *Harvard U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Resource-based Theory and Corporate Diversification

Digital Session Chair: **Yue Maggie Zhou**, *U. of Michigan*

STR: The dynamics of related diversification: Evidence from the health insurance industry

Author: **Yue Maggie Zhou**, *U. of Michigan*
Author: **Weikun YANG**, *Ross School of Business, U. of Michigan*
Author: **Sendil Ethiraj**, *London Business School*

The literature has focused on synergistic benefits or coordination costs in driving diversifying entry. A remaining puzzle that remains inadequately explained is the high levels of entry and exit by related diversifiers. We build on the existing literature to outline a formal model of the entry and exit decisions followed by an empirical test of the key implications of the model. We first observe a selection effect at entry: Facing business opportunities in a new segment, low capability firms from a more related segment expect to benefit from more synergies and are therefore more likely to enter than firms with similar capability but from less related segments. Second, we observe a reverse selection effect conditional on entry. Unfavorable shocks post entry in the new segment will tighten the survival criteria and drive some more related but low capability firms out. These predictions are supported using data on U.S. health insurance firms' entry into and exit from the Affordable Care Act market during 2013 to 2017.

Paper is NOT Available. Please contact the author(s).

STR: Building bridges: A Network-based Merger and Acquisition Research Agenda

Author: **Elio Shijaku**, *U. of Barcelona*
Author: **David R. King**, *Florida State U.*

We provide a systematic review of the diverse literature concerning the relationship between networks and M&A. This is significant since current contributions on the topic are very heterogeneous and present a lack of integration across theoretical perspectives. We provide detailed selection criteria for the sampled studies and synthesize them into a framework based on the direct and indirect effects that influence both networks and M&A processes. Additionally, we highlight potential shortcomings of extant literature as well as propose theoretical and empirical directions for future research.

Paper is Available to Meeting Registrants Only.

STR: The Transmission of Economic Shocks in Multi-Divisional Firms → 🖨

Author: **Timo Sohl**, *U. Pompeu Fabra*
Author: **Brian T. McCann**, *Vanderbilt U.*
Author: **Govert Vroom**, *IESE Business School*

The role of corporate parents in transferring resources to support divisional performance has long been of interest in strategy research. However, relatively little is known about conditions under which parent-division links also serve as conduits for the transfer of negative events. We begin by arguing that the effects of parent-specific crises spread to divisions, resulting in significantly reduced sales growth in these divisions compared to divisions for which the parent is not exposed to a crisis. We contend, however, that the intensity of shock transmission is attenuated when divisions have greater direct and indirect experience, better access to external capital, and when parents are more diversified. Analyses of 2,073 geographic divisions of multinational retailers across 94 host countries provides evidence largely supportive of our arguments.

Paper is NOT Available. Please contact the author(s).

STR: Changes in political affinity and firms' subsidiary investments → 🖨

Author: **Gilbert Kofi Adarkwah**, *BI Norwegian Business School*
Author: **Christopher Albert Sabel**, *BI Norwegian Business School*
Author: **Fladina Zilja**, *Copenhagen Business School*

Firms' foreign investments are to a large extent influenced by the political environment in their foreign locations. A recent stream of literature has focused on the bilateral relations between countries as antecedents of multinational firms' new investments. So far, this literature has not examined changes in existing investments due to the ongoing development of political relations. Thus, we investigate the effect of changes in countries' bilateral political affinity on multinational firms' foreign subsidiary investments. Political affinity is defined as the extent to which countries have similar national interests in global affairs. We argue that firms' decision to increase or decrease subsidiary investments is significantly influenced by political risk embedded in the political relationship between home country and subsidiary country. Changes in political affinity between a firm's home and subsidiary country can lead to increased subsidiary coordination costs and heightened expropriation risk. Analyzing 1606 US public firms and their ties to 142 different subsidiary countries from 2000 to 2015, we find that a positive (negative) change in political affinity leads to an increase (decrease) in firms' foreign subsidiary investment. We further explore these effects, finding that a more stable (unstable) political environment in the foreign location positively (negatively) moderates these effects.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

🖨 Teaching-oriented 🌐 Practice-oriented → International-oriented 🗨 Theme-oriented 🖨 Research-oriented 🙌 Diversity-oriented
🏆 Selected as a Best Paper

Risk, Speed, and Platforms

Digital Session Chair: **Kenan Guler**, *Rochester Institute of Technology*

STR: **Micro-Foundations of Platform Ecosystems**   

Author: **Kenan Guler**, *Rochester Institute of Technology*
Author: **Clyde Erikur Hull**, *Rochester Institute of Technology*

The popularity of digital platform ecosystems has soared due, at least in part, to how they empower individual complementors to interact and transact with each other. Many studies investigate their performance based on macro-platform and firm-level characteristics, but, little attention has been paid to the effects of complementors' individual characteristics on their performance. Collecting a large-scale Airbnb hospitality dataset, we investigate the performance implications of host gender, social responsibility, and neighborhood racial diversity. We find that female gender is negatively associated, but complementor social responsibility and neighborhood racial diversity are positively associated with complementor performance. Our results also indicate that complementor social responsibility strengthens, while neighborhood racial diversity weakens, the negative effects of female gender on complementor performance.

Paper is Available to Meeting Registrants Only.

STR: **An Evolutionary Model of Platform Organizations** 

Author: **Kenan Guler**, *Rochester Institute of Technology*
Author: **David McIntyre**, *Providence College*

Despite recent increasing interest in platforms and platform ecosystems, we still know relatively little about the evolution of platform organizations. Conducting a grounded theory-building study on 52 publicly available interviews with platform entrepreneurs, managers, and venture capitalists and 34 review, forum, and analyst articles, we explore the evolution of platform organizations. We develop a theory and a process model showing that the evolution of platform organizations consists of the following elements: platform growth, competition, contextual factors, adaptive behaviors, sustainability, and failure. We contribute to the literature by constructing an evolutionary model of platform organizations, suggesting that the "winner-take-all" assumption should not be taken for granted, illustrating how certain platform companies sustain competitive advantage, and discussing the factors leading to platform failure.

Paper is Available to Meeting Registrants Only.

STR: **Integrating Returns and Costs in Examining Faster Firm Speed**

Author: **Minjae Lee**, *Southern Connecticut State U.*

Firm speed has long been a construct of interest among managers and researchers. Although observed firm speed is determined by both the cost effect and the return effect, practitioners and academic scholars have typically focused on either cost effect or return effect, but not both, in seeking to understand the reasons behind faster firm speed. To address this shortcoming, I first develop a theoretical framework integrating both cost and return effect into an examination of faster firm speed. This developed framework enables us to discern whether increasing returns or decreasing costs leads to faster speed. Second, I show how to apply my developed framework to empirical analysis by analyzing actual firm data in the Liquefied Natural Gas (LNG) industry from 1996 to 2007. In this way, the current paper contributes to the literature by providing a more comprehensive understanding of faster firm speed.

Paper is Available to Meeting Registrants Only.

STR: **Routines, dynamic capabilities and predictability: A contingency approach to risk and uncertainty**

Author: **Emre Karali**, *Ozyegin U.*
Author: **Jatinder Singh Sidhu**, *Leeds U. Business School*

Research on risk and uncertainty has been vital to understand how organizations should maneuver their environment. Recently, uncertainty has received increasing attention alongside risk, due to its explanatory value for contemporary business strategy. An important issue is that scholars have mainly focused on describing how organizations could operate in settings that are strictly either risky or uncertain. By researching both concepts in isolation, scholars have overlooked that risk and uncertainty may be two ends of a predictability spectrum. In fact, many settings can be characterized by both risk and uncertainty simultaneously, thereby comprising both predictability and unpredictability at the same time. In this study, we apply a contingency approach to risk and uncertainty, to explain how organizations can address settings of varying levels of predictability. For this, we draw from the routines and dynamic capabilities literatures. To present a stylistic organizational structure that may be able to withstand setting of varying levels of predictability, we take on a design perspective.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Business, Strategy, and Performance

Digital Session Chair: **Heechun Kim**, *U. of Calgary*

STR: Family CEOs, Acquisition Premiums, and Stock Market Performance of Domestic Acquisitions  

Author: **Heechun Kim**, *U. of Calgary*

Author: **Xiaoying Wang**, *U. of Calgary*

Author: **Jinyong Daniel Zyung**, *Southern Methodist U.*

Our study suggests an important but often overlooked explanation for why so many acquirers pay high acquisition premiums for their acquisition targets, and who is more to blame for the winner's curse. We propose an ownership bias theory of acquisition premiums to test the idea that many acquisitions are overpaid because loss-averse family chief executive officers (CEOs) of both acquiring and target companies are particularly prone to ownership biases widely known as pseudo-endowment and endowment effects, respectively. Adopting a bonding perspective, we also predict that bidder shareholders are likely to react more negatively to overpaid acquisitions of non-family CEOs than to those of family CEOs. We find strong evidence in support of these hypotheses from an analysis of a sample of 1,344 domestic acquisitions that involve 588 acquiring firms and 719 target firms in China from 1998 to 2019.

Paper is Available to Meeting Registrants Only.

STR: Inflexible and Stubborn? Analyst evaluations of long-term orientation in family and nonfamily firms

Author: **Christina Walker Robichaud**, *U. of Kansas*

Financial analysts provide recommendations about a firm's earnings potential based on relevant aspects of a firm's strategy. Despite the dangers of myopic short-termism, analysts may look unfavorably upon a firm's long-term orientation (LTO)—up-front investments in property, plant, and equipment that can develop a firm's operational capabilities. Using agency and resource-based perspectives, we argue that analysts will give worse recommendations as firms increase capital LTO because it signals principal-agent problems, excess capacity, and a stubborn commitment to inflexible structure. Moreover, analysts may have differing attributions based on context, such as family ownership, because capital LTO may signal principal-principal conflicts, prioritization of the family's noneconomic goals over financial goals, and/or mismanagement. Using a sample of US manufacturing firms from 2007-2016, results indicate that capital LTO is negatively related to mean recommendations. Family ownership provided interesting and significant results. While nonfamily firms demonstrated a linear negative relationship, family firms had a quadratic relationship—an initial increase as family firms increased capital LTO to median industry levels and then decreasing when capital LTO was much longer than industry peers. Firms should consider the trade-offs of developing long-term capabilities with potential unfavorable analyst recommendations, and family firms should consider the signals that family ownership can send in combination with investment strategies.

Paper is NOT Available. Please contact the author(s).

STR: Dynamic Managerial Capability and the Longevity of a Family Business

Author: **Marta Fabiano Sambiasi**, *U. Presbiteriana MacKenzie*

Author: **Juliana Assolari Cortez**, *U. Presbiteriana MacKenzie*

This study is motivated by evidence that entrepreneur capacity influence business opportunities detection and a manager's capability to manage a company's resources by adapting business to changes in sector, economy, and market. Strategy studies also argue that we should look at individuals and not only at organizational strategy, seeking to broaden the understanding of the phenomenon of strategic management. This way, owner's agency, especially concerning family businesses in a developing country's economic environment, can be a differential regarding business longevity. In this context, this study aims to identify What is the participation of the managerial capability for the longevity of a family business operating in the Brazilian industrial market for 30 years. The managerial capability are based on three main management factors: human capital, social capital, and cognition (Adner & Helfat, 2003). To develop this study, a qualitative case study was conducted with a family firm active in the hospital products sector. The dynamic aspect of the combination, transfer and recombination of resources is dealt with by the analysis of the company's trajectory throughout its existence. The results point that the individual capabilities of the members' family orchestrate the business strategy in a complementary manner composing the firm managerial capability.

Paper is Available to Meeting Registrants Only.

STR: A Real Options View on Minority Acquisitions by Family Firms

Author: **Wunnam Basit Issah**, *U. of Witten/Herdecke*

Author: **Thomas Clauss**, *Philipps-U. Marburg*

Acquisitions involve high levels of uncertainty because resources are committed to risky acquisition activities even before the actual performance outcomes of these investments are known. In this study we examine the likelihood of using minority acquisitions as a risk reducing mechanism by family firms. Based on an analysis of a panel dataset of S&P 500 firms, we find that the acquisition decisions of family firms are consistent with the real options theory. We observe that family firms engage in related minority acquisitions because of their limited downside risk on socioemotional wealth.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **922** | Submission: **17056** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

Technology and Innovation

Digital Session Chair: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

STR: Institutions and Innovation by New Entrants: Cross-National and Firm-Level Evidence from 136 Nations  

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

This study evaluates the institutional determinants of firm-level innovation output. It draws on theories of institutional development to argue that historical conditions affecting preferences for inclusive institutions contributed to higher rates of innovation by new entrants. The analyses evaluate these arguments using data from 212 nations (countries and autonomous territories) over 1960-2019 and nationally-representative samples of 28,335 new entrants in 136 nations over 2004-2019. The models instrument for institutions using data on historical conditions (pathogens and natural disasters) affecting institutional development. The findings show that inclusive institutions facilitating startup entry, growth, and exit are first-order determinants of national and firm-level innovation. At a national level, these institutions contributed to 33% higher rates of new entry, 102% higher scientific and technical knowledge production, 3.34% higher rates of patent applications, 205% higher value of high-technology products, and 313% higher receipts for intellectual property use. At a firm level, these institutions contributed to 27.64% higher rates of new product introductions, 11.50% higher rates of new process development, and 5.67% higher rates of R&D spending by new entrants.

Paper is Available to Meeting Registrants Only.

STR: Entrepreneurial Learning and Strategic Foresight   

Author: **Aticus Peterson**, *Harvard Business School*

Author: **Andy Wu**, *Harvard Business School*

We study how learning by experience across projects affects an entrepreneur's strategic foresight. In a quantitative study of 314 entrepreneurs across 722 crowdfunding projects supplemented with a program of qualitative interviews, we counterintuitively find that entrepreneurs make less accurate predictions as they gain experience: they miss their predicted deadline to bring a product to market by nearly 6 additional weeks on each successive project. While learning should improve prediction accuracy in principal, we argue that entrepreneurs also learn of opportunities to augment each successive product, which drastically expands the interdependencies beyond what a boundedly rational entrepreneur can anticipate. We find that in a subsequent project, entrepreneurs encounter more unforeseen interdependencies in areas such as manufacturing and logistics, and they sacrifice on-time delivery to address these interdependencies.

Paper is Available to Meeting Registrants Only.

STR: Uncertainty and the Dynamics of Technological Competition  

Author: **Dongil Daniel Keum**, *Columbia Business School*

We show that the effect of uncertainty on innovation depends on a firm's competitive position. In R&D races, the gap in the rate of innovation, rather than the absolute rate, determines the winner. As a result, to the extent that leaders become cautious and slow their innovation, periods of uncertainty provide an opportune window for laggards to challenge leaders and decrease their dominance. We present evidence that uncertainty in economic policy increases the rate of innovation by laggards relative to leaders, with stronger effects in industries that depend more heavily on government spending and those that better approximate the features of R&D races. This study introduces competitive interactions as a novel channel through which uncertainty affects innovation and technological competition beyond prior considerations of real options effects. More generally, it provides a firm-level, uncertainty-based account of short- to mid-term fluctuations in competitive dynamism and industry concentration.

Paper is Available to Meeting Registrants Only.

STR: AI Adoption and Firm Performance: Management versus IT 

Author: **Liudmila Alekseeva**, *IESE Business School*

Author: **Mireia Gine**, *IESE Business School*

Author: **Sampa Samila**, *IESE Business School*

Author: **Bledi Taska**, *Burning Glass Technologies*

We examine the impact of AI adoption on firm growth, productivity, and investment decisions and explore whether the impact on firm size and policies stems from AI adoption among management ranks or IT specialists. We measure the firm-level AI adoption using the demand for AI-related skills in online job postings. First, we document a positive association between the firm-level AI adoption and the firm's size, Capex, R&D, and total investments. We do not find robust relationships with productivity measures. Second, we find that the adoption of AI skills among managers drives the positive association with growth in sales and market capitalization, as well as with R&D and Capex. AI adoption among IT specialists does not show any robust association with firm outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Career Trajectory of Corporate Leaders

Digital Session Chair: **Wei Chi**, *Tsinghua U.*

STR: When do board chairs have their personal imprints on firm strategies? 

Author: **Wei Chi**, *Tsinghua U.*
Author: **Wei Shen**, *Arizona State U.*
Author: **Jing Zhou**, *Rice U.*

Inspired by recent research revealing significant board chair effect on firm performance, we explore whether and when board chairs have their personal imprints on firm strategies by investigating the relationship between board chairs' career variety and firm R&D intensity. We theorize that board chairs' career variety is positively related to R&D intensity in a country where they generally have high latitude of objectives. We further theorize this positive relationship to be moderated by board chairs' latitude of objectives at the firm level, and identify three firm-specific factors that either enhance or diminish board chairs' latitude of objectives. Specifically, board chairs' founder status and ownership are enhancers, whereas ownership by other large shareholders is a diminisher. Using data from a sample of Chinese firms, we find empirical support for the above predictions. Our study has important implications for research on strategic leadership and corporate governance.

Paper is Available to Meeting Registrants Only.

STR: Institution-specific Skills and CEO Career Outcomes: A 20 year study of Chinese SOEs

Author: **Jue Gao**, *Peking U.*

This study introduces a new dimension of human capital, institution-specific skills, which captures the working experience under a specific institutional environment. We argue institution-specific skill is the fourth type of human capital in addition to generic, industry-specific, and firm-specific skills. Based on human capital theory, we argue that institution-specific skills extend CEOs' understanding of the focal firms. Thus we propose that institution-specific skills decrease the risk of CEO non-routine departure, and increase the likelihood of internal and external promotions, especially for outsiders. Results based on analyses of CEO turnovers in Chinese state-owned enterprises during the 20 years period from 2000 to 2019 provide strong support for our theory.

Paper is Available to Meeting Registrants Only.

STR: Does the Director Labor Market Settle Up? Examining Directorships for Fired CEOs

Author: **James Grabowski**, *U. of Kansas*
Author: **Donald Joseph Schepker**, *U. of South Carolina*
Author: **Vincent L. Barker**, *U. of Kansas*

Prior research finds that dismissed CEOs suffer consequences in the executive labor market, such as fewer employment opportunities and reduced subsequent compensation. Such research suggests dismissed CEOs face stigma and ex post settling up in the executive labor market due to their poor executive ability. We extend such theory to argue that these processes extend to an alternative labor market: public company directorships. We argue, however, that the reduced odds of dismissed CEOs of gaining directorships is influenced by two considerations: 1) causal accounts for CEO dismissal related to violations of fiduciary duty and personal conduct and 2) the accumulated social, human, and reputational capital of the CEO. Following 280 dismissed CEOs, we find that CEOs dismissed with causal accounts suggesting fiduciary duty violations receive fewer future board appointments. For those without such stigmatizing causal accounts, we find evidence that social, human, and reputational capital enhance perceptions of the CEO's ability, reducing the penalties faced in the director labor market. Our findings suggest that dismissed CEOs have future employment chances as board members, but those directorship opportunities are shaped by the reasons for their dismissal and the assets and skills they may bring to any future board as a director.

Paper is Available to Meeting Registrants Only.

STR: Elevating the CEO: The Consequences of Firm Efforts to Promote their New CEO 

Author: **Elle Hyunjung Yoon**, *U. of Georgia*
Author: **Daniel Gamache**, *U. of Georgia*
Author: **Jason Kiley**, *Oklahoma State U.*

Firms often put significant effort into developing and managing external perceptions using their communication and impression management strategy. With these efforts, firms vary substantially in how much of an emphasis they place on promoting their CEO, as compared to turn their efforts to promote the company as a whole. As a result, while some CEOs are well-known household names, others remain relatively unknown. Efforts to promote the CEO are likely most important for new CEOs as they may have a cumulative effect that builds the CEO's social evaluations over time. Therefore, we develop theory to explain the short-term and long-term consequences associated with efforts firms take to promote a new CEO. On the one hand, elevating the prominence of new CEOs may be beneficial for their firms in the short-run in the form of increased analyst ratings. On the other hand, elevating the prominence of new CEOs may result in more nuanced long-run consequences for their firms such as higher CEO relative overcompensation, reduced likelihood of CEO turnover, and an increased number of outside board directorships held by the CEOs. We test our hypotheses using 556 CEO succession events of U.S. firms between 2009 and 2013. Using a novel data set that includes both firm press releases and firm tweets, we find strong support for our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **924** | Submission: **17122** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:30PM - 2:00PMET (UTC-4)**

Performance Feedback and the Effect of Time

Digital Session Chair: **Serhan Kotiloglu**, *California State U., San Marcos*

STR: Considering the Manager in Performance Feedback Theory: Towards a Multi-Level Theory 

Author: **Serhan Kotiloglu**, *California State U., San Marcos*
Author: **Thomas Lechler**, *Stevens Institute of Technology*
Author: **Daniela Blettner**, *Simon Fraser U.*

The Performance Feedback Theory (PFT) explains how organizational responses are motivated by organizational performance above and below aspirations. As such, it is formulated as an organization-level theory. However, numerous researchers directly or implicitly refer to individual-level theories and factors when developing empirical models or interpreting empirical results. Drawing on 114 empirical PFT studies, we address these incongruences and explore the empirical PFT literature to better understand the role of an individual-level perspective in explaining organizational performance feedback. Our review of the empirical PFT literature highlights the confusion about the role of the individual decision-maker in PFT models. We perform a meta-analysis to quantitatively separate effects of individual-level factors (and theories) from organizational-level factors (and theories) on organizational responses to performance feedback. We demonstrate that the effects of individual and organizational factors differ for performance above and below aspirations. We present empirical evidence suggesting the conceptual necessity for a multi-level theory (individual and organizational) to more precisely explain the organizational performance feedback process. This result provides an opportunity for future empirical studies to further explore specific individual-level factors and to extend the PFT.

Paper is Available to Meeting Registrants Only.

STR: Different types of performance feedback and their distinct influence on CSR engagement

Author: **Sofia Angelidou**, *U. of Liverpool Management School*
Author: **Charalampos Saridakis**, *Leeds U. Business School*

Drawing on the behavioral theory of the firm, and particularly on performance feedback, we tested the influence of discrepancies between corporate financial performance and aspirations on the decision to engage in corporate social responsibility. Our findings highlight the importance of performance feedback in stimulating varying firm decisions when setting the level of their social engagement. Our empirical evidence shows that as financial performance rises above historical or falls below social aspiration, the firm's engagement in CSR activities decreases, whereas as financial performance rises above social or falls below historical aspiration, the firm's engagement in CSR activities increases. Our findings shed light on the underlying mechanisms that lead to opposing interpretations of achievement and variations in the perception of risk- an issue that has received very little attention in prior empirical research.

Paper is NOT Available. Please contact the author(s).

STR: CEO Succession, CEO Temporal Depth, and Top Management Team Change 

Author: **Maximilian Weis**, *WU Vienna*
Author: **Patricia Klärner**, *WU Vienna U. of Economics and Business*

In this paper we study the implications of new CEOs' temporal depth on the pace and extent of top management team (TMT) change. We suggest that based on their temporal depth, new CEOs leverage their impact to change the TMT. We propose that new CEOs with a longer temporal depth will initiate slower and fewer TMT changes, whereas CEOs with a shorter temporal depth will initiate faster and more TMT changes. Our paper contributes to research on time in strategic management which has mainly studied organizational consequences of executives' temporal dispositions by shedding light on the role of CEO temporal depth in TMT changes. It also contributes to upper echelons research by introducing temporal depth as an important temporal disposition of new CEOs that influences how they change the TMT after taking office. Specifically, we highlight how CEOs' temporal depth influences the pace and extent of TMT changes and how CEO duality moderates these relationships. Finally, we contribute to TMT turnover research by investigating the dimensions of pace and extent of TMT changes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Balancing Exploration and Exploitation

Digital Session Chair: **Zhiyuan Yu**, *Syracuse U. Whitman School of Management*

STR: Path Dependency of Firm Innovation: Government Funding and the Exploitation-Exploration Balance

Author: **Zhiyuan Yu**, *Syracuse U. Whitman School of Management*

Subject to governmental policy purposes, private firms that receive government funding for innovation have to endure limited strategic discretion in government-funded innovation activities. However, this limitation raises the question of how private firms respond to an external stimulus that might alter the firms' innovation trajectory. This paper employs U.S. patent data to explore the relations between government funding and the funded firm's exploitation/exploration tendency in its entirety. The baseline finding implies that merely focusing on funded projects might be incomplete: I find that in contrast to the funded projects' technological direction (exploitation and exploration), the non-funded projects of the funded firms are less exploitative and more exploratory. I further find that funded firms demonstrate path dependency on their funding history in terms of technological direction. This paper extends the research scope of government funding to firms' strategy in maintaining the balance between exploitation and exploration at the firm level. It also illustrates firms' complex responsive strategies when they encounter external opportunities that might act as a double-edged sword.

Paper is Available to Meeting Registrants Only.

STR: Exploration and Exploitation in Dynamic Environments: How much versus how broad 

Author: **Lei Zheng**, *College of Business, Shanghai U. of Finance and Economics*

Author: **Tiberiu Sergiu Ungureanu**, *Ohio State U.*

Author: **Kannan Srikanth**, *The Ohio State U. Fisher College of Business*

In dynamic environments it is critical to find the correct balance between exploration and exploitation. However, both the empirical and theoretical literature offer contradictory advice regarding on how firms should change their exploration in the face of environmental change. Although prior work has distinguished between different facets of exploration, such as exploration intensity and exploration breadth, we currently do not know how environmental turbulence affects these aspects. We use a formal model to show that as environmental dynamism increases, better performing firms reduce exploration intensity while simultaneously increasing exploration breadth. This insight has significant implications for empirical research and management practice.

Paper is Available to Meeting Registrants Only.

STR: Facilitating the evaluation of distant opportunities: Bridging back after leaping forward

Author: **Natalya Vinokurova**, *The Wharton School, U. of Pennsylvania*

Strategy scholars have argued that the pursuit of cognitively distant opportunities contributes to the sustainability of a firm's competitive advantage. Success in this pursuit requires the firms not just to identify distant opportunities, but also correctly evaluate the opportunities' potential. The research on distant search to date has considered how firms can identify distant opportunities, however, we know less about how firms evaluate such opportunities. Drawing on a historical case study of the emergence, evolution, and acceptance of mortgage-backed securities (MBS) in the United States between 1970 and 1983, this paper considers the process by which firms evaluate distant opportunities. My findings suggest that in evaluating distant opportunities decision makers can face two types of distance between the innovation domain and the domain of existing products—distance between two domains that share dimensions and distance between two domains that do not. In the former case, the distance between the domains can be evaluated along the shared dimension, thus, enabling the evaluation of the distant opportunity in question. In the latter case, the introduction of a dimension shared by the two domains is an important prerequisite for evaluating the distant opportunity in question.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **926** | Submission: **17261** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Resisting   

Digital Session Chair: **Angelo Benozzo**, *U. of Valle d'Aosta*

CMS: **Narratives of Trans people in the workplace: Possibilities for subverting the Heterosexual matrix**

Author: **Angelo Benozzo**, *U. of Valle d'Aosta*
Author: **David Watson**, -
Author: **Roberta Fida**, *U. of East Anglia, Norwich Business School*

The article is inspired by the use of the term subversion in Chambers and Carver's comments of Judy Butler's work and it aims to explore the possibility of subversion of gender matrix by some trans people in the workplace. The article grounds its argument in queer theory and in the notions of gender performativity, hetero gender matrix and heteronormativity and analysis qualitative material generated through conversations with trans people working in Italy. Drawing on insights from Judith Butler's writing on gender we present, analyze and discuss three employees' cases (Alessandra, Gabriel and Lucia) to grasp how they construct (un)intelligible subject positions which potentially subvert disciplinary powerful and normative idea of gender. In the analysis we focus on how these trans people –through their narratives, their body, their actions, their practices...– within their heteronormative workplace contexts potentially subvert gender and heterosexual matrix. We highlight three possible ways of subversion – subversion through wondrous; subversion through incoherence; subversion through betrayal. In the conclusion we connect the idea of potential subversion with the concept of unheimlich which can open up site/sights in organization/organizing processes.

Paper is Available to Meeting Registrants Only.

CMS: **Resisting and conforming to imposed identities – An autoethnography on the academic motherhood** 

Author: **Isabella M. Krysa**, *Fairleigh Dickinson U.*
Author: **Marke Kivijärvi**, *U. of Jyväskylä*

This paper is an autoethnography attempting to make sense of the experiences of two academic females who become mothers. The autoethnographic method allows us to discuss cultural phenomena through personal reflections and experiences. This paper explores contemporary motherhood discourse(s) and its discursive practices by drawing on Foucault's elaborations on discourses and its relation to knowledge and truth. Our personal experiences combined with intellectual elaborations lead us to believe the role of the mother continues to be dominated by gendered discursive practices. Once women become mothers, they are othered through societal and organizational practices because they constitute a visible deviation from the masculine norm in the organizational setting. Finally, we discuss possibilities of resistance in the Foucauldian sense towards the contemporary motherhood discourse(s).

Paper is NOT Available. Please contact the author(s).

CMS: **Diaries of Quarantine: Reframing the masculine logos through melancholia, nostalgia, and mourning**

Author: **Emmanouela Mandalaki**, *NEOMA Business School*

Challenging the bodily-detached logos that qualifies as perfect knowledge in academia, in the current account, I expose diary reflections, which I discuss in the context of critical literature debates, to make sense of how the neoliberal 'success story' further exposes academic and broader subjectivities, vulnerable embodied and psychological states, under conditions of worldwide lock-downs related to the COVID-19 pandemic. My diary reflections unveil conflated feelings of melancholia, inadequacy, helplessness, and guilt for not being able to satisfy the ideal of the perfect worker, under this crisis. Yet, they also radiate a hopeful sense of nostalgia, which, I experienced as a creative transition from melancholia towards a regenerative practice of mourning. By interweaving these diary notes with literature insights on the inter-connections between melancholia, nostalgia and mourning, I propose academic writing as a mourning practice, with heightened relational, ethical and aesthetical possibilities.

Paper is Available to Meeting Registrants Only.

CMS: **Critical Management Studies and resisting degeneration**

Author: **Orestis Varkarolis**, *Nottingham Trent U.*
Author: **Maria Daskalaki**, *U. of Southampton*

Best Critical paper sponsored by the journal Organization.

Critical organization scholars have focused on the possibilities of cooperatives breaking away from the various deterministic and pessimistic degeneration laws of the past. This research contributes to this stream of literature by fleshing out a general theory of the degeneration threat. The lack of such a theory was abductively identified as a critical gap in the literature by the author who has a yearlong experience participating and researching the Worker Cooperatives' Network of Athens (WCNA). We argue that developing a general theory for the degeneration threat is critical for an enhanced understanding of the complexity of degeneration. To this end, conducting a processual analysis of WCNA attempts to resist degeneration using grounded theory techniques and abductively revisiting literature based on deviant/critical cases were considered a great fit for the task at hand. That is because they enabled the integration of various degeneration threats and theorizing their interrelations. In terms of implications, theory was developed that both better explains empirical phenomena and improves the ability to foresee the complexity of degeneration (threats).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Family Business 3

Digital Session Chair: **Tommaso Minola**, *U. of Bergamo*

ENT: Slack and Performance in Family Owned SMEs: An Agency Theory Perspective

Author: **Tommaso Minola**, *U. of Bergamo*
Author: **Massimo Bau'**, *Jonkoping International Business School*
Author: **Philipp Sieger**, *U. of Bern*
Author: **Alfredo De Massis**, *Free U. Bozen, Bolzano and Lancaster U.*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*

Building on the notion that unabsorbed, absorbed, and potential slack resources positively affect financial performance in small and medium enterprises (SMEs), we take a family firm angle and theorize from an agency theory perspective that these relationships are weaker when SMEs are family-owned. Delving deeper into family firm heterogeneity, we then investigate how founding-generation board control and the presence of a family CEO moderate the slack-performance relationships in family-owned SMEs. A longitudinal analysis of a panel dataset of Italian SMEs largely confirms our expectations while also revealing counterintuitive findings that offer important contributions to existing literature.

Paper is Available to Meeting Registrants Only.

ENT: Migrating Family Owners and Strategic Change Performance: Unpacking the Imprinting Effects

Author: **Victor Zitian Chen**, *U. of North Carolina, Charlotte*
Author: **Yilei Zhang**, *U. of North Carolina at Charlotte*
Author: **Rosalyn Grace Sandoval**, *U. of N.C. At Charlotte*
Author: **Laura June Stanley**, *UNC Charlotte*
Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*
Author: **Kimberly A. Eddleston**, *Northeastern U.*

The U.S. is an attractive melting pot for immigrants and has some of the highest domestic migration rates. A notable migration group is family business owners whose first-generation wealth makers business headquarters originated from other regions or countries. These businesses have migrated from their home headquarters, exposing their family businesses to the imprinting effects of the family migration history. This history represents an essential aspect of the family business that can influence how the family responds to environmental changes and informs their strategic performance. Using panel data from 3,369 family-firm-year observations to examine how the migration history of the family business influenced the firm's strategic performance. Our results indicate that the family migration history of family blockholders influences a firm's strategic performance through family governance characteristics and industry environmental uncertainty. These results illustrate how the family migration history influences the firm's adaption and imprints onto the organization, influencing future strategic changes.

Paper is Available to Meeting Registrants Only.

ENT: The King is Dead! Owner-Managers' Sudden Death, Financial Distress, and the Role of the Successor

Author: **Kimberly A. Eddleston**, *Northeastern U.*
Author: **Philipp Sieger**, *U. of Bern*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*
Author: **Massimo Bau'**, *Jonkoping International Business School*

When the owner-manager of a privately-held firm suddenly dies, which is a tragic event that happens more often than one would expect, a crucial yet unanswered question is who should ideally take over to reduce the likelihood of firm failure. Integrating the resource-based view and research on grief recovery, we theorize that the owner-manager's sudden death leads to a firm's financial distress and that there is an inverse U-shaped relationship between the time passed after sudden death and the firm's financial distress. We also propose that the successor's resource endowment originating from her/his embeddedness in the firm, local community, and family, moderates this non-linear relationship. Using a longitudinal, matched sample of privately-held Swedish firms, we offer important theoretical and practical contributions.

Paper is NOT Available. Please contact the author(s).

ENT: It is my turn: Involuntary transgenerational succession in a South African family business

Author: **Michelle Amy Montague-Mfuni**, *PhD student at U. of Memphis*
Author: **James Vardaman**, *U. of Memphis*

Transgenerational succession remains one of the most often-studied topics in the family business literature. Despite this attention, little is known about a particular type of succession, one in which the child successor involuntarily supplants the parental incumbent. Given that children can and do push their parents out of businesses, insight into the process through which involuntary transgenerational succession occurs is needed. In order to gain this insight, we engaged in a 12-month qualitative study of a family-owned South African garment maker in which such a succession took place. With insights derived from intergenerational solidarity theory, our findings show that cohesive family relationships fostered involuntary succession. The cohesive bonds between the founder mother and successor daughter gave the successor both the skills and desire to take over the business and created family dynamics that allowed for the family to remain cohesive during and after the transition. The implications of these findings for theory and research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **928** | Submission: **17613** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:00PMET (UTC-4)**

MED Division Plenary Keynote Address: The Future of Executive Education *MED Division Plenary Keynote Address*

Organizer: **Gerard Beenen**, *California State U., Fullerton*
Organizer: **Alan B. Eisner**, *Clark U.*
Organizer: **Sabine Hoidn**, *U. of St. Gallen*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Kim Gower**, *U. of Mary Washington*
Distinguished Speaker: **Mohanbir S. Sawhney**, *Northwestern U.*
Facilitator: **Alexis Rittenberger**, *Case Western Reserve U.*
Facilitator: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*

This past year has been a challenging time in executive education that has yielded innovative delivery models. Dr. Mohan Sawhney will discuss new approaches and trends that are reshaping executive education on the heels of the pandemic, and specific action steps that management educators can take to capitalize on these changes.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **929** | Submission: **10258** | Sponsor(s): **(OB, SIM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Making Your Research Matter: Broadening the Meaning of Impact

Making Your Research Matter



Organizer: **Christopher Wickert**, *Vrije U. Amsterdam*
Organizer: **Corinne A. Post**, *Villanova U.*
Organizer: **Jonathan P. Doh**, *Villanova U.*
Organizer: **John E Prescott**, *U. of Pittsburgh*
Organizer: **Andrea Prencipe**, *Luiss Guido Carli U.*
Panelist: **Anne S. Tsui**, *U. of Notre Dame*
Panelist: **David Ketchen**, *Auburn U.*
Panelist: **Oscar Holmes**, *Rutgers U.*
Panelist: **Andre Spicer**, *City U. London*
Facilitator: **Phillip Phan**, *Johns Hopkins U.*
Facilitator: **Jamie Jocelyn Ladge**, *Northeastern U.*
Facilitator: **Gideon D. Markman**, *Colorado State U.*
Facilitator: **Ruth Sealy**, *U. of Exeter Business School*
Facilitator: **Dilly Fung**, *LSE*
Facilitator: **Alison M. Konrad**, *Ivey Business School*

The world is undergoing dramatic transformations. Many of the grand societal challenges we currently face underscore the need for scholarly research — including management studies — that can help us best sort out and solve them. Yet, organizational behavior scholars and management scholars more broadly struggle to produce concrete solutions or to communicate how their research can help to tackle these grand societal challenges. Many in the management scholarly community have called for a serious reexamination of the relevance and impact of our research, including AOM. This PDW aims to help scholars who want to “make a difference” by outlining how they can systematically enlarge and extend research projects to amplify their impact to address the challenges societies face. We review five forms of impact (scholarly, practical, societal, policy, and educational) and, for each, provide concrete suggestions for getting started and possible outlets (Wickert et al., 2020), thereby stimulating management and organization scholars to think more broadly about and to begin more often producing impactful research, which we define as that which influences through multifaceted forms and channels how organizations and individuals think, behave, or perform.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **930** | Submission: **17444** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Organizational and Social Applications of Artificial Intelligence

Digital Session Chair: **Thiemo Wambsganss**, *U. of St. Gallen*

OCIS: **AI-based Argumentation Tutoring – A Novel System Class to Improve Learners' Argumentation Skills**   

Author: **Thiemo Wambsganss**, *U. of St. Gallen*
Author: **Andreas Janson**, *U. of St. Gallen*
Author: **Matthias Soellner**, *U. of Kassel*
Author: **Jan Marco Leimeister**, *U. of St. Gallen and U. of Kassel*

Argumentation is an omnipresent foundation of our daily communication and thinking. The ability to form convincing arguments is not only the fundament for persuading an audience of novel ideas but also plays a major role in strategic decision-making, negotiation, and productive civil discourse. However, students often struggle to develop argumentation skills due to a lack of individual and instant feedback in their learning journey, since providing feedback on the individual argumentation skills of learners is very time consuming and not scalable if conducted manually by educators. Following a design science research approach, we propose a new class of argumentation learning systems that provide students with individual and ongoing tutoring to support them in learning how to argue. We build our socio-technical design on a combination of user-centered design principles, a conceptualization of argumentation structures in student-written text, and Natural Language Processing and Machine Learning classifiers to provide individual feedback. To investigate if the new system class of AI-based argumentation tutoring systems helps students to improve their argumentation skills, we evaluated the novel artifact class in two empirical studies in comparison to traditional argumentation learning systems. In a laboratory experiment (study 1), as well as in a field experiment in a large-scale lecture over three months (study 2), we found that AI-based argumentation tutoring systems based on our design principles, argumentation schemes, and algorithms improve the short- and long-term argumentation skills of students significantly compared to the traditional argumentation learning approaches.

Paper is Available to Meeting Registrants Only.

OCIS: **Identity-Based Motivations for Providing the Unpaid Labor That Makes AI Technologies Work** 

Author: **Camille Endacott**, *UC Santa Barbara*
Author: **Paul Leonardi**, *UC Santa Barbara*

OCIS Best Student Paper Award Finalist

With the proliferation of digital technologies that distribute work to crowds across time and space, the last decade has ushered in new forms of external labor possibilities for organizations. One form that is becoming more common as organizations develop and market artificially intelligent (AI) technologies is the widescale involvement of users in training machine learning algorithms (MLAs). Although MLAs that undergird AI applications promise to improve the technology's functionality over time, organizations benefit from early adopters' willingness to use algorithms that are still imperfect. This study focuses on why users are motivated to provide unpaid labor to improve MLAs and how organizations sustain this work. Drawing on a field study of developers and users of two AI scheduling tools, we find that designers' choices about whether to foreground tools' AI capabilities attracted users looking to enact different identities. The tool in which AI was foregrounded attracted users who were willing to provide much unpaid labor to train the tool to be seen as technology enthusiasts, but this work was not sustained when use of the tool threatened other identities. The organization that deployed that tool in which the AI capabilities were hidden could sustain users' identities as master schedulers but could not learn as broadly. After showing how these differences in identity construction shaped people's motivations to contribute unpaid labor and what effects these contributions had for the organizations that built these tools, we discuss the implications for the role that identity plays in motivating and sustaining unpaid labor in the context of AI technologies.

Paper is Available to Meeting Registrants Only.

OCIS: **Dual Information Technology Strategy and Firm Performance: Insights from a Deep Learning Approach** 

Author: **Yi Yang**, *The Hong Kong U. of Science and Technology*
Author: **Chewei Liu**, *Indiana U. - Kelley School of Business*
Author: **Sunil Mithas**, *U. of South Florida*

This study provides new insights on how dual information technology (IT) strategy and other investments such as IT investments and selling, general and administrative (SGA) investments jointly influence profitability of the firm. Following recent work, we conceptualize IT strategy in terms of revenue emphasis, cost emphasis, or a dual-emphasis in which both revenue and emphasis goals are simultaneously pursued. We use the novel and AI-based state-of-the-art textual analysis technique, the BERT model, to infer firms' IT strategies from corporate disclosures, including annual reports Form 10-Ks, and earnings conference call transcripts. We fine-tune Google's BERT model on manually annotated IT strategy statements and achieve satisfactory classification accuracy on hold-out dataset. We replicate prior findings using survey-based IT strategy variable by using the inferred IT strategies based on BERT to provide confidence in the new BERT measure of IT strategy. We then extend prior work by assessing how dual IT strategy helps to leverage high SGA investments for superior profitability. Our analyses suggest that IT strategic emphasis plays an important role in moderating the relationship between SGA investments and firm performance such that dual-emphasis firms also have a steeper SGA-profitability relationship than either revenue- or cost-emphasis firms. Overall, these findings imply that at higher levels of SGA investment, dual-emphasis in IT strategy has higher pay offs. From a methodological perspective, this study shows the value of the novel AI method for inferring IT strategy that complements prior survey-based approaches.

Paper is NOT Available. Please contact the author(s).

Author: **Huai-Tzu Cheng**, *Louisiana State U.*

Author: **Yang Pan**, *Tulane U.*

Author: **Rudy Hirschheim**, *Louisiana State U.*

While artificial intelligence is robotizing customer service at an unprecedented pace, there is great concern that “robotized” customer service could undermine customer satisfaction. This study searches for a solution that humanizes customer service to address this concern. Aiming to increase humanization, U.S. telecom giant T-Mobile recently added personal identities to its human social media customer service representatives on Twitter. Leveraging this exogenous change in which customers observe the personal identity while interacting with T-Mobile’s social media customer service representative, we identify a natural experimental setting and adopt the difference-in-differences specification as our main identification strategy. Our findings suggest that personal identity cues in the profile of social media customer service representatives lead to an increase in sentiment in public tweets, fewer number of complaint tweets, and a high probability of customer satisfaction in interacting with customer service representatives. A set of robustness tests safeguard our results from alternative explanations. Further, additional analyses suggest that the effects of the humanized profile are strong for verified Twitter users and female users. We also discuss the implications for research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **931** | Submission: **17017** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Employee Motivation, Justice Perceptions, and Citizenship Behavior

Digital Session Chair: **Michael Freres**, *Leadership and Organizational Change*

ODC: Organizational Change and its Impacts Through Counterproductive Work Behaviors

Author: **Michael Freres**, *Leadership and Organizational Change*

Author: **Indira Rita Guzman**, *Trident U. International*

Author: **Kenneth Cromer**, -

The United States Armed Forces is similar to and different from other complex business organizations in the United States. The difference is that the Armed Forces have a unique traditional culture. When this is interfered with through counterproductive work behaviors, both the organization and national security are threatened. This work focused on the relationship between counterproductive work behaviors, selected negative personality characteristics, employee voice, and organizational change in the United States Armed Forces. The three personality traits were psychopathy, narcissism and Machiavellianism. Although the effects of these traits on organizations have been studied, no study has been conducted with participants from the United States Armed Forces. Three theories were used for the theoretical foundation: social identity theory, social exchange theory, and organizational support theory. Seven research questions and seven hypotheses were formulated. A total of 241 volunteer veterans or retired military personnel in the Armed Forces participated with a 77-item researcher-designed survey based on published questionnaires. The data were analyzed with quantitative methods, specifically descriptive statistics, confirmatory factor analysis, multiple regression analysis, and structural equation modeling. All hypotheses were supported. The results showed that psychopathy, narcissism and Machiavellianism related positively to counterproductive work behaviors (H1, H2, H3). Organizational change moderated the relationships between psychopathy, narcissism, and Machiavellianism (H4, H5, H6). Employee voice related negatively to counterproductive work behaviors (H7). Implications include further quantitative research with other samples and the variables studied, as well as qualitative research. Recommendations for leaders at all levels of organizations to gain a greater understanding of the variables in this study can help leaders take steps to mitigate counterproductive work behaviors in relation to negative personality traits and organizational change for greater organizational effectiveness.

Paper is Available to Meeting Registrants Only.

ODC: How Inconsistency in Leaders' Charismatic and Commitment Signals Undermines Employee Change Support  

Author: **Anastasia Kieliszek**, *LMU School of Management, Ludwigs-Maximilians-U. Munich*

Author: **Rouven Kanitz**, *LMU Munich School of Management*

Author: **Nicolas Bastardo**, *U. of Zurich*

Winner of ODC Division Best Doctoral Student Paper

Prior research has emphasized how leaders use charismatic communication to motivate employee support for organizational change. But beyond inspirational visions, employees also pay attention to whether a leader's actual behaviors signal leader commitment to change. However, it remains under-explored how leaders can communicate true commitment and how a leader's charismatic communication and commitment behaviors jointly shape support for change. Taking a signaling perspective on change leadership, we suggest that a specific combination of leader behaviors—high charisma and low commitment—will undermine support for change because it triggers perceptions of inconsistency between what leaders say and do. We argue that this inconsistency effect will be particularly strong among employees who are dispositionally resistant to change, and is channeled through perceptions of leader integrity. We find partial evidence for our predictions in an experimental vignette study using behavioral measures of change support. Our study reveals the limitations of examining charismatic communication to motivate change in isolation, with important implications for leadership and change researchers, as well as practitioners. We call for research that explores the interactive effects of multiple leader signals to motivate organizational change.

Paper is NOT Available. Please contact the author(s).

ODC: When Reality Exceeds Expectations – Employees' Justice Appraisals and Emotional Reactions to Change

Author: **Christina Hagl**, *LMU Munich*

Author: **Martin Hoegl**, *LMU Munich*

Organizational justice plays a central role in managing change. However, despite research widely recognizing the emotion-laden character of justice appraisals, research rather focused on negative effects of perceived (in)justice. To cover the full continuum of justice appraisals, we additionally need to consider perceptions of being treated more fairly than expected, and we know surprisingly little about how various types of justice appraisals shape different forms of emotional reactions to change. Using data from a 3-wave longitudinal study within an HR Service Provider undergoing a major reorganization, we show that employees' procedural, interpersonal, and informational justice appraisals are associated with later emotional reactions. In particular, increased interpersonal justice appraisals seem to play a critical role in shaping low activating emotions to change (e.g., sadness, calm), and increased informational justice appraisals shape high activating emotions to change (e.g., anger, excitement). Moreover, we show that the relationship between justice appraisals and emotions depends on individual's dispositional resistance to change. Our work contributes to current debates on employee emotions in organizational change and the role of organizational justice during change.

Paper is NOT Available. Please contact the author(s).

ODC: Engagement or Depletion: The Relationship between Change and Work Engagement  

Author: **Jill Waymire Paine**, *IE Business School*

Author: **Karen Jansen**, *Henley Business School, U. of Reading*

Author: **Myeong-gu Seo**, *U. of Maryland*

ODC Division Best Paper Finalist

As organizations undertake significant transformation to compete and survive in today's dynamic business environment, employees are required to engage their personal energies, not only in their day-to-day work but also in one or more change initiatives within their organization. Yet, we know little about how individuals devote energy to both the demands of change and to day-to-day work. Drawing on the job demands-resources model (JD-R), we develop and test theory that explains how employees direct and invest energy toward the pursuit of organizational change goals and how this engagement in change may affect subsequent engagement in work role activities. Results of a three-wave study conducted in a sample of 144 employees undergoing a significant organizational transformation revealed a positive relationship between work engagement and change engagement, which is particularly strong when employees experience the key resources of value congruence and perceived organizational support. Similarly, the relationship between change engagement and subsequent work engagement is also positive overall but strongest when employees are highly engaged in the change and highly involved in the transformation.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Collecting Data with Interviews: Concerns and Guidance for Researchers



Digital Session Chair: **Anne D. Smith**, *U. of Tennessee, Knoxville*

RM: Bringing Back the Researcher: Dominance and Silences of Interviews in Qualitative Research

Author: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Author: **Anna Stevenson**, *Lund U., School of Economics and Management*
Author: **Benjamin Nathan Alexander**, *California Polytechnic State U.*
Author: **Hans Hansen**, *Texas Tech U.*
Author: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Author: **Sara R. S. T. A. Elias**, *U. of Victoria*

This paper problematizes the current use of interviews in qualitative research, questioning whether interview data might have become privileged over other types of data. Seeking to explore how interviews have been used in top-tier qualitative research, our study is grounded in a systematic analysis of 353 empirical articles that use interviews published in *Academy of Management Journal* and *Administrative Science Quarterly* between 1986 and 2020. Our analysis resulted in four interrelated themes—hierarchy of data, marginalization of the researcher, disappearing contexts, and loss of subjectivity—that we view as “silences” related to the use and predominance of interviews in qualitative research. Building from our presentation of each theme, we conclude with a way forward in how researchers may engage with interviews to develop more impactful and interesting theoretical contributions.

Paper is NOT Available. Please contact the author(s).

RM: Constructing Mode-enhanced Transcriptions to Facilitating Theorizing from Interview Data (WITHDRAWN)

Author: **Qian Li**, *U. of Dundee*

Qualitative researchers often work with transcriptions from interviews. The transcribing practice has been taken unproblematically in management, without further examining the processes and implications on theorizing. Grounded in the social constructivist tradition, the paper proposes a mode-enhanced transcribing practice to help researchers contextualize the empirical material they have collected in the social and cultural sphere, facilitate the meaning-making process of analyzing qualitative data, and generate the potential perspectives for further theorizing. It also suggests that a mode-enhanced transcription as material means of representation reflects a sense of ‘reality status.’ Presenting such a transcription helps increase the transparency of analyzing interview-based qualitative data.

Paper is NOT Available. Please contact the author(s).

RM: Building Theories From Qualitative Interview Research: How Many Interviews Do I Need?

Author: **Kasper Elmhødt**, *Aalborg U.*
Author: **Michael John Gill**, *U. of Oxford*
Author: **Jeppe Agger Nielsen**, *Aalborg U.*

Sage Publications/RM Division Best Paper Award

Qualitative researchers seeking to understand how many interviews are required to support a robust theoretical contribution face ambiguous and often contradictory recommendations. We argue existing recommendations fall into one of three ideal-type categories: (i) a pre-determined number or range of numbers, (ii) a number informed by specific criteria, such as the research purpose and duration of the study, or (iii) a methodologically principled number rooted in epistemological assumptions. Despite longstanding tensions between these categories, there is little investigation of how differing recommendations compare with the actual number of interviews conducted in high quality scholarship. We conducted a systematic review of qualitative studies (n = 260) in top-tier management journals (*AMJ*, *ASQ*, *Org. Sci.*, and *SMJ*) over a 10-year period (2010–2019). Drawing on our analysis, we demonstrate how each of the three categories of recommendations fails to explain the number of interviews reported in published articles. We develop a set of guiding questions and “guardrails” to support researchers in developing, and reviewers in respecting, differing justifications of interview sample sizes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **933** | Submission: **16635** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:00PMET (UTC-4)**

Strategizing Activities and Practices Business Meeting *SAP Business Meeting*

Chair: **Virpi Sorsa**, *Hanken School of Economics*
Division Chair-Elect: **Katharina Dittrich**, *Warwick Business School*
Participant: **Rajiv Nag**, *Drexel U.*
Program Chair: **Leonhard Dobusch**, *U. of Innsbruck*
Professional Development Workshop Chair: **Eric Knight**, *Macquarie Business School, Macquarie U.*
Participant: **Tania Ulrike Weinfurter**, *U. of Zurich*
Participant: **Carola Wolf**, *U. of Liverpool*
Coordinator: **David Oliver**, *U. Of Sydney*
Representative-at-Large: **Renate Kratochvil**, *BI Norwegian Business School*
Representative-at-Large: **Christina Angelika Wawarta**, *Warwick Business School*
Representative-at-Large: **Fleur Deken**, *Vrije U. Amsterdam*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Spinoffs and Strategic Reconfiguration Across Firms

Digital Session Chair: **Elham Asgari**, *Michigan Technological U.*

STR: Emergence and Evolution of An Industry: Exploration of Distinct Roles of Demand Pull and Supply Push 

Author: **Elham Asgari**, *Michigan Technological U.*

Innovation is the main driver of emergence and evolution of industries. Generation and dissemination of innovation points to the vital importance of knowledge exchange among multiple, socially-situated actors and a wide variety of organizations, including firms, trade associations, universities, governmental and non-governmental institutions, and – though they are often omitted from explicit consideration – consumers, as well. The importance of these supply-side and demand-side interactions is particularly pronounced in emergent sectors characterized by extreme dynamism in the generation, accumulation, exchange, and evolution of knowledge. Despite the symbiotic nature of supply-side and demand-side forces, skepticism has persisted regarding the determinative impact of demand-side forces, a bias that has constrained purposeful investigation of the manner in which demand-side forces shape innovation and influence the trajectory of sector emergence and evolution. Addressing this gap, this study examines how and to what extent supply and demand side forces in a high technology emergent context –i.e., small satellite industry— contribute to innovation over the industry lifecycle. The results suggest that demand is an indispensable contributor to emergence and evolution of technologies and new sectors; and the nature of its contribution varies over the industry lifecycle.

Paper is Available to Meeting Registrants Only.

STR: Environmental Turbulence and Adaptive Capacity: A Review and Research Agenda

Author: **Samuel Wilson**, *PhD student at Old Dominion U.*
Author: **Chris Hugh Willis**, *Old Dominion U.*

This paper conducts a systematic literature on the relationship between environmental turbulence (ET) and adaptive capacity (AC). Through a conceptual analysis of the competitive and non-competitive dimensions of ET, and the internal and external dimensions of AC, this study demonstrates how unique forms of turbulent disruption in the competitive markets of firms require strategic adaptive responses generated in connection with the internal stakeholders of the firm, while turbulence in the larger social, political, and economic environment of the firm requires strategic adaptive responses related to the organization's external stakeholders. Contributing to the ongoing development of stakeholder theory, this paper develops an original conceptual model concerning the relationship between environmental turbulence and adaptive capacity, distills the key concepts in this relationship in order to generate new insights, and highlights potential paths for further research in this area. Implications for strategic management scholars and practitioners are also discussed.

Paper is Available to Meeting Registrants Only.

STR: Lifelines and Sinking Ships: Investor Reactions to Divestments During Industry Change 

Author: **Julianne Sellin**, *Fox School of Business, Temple U.*
Author: **Todd Schifeling**, *Fox School of Business, Temple U.*

Navigating a period of industry change can be challenging for incumbent firms. In this paper, we consider an important barrier to adaptation – technological commitment – and analyze how investors react to a firm's departure from its core position. We argue that, over time, cost efficiency concerns and shareholder advocacy potentially moderate the negative impact of commitment to a fading technology on market valuation. Building on the industry change and corporate divestment literatures, we argue that it will be increasingly difficult for incumbents with greater technological commitment to exit from this position even as the transition becomes more inevitable, unless investors formally pressure the firm to do so. We find support for our arguments from an event study of announcements of coal plant retirements by U.S. public electric utilities from 2007 to 2019. Our results contribute to understanding challenges with incumbent adaptation to environmental disruptions, as well as the urgent issue of climate change mitigation.

Paper is Available to Meeting Registrants Only.

STR: Incumbent Performance Facing Digital Evolution: The Role of Asset Reconfiguration 

Author: **Shihui Wang**, *Peking U.*
Author: **Xuanli Xie**, *Peking U.*

“Digital revolution” presents great challenges to incumbent firms in many industries. How could incumbents successfully renew the assets and capabilities in digital innovation shocks is a question remains unanswered. Drawing on strategic adaptation and asset reconfiguration literature, we take a finer grained approach draw a distinction between retrenchment-oriented reconfiguration, and growth-oriented reconfiguration. Using commercial banks' divestiture of offline branches and adoption of online innovation as the empirical context, our results suggest that incumbents could benefit from divesting devalued legacy assets, while the innovation adoption could contribute to the performance only when the incumbents are also engaging in legacy divestiture simultaneously.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **935** | Submission: **11170** | Sponsor(s): **(STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:00PM - 2:30PMET (UTC-4)**

Regulatory approaches to digital platforms

Regulatory approaches to digital platforms

Panelist: **Andrei Hagiu**, *Boston U.*
Panelist: **Aija Elina Leiponen**, *Cornell U.*
Organizer: **David McIntyre**, *Providence College*
Organizer: **Arati Srinivasan**, *Providence College*
Panelist: **Marshall Van Alstyne**, *Boston U.*
Panelist: **Feng Zhu**, *Harvard U.*

While many of the world's most valuable companies are now based at least in part on a platform business model, the emergence of these dominant firms has raised new regulatory concerns around antitrust, data privacy, the boundaries of platform firms, and more. This panel brings together experts on platform dynamics to highlight current policy concerns relevant to platforms, contrast regulatory approaches globally, and outline paths forward for both research and practice in this area.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Caucus**
Program Session: **936** | Submission: **15353** | Sponsor(s): (CAU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:15PM - 2:45PMET (UTC-4)**

Bringing the Manager Back In: GLOBE 2020 Exploratory Incubator

GLOBE 2020 Exploratory Incubator



Organizer: **Richard Cotton**, *U. of Victoria*

Organizer: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*

This caucus will revisit the GLOBE 2020 research design, structure, and accomplishments and will share preliminary findings while also providing a forum to discuss potential collaborations. The primary audience for this caucus is the over 500 researchers (known as Country Co-Investigators) worldwide who constitute the most inclusive GLOBE 2020 study to date by gathering cultural dimension, trust and ideal leadership data from managers and professionals in over 120 countries representing over 99% of the world's population and over 97% of world GDP. We have a rigorous data cleaning and retention protocol to ensure all retained respondents are qualified informants about their countries, and have over 35,000 usable survey responses as of January 9, 2021. The deadline for completion of data collection is February 28, 2021.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cooperation and Partnership in Public and Nonprofit Sectors

Digital Session Chair: **Kate Albrecht**, *U. of Illinois at Chicago*

PNP: Toward a Unified Approach to Studying the Role of Nonprofits in Public Service Delivery

Author: **Saman Shafiq**, *U. of Illinois at Chicago*
Author: **Kate Albrecht**, *U. of Illinois at Chicago*
Author: **Kelly LeRoux**, *U. of Illinois at Chicago*

Both public and nonprofit management and urban governance scholars have studied the dynamics of nonprofit-government collaboration. Some of the theories utilized to examine this relationship are similar but some are unique to each tradition. More importantly, both traditions have heavily relied on qualitative and relatively small size cross-sectional datasets to draw conclusions about various aspects – such as drivers, processes and outcomes - of this collaboration. This practice has not only created theoretical gaps but has also prompted hinderance in fully understanding the role of nonprofits in public service delivery. Through a literature review specific to each research tradition, we find that both sets of scholars have only looked at limited types of services that local governments and nonprofits collaborate for and have not yet paid attention to how this collaboration may change over time. This paper fills these gaps by using a longitudinal dataset to descriptively examine several different service types. The paper also identifies ways in which these research traditions can be unified by posing a number of propositions for future research.

Paper is Available to Meeting Registrants Only.

PNP: Government's Trust Building Tactics to Renew Relationships with Community-based Organizations

Author: **Yuan Cheng**, *U. of Minnesota Twin Cities*
Author: **Jodi Sandfort**, *U. of Washington*

Institutional racism embedded in the existing public management practices has systematically created distrust between community-based organizations serving Black, Indigenous, and other people of color (BIPOC). However, little is known about how the government could reform public bureaucracies to renew their relationship with these important community-based organizations. Through a process-oriented inductive study of Minnesota's 2-Generation Policy Network, we find that government's intentional tactics both inside the bureaucracy and with BIPOC community-based organizations allowed them to create new collaborative infrastructure that both changed organizational routines and built power to address racial inequities in the existing human service system. This study documents the importance of public managers' intentionality in addressing the historical legacy that is an outgrowth of conventional practice and assessing their own identities to assess and challenge the mechanism of traditional, bureaucratic authority. Trust between the government and BIPOC community-based organizations needs to be earned and rebuilt.

Paper is Available to Meeting Registrants Only.

PNP: Understanding Professional Associations as a Mechanism to Inter-Governmental Collaboration

Author: **Zheng Yang**, *California State U., Dominguez Hills*
Author: **Thy Merritt**, *Claremont Graduate U.*

To date, there is limited empirical research in public management literature exploring the consequences of professional associations and their impacts on inter-governmental relationships. Drawing on network perspectives and recent managerial networking literature, this study aims to bridge the gap of literature in professional associations by examining the case of Los Angeles County Management Council (LACMC) and how informal networking facilitates inter-governmental collaboration in local governments. Results from the analysis highlight the role of informal networking through professional associations in building relational comfort, promoting social learning, building a global perspective, promoting system awareness, establishing professional contacts, and providing open opportunities and serendipities, which are perceived to lead to improved inter-governmental collaboration. These findings point to the importance to further understand the distinctiveness of informal networking and the role of professional associations in public administration.

Paper is Available to Meeting Registrants Only.

PNP: A Dynamic Relational View of Cross-Sector Collaborations

Author: **Marco Antonio Rocha Galo**, *ESSEC Business School*
Author: **Ha Hoang**, *ESSEC Business School*

In this paper, we question how some of the taken-for-granted assumptions from the interorganizational alliance literature apply for collaborations between hybrid partners – i.e., actors with distinctive institutional logics – and that inherently generate positive externalities. Specifically, we look at how the dynamic relational view (Dyer, Singh, & Hesterly, 2018) applies to cross-sector collaborations (CSCs) – i.e., associations between nonprofit, for-profit, and/or public organizations. We offer a framework that details how these hybrid associations' intrinsic characteristics affect some assumptions of the dynamic model. First, we show that, besides the interdependence of the partners' resources, both the actors' different institutional logics and the collaborations' emphasis on tackling social issues also influence the collaborations' governance choices. Second, we propose that, for many CSCs, the interdependence and the nature of the partners' assets will not be the critical factor in deciding the initial investments on either relation-specific assets or knowledge-sharing routines. Instead, the prevalence of an institutional logic will be more relevant to determine these investments. To conclude, we argue that the cross-sector collaborations' intrinsic characteristics can also accelerate, delay, or compromise the future investments in these sources of competitive advantages and the development of informal governance mechanisms, both critical to creating relational rents. Altogether, we develop a model that provides a temporal explanation for how the nature of cross-sector collaborations affects the development of their drivers of competitive advantages and the generation of relational rents.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **938** | Submission: **16723** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

MC Division Business Meeting
MC Division Business Meeting

Program Chair: **Daniel Degraevl**, *California State U., Northridge*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **939** | Submission: **13100** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

MSR Community Meeting plus social
MSR Community Meeting plus social

Chair: **Stacie Chappell**, *Vancouver Island U.*
Presenter: **Nicholas Burton**, *Northumbria U.*

Incorporating the MSR annual meeting, an opportunity for the MSR community to come together and celebrate our work together. We particularly welcome new members, our scholarly PhD community, and those interested in the work of the MSR interest group.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **940** | Submission: **13880** | Sponsor(s): **(OB, MOC, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

Culture Shock: Implications of the COVID-19 Pandemic for Cultural Norms and Rituals

Implications of COVID-19 Pandemic for Culture



Organizer: **Daniel Stein**, *U. of California, Berkeley*
Organizer: **Hope Harrington**, *Lab Manager*
Discussant: **Jennifer Chatman**, *U. of California, Berkeley*
Presenter: **N. Derek Brown**, *Haas School of Business, UC Berkeley*
Presenter: **Virginia K. Choi**, *U. of Maryland College Park*
Presenter: **Heinrich Peters**, *Columbia U.*

The goal of this symposium is to understand how sudden exogenous shocks (such as the COVID-19 pandemic and resulting social distancing restrictions) affect the role that culture plays in shaping individual, group, and organizational life. In this way, the four papers in this symposium aim to: (i) use the sudden and pervasive impact of the pandemic on work to advance group and organizational culture research, and (ii) leverage novel computational techniques and Big Data to assess the dynamics of culture in an era when traditional research methods (e.g., laboratory experiments) are not feasible.

Examining the Speed and Intensity of Culture Adaptation During the COVID-19 Pandemic

Author: **N. Derek Brown**, *Haas School of Business, UC Berkeley*
Author: **Yixi Chen**, *UC Berkeley*
Author: **Paul Vicinanza**, *Stanford Graduate School of Business*
Author: **Hope Harrington**, *Lab Manager*

The Impact of Collective Threats on Societal Shifts in Culture, Politics, and Economics

Author: **Virginia K. Choi**, *U. of Maryland College Park*
Author: **Michele Joy Gelfand**, *U. of Maryland*

Are Rituals Getting Infected Too? How COVID-19 Stay-Home Orders Influence Workgroup Commitment

Author: **Daniel Stein**, *U. of California, Berkeley*
Author: **Jennifer Chatman**, *U. of California, Berkeley*

Regional Personality Differences Predict Variation in COVID-19 Social Distancing Behavior

Author: **Heinrich Peters**, *Columbia U.*
Author: **Friedrich Götz**, *U. of Cambridge*
Author: **Tobias Ebert**, *U. of Mannheim*
Author: **Sandrine Müller**, *Columbia U.*
Author: **Jason Rentfrow**, *U. of Cambridge*
Author: **Samuel Gosling**, *U. of Texas at Austin*
Author: **Martin Obschonka**, *Queensland U. of Technology*
Author: **Jeff Potter**, *AtofInc*
Author: **Sandra Matz**, *Columbia Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **941** | Submission: **17600** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

Sustainability pedagogy

Digital Session Chair: **Jose M. Manuel Alcaraz**, *ESDES, U. Catholique de Lyon*

ONE: Digital Storytelling as a Pedagogical Tool for Global Sustainability

Author: **Jose M. Manuel Alcaraz**, *ESDES, U. Catholique de Lyon*

Author: **Keary Shandler**, *Murdoch U. Dubai*

Author: **Mark Edwards**, *Jonkoping International Business School*

Recent developments from the natural sciences have provided extremely relevant approaches to conceive and address global sustainability. Among those developments, the Planetary Boundaries (PBs) concept (Rockström et al, 2009; Steffen et al, 2015) has brought an urge to understand and address the biophysical limits of the planet, issues on the complex links between the economy, society and the environment, on time and place scales, on complex governance, and on environmental values. In this instructional innovation paper, we argue that sustainability in management education (SiME) needs to address those tenets, through hands-on approaches that foster deep learning and transform knowledge, skills and emotions. Here we explore the value of digital storytelling (the merger between traditional storytelling and multimedia technology) for that quest. Based on our three-year experience across three continents (in the cities of Perth, Singapore, Dubai and Munich, where we involved almost three hundred students), we offer a detailed instructional practice to foster learning on the PBs, and we elaborate on the deep learning “mechanisms” behind it. In so doing, our paper introduces a pedagogical (experiential) approach to the PBs in business schools, and advances the use of digital storytelling for SiME.

Paper is Available to Meeting Registrants Only.

ONE: A Faculty-Student Collaborative Study of Employee Selection Practices In Sustainable Organizations

Author: **Patricia G Martinez**, *Loyola Marymount U.*

Author: **Lauren Anderson Llanos**, *Loyola Marymount U.*

Author: **Jonathan Rojas**, *Whistle, Inc*

This paper presents an example of a research collaboration examining sustainable organizations that facilitates both faculty and students’ achievement of professional and educational goals. Given that our current student generation, “Gen Z,” desires to make a positive impact and are passionate about environmental causes, studying sustainable organizations provides opportunities for this type of collaboration. This project combines students’ senior theses, independent research projects and a faculty member’s research in employee selection practices. We focus on how sustainable organizations can use behavioral interviews and pro-environmental behavior survey measures during their employee selection processes to assess person-organization (P-O) fit and thus, values alignment between individuals and organizations. We argue that this results in the strategic hiring of individuals who will support the organization’s sustainability efforts. In Study 1, we interview ten hiring managers about the role of P-O fit in their selection processes and how they assess this alignment. In Study 2, we develop and pilot test measures of pro-environmental behavior for recycling and water conservation behaviors (N=98). Finally, we discuss how this collaboration contributes to the study of HRM in sustainable organizations, specifically hiring processes, a topic that sustainability researchers continue to overlook.

Paper is Available to Meeting Registrants Only.

ONE: A Systems Approach to Business Sustainability Education

Author: **Steven Kennedy**, *Rotterdam School of Management, Erasmus U.*

Author: **Sylvia Grewatsch**, *Brock U.*

Author: **Lara Liboni**, *U. of Sao Paulo (FEA/USP)*

Author: **Luciana Oranges Cezarino**, *U. Ca' Foscari of Venice - Dept. of Management*

The worsening and urgency of societal challenges, such as the climate emergency and biodiversity loss, have triggered questioning of the effectiveness of business sustainability teaching and the capabilities business students acquire. Multiple scholars have now called for a systems approach to business sustainability education to provide business students with a more holistic and relational understanding of firms as situated within complex adaptive systems. Yet, for many business educators, this may entail engaging with relatively unfamiliar theory and shifting deeply ingrained teaching habits. We aim to help educators overcome these hurdles to adopting a systems approach in their classrooms. First, we identify six concepts central to business sustainability courses. Second, we utilize the concepts to unpack a systems approach to teaching business sustainability and compare it to a traditional firm-centric approach. Finally, we offer four pedagogical practices that are aligned with the systems approach to teaching business sustainability and illustrate these with a variety of examples.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **942** | Submission: **12392** | Sponsor(s): **(SIM, CM, OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 1:30PM - 3:00PMET (UTC-4)**

Behavioral Ethics: Challenging Fundamental Assumptions and Insights in the Field
Challenging Behavioral Ethics



Organizer: **Joseph P. Gaspar**, *Quinnipiac U.*
Organizer: **Danielle E. Warren**, *Rutgers U.*
Discussant: **Kristin Smith-Crowe**, *Boston U.*
Presenter: **Samuel Skowronek**, *The Wharton School, U. of Pennsylvania*
Presenter: **Maurice Schweitzer**, *U. of Pennsylvania*
Presenter: **Binyamin Cooper**, *Carnegie Mellon U.*
Presenter: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Elizabeth Huppert**, *U. Of Chicago*
Presenter: **Emma Levine**, *U. Of Chicago*
Presenter: **William Fleeson**, *Wake Forest U.*
Presenter: **Danielle E. Warren**, *Rutgers U.*
Presenter: **Öykü Arkan**, *Rutgers Business School*
Presenter: **Rebecca Chae**, *Leavey School of Business, Santa Clara U.*
Presenter: **Yong H. Kim**, *Texas A&M U.*
Presenter: **Julia Lee Cunningham**, *U. of Michigan*
Presenter: **Christopher To**, *Northwestern Kellogg School of Management*
Presenter: **Dylan Wiwad**, *Northwestern Kellogg School of Management*
Presenter: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Presenter: **Joseph P. Gaspar**, *Quinnipiac U.*
Presenter: **Redona Methasani**, *U. of Connecticut*

Business ethics has emerged as one of the most critical issues confronting society, and a substantial literature in behavioral ethics provides important insights into ethical decision making in organizations. In this symposium, we challenge some of the fundamental assumptions and insights in this literature. In a series of papers, we demonstrate that though prior research provides important insights into ethical perceptions, ethical decision making, and unethical behavior in organizations, many characteristics and relationships remain uncertain. In all, our symposium pushes the boundaries of the field of behavioral ethics, raises important theoretical, empirical, and methodological questions, and prompts the need for more research on ethical decision making and unethical behavior in organizations.

The Link Between Effort and Dishonesty

Author: **Samuel Skowronek**, *The Wharton School, U. of Pennsylvania*
Author: **Maurice Schweitzer**, *U. of Pennsylvania*

Honesty in Organizations

Author: **Binyamin Cooper**, *Carnegie Mellon U.*
Author: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Elizabeth Huppert**, *U. Of Chicago*
Author: **Emma Levine**, *U. Of Chicago*
Author: **William Fleeson**, *Wake Forest U.*

How to Reduce Unethical Behavior & Increase Voice: The Role of Moral Ownership & Perspective-Taking

Author: **Danielle E. Warren**, *Rutgers U.*
Author: **Öykü Arkan**, *Rutgers Business School*

Tainted by Affiliation: How Cognitive Style Shapes Spillover Effects

Author: **Rebecca Chae**, *Leavey School of Business, Santa Clara U.*
Author: **Yong H. Kim**, *Texas A&M U.*
Author: **Julia Lee Cunningham**, *U. of Michigan*

Economic Inequality Increases the Acceptability of Others' Unethical Behavior

Author: **Christopher To**, *Northwestern Kellogg School of Management*
Author: **Dylan Wiwad**, *Northwestern Kellogg School of Management*
Author: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

Strategic Moral Advice Seeking and Taking: A Theoretical Model and Propositions

Author: **Joseph P. Gaspar**, *Quinnipiac U.*
Author: **Redona Methasani**, *U. of Connecticut*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Building a Better Mousetrap: Innovations in Healthcare Technology and Product Development



Digital Session Chair: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*

Healthcare Technology and Product Development

HCM: Open Innovation Application to Digital Transformation of Healthcare Services

Author: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*

Author: **Shahrokh Nikou**, *Abo Akademi U.*

Author: **Rima Sermontyte-Baniule**, *Kaunas U. of Technology, Lithuania*

Author: **Agne Gadeikiene**, *Kaunas U. of Technology, School of Economics and Business*

Author: **Jurgita Giniuniene**, *Kaunas U. of Technology*

The pandemic of COVID-19 urged healthcare ecosystem to expedite the deployment and use of digital healthcare services. Digital healthcare services by nature require the integration of diverse external and internal knowledge provided by multiple stakeholders of the healthcare ecosystem. Thus, open innovation could significantly contribute to value-based digital healthcare performance. This article illustrates how different open innovation strategies contribute to different types of value created by digital healthcare services. Healthcare providers, policymakers and insurance companies while seeking to utilize digital healthcare services need to leverage between different strategies of open innovation (e.g., inside-out or inside-in). While orchestration of the strategies might provide the optimal results, special attention needs to be given to inside-in open innovation processes.

Paper is NOT Available. Please contact the author(s).

HCM: Consequences of Virtual Visit Implementation: Considerations for Supporting Collaborative Work

Author: **Matthew John DePuccio**, *Rush U.*

Author: **Alice Gaughan**, *Ohio State U.*

Author: **Daniel M. Walker**, *Ohio State U.*

Author: **Cynthia Sieck**, *Ohio State U.*

Author: **Ann Scheck McAlearney**, *Ohio State U.*

Background: The use of virtual visits (i.e., phone- and video-based physician visits) has increased dramatically as a result of the COVID-19 pandemic. However, previous research indicates that implementation of this new model of care is difficult. Focusing on the work processes of patients and providers can provide important information about opportunities to optimize virtual visits so that patients and providers can experience better outcomes. Methods: We conducted a qualitative study to explore the perspectives of primary care physicians working at a large academic medical center (AMC) who used telemedicine, including virtual visits, during the COVID-19 pandemic. Semi-structured interviews with 20 physicians were conducted between July and August 2020. Interview questions asked about physicians' challenges using telemedicine, the impacts of telemedicine on primary care work, and what helped them deliver care via telemedicine. All interviews were recorded, transcribed, coded, and rigorously analyzed using deductive thematic analysis guided by the Systems Engineering Initiative for Patient Safety 2.0 (SEIPS 2.0) framework to examine the impact of virtual visit implementation on work processes. Results: According to physicians, the use of virtual visits had positive and negative impacts on providers and patients. On one hand, virtual visits could (1) enable greater work-life balance, (2) allow for more flexibility as to when patient visits take place, (3) reduce some barriers to care and coordination of visits, (4) make patients feel comfortable interacting with their provider, (5) maintain patient-physician connections, and (6) get family members involved with the patient's care. On the other hand, the use of virtual visits poses some challenges because they (1) necessitate coordination around "virtual rooming" and virtual visit appointments, (2) require some augmentation of virtual visits with in-person care, (3) may require a recalibration of patient expectations about virtual visits, (4) will need patients to access and use other tools to monitor their health and engage in care, (5) do not seamlessly integrate with interpreter services, and (6) infrequent interdisciplinary communication and consultations can hinder collaborative work. Conclusion: Virtual visits have been a critical element of the response to the COVID-19 pandemic, but our findings suggest the need to consider how we can retain the positive elements of this shift to virtual care while addressing issues that can reduce the negative consequences for providers and patients.

Paper is NOT Available. Please contact the author(s).

HCM: The Landscape of Hospital Competition for Technology Adoption: A New Medical Arms Race

Author: **Ahreum Han**, *Trinity U.*

Author: **Neeraj Puro**, *Florida Atlantic U.*

The objective of our study is to explore the dual influences of market competition and the prevalence of technology in the market on a hospital's level of medical technology. Following the core tenets of contingency theory and institutional theory, we hypothesized a positive influence of both the increasing level of hospital competition in the market and the peer hospital's level of technology in the market on the hospital's greater level of medical technology. With a multilevel modeling with random effects, we analyzed 13,217 general acute care hospitals in the U.S. between the years 2012-2018, which exclude critical access hospitals and federally-governed hospitals. We expect this paper can help administrators and policymakers balance between the costs and potential benefits of technology utilization for better health outcomes. The findings of our study indicate that a hospital's medical technology level corresponds not only to competitiveness in the market but also to its competitor's behaviors with respect to instituting advanced medical technology. It is surprising that hospitals tend to be less responsive to the market or societal needs. We suggest that health care managers need to be more attentive to societal needs when making investment decisions. Health policymakers may take hospitals' lack of social responsiveness into consideration in order to guide them toward adequate and appropriate medical technology adoption strategies that may increase social welfare, assure quality, and establish a safer healthcare environment.

Paper is Available to Meeting Registrants Only.

Author: **David Foord**, *U. of New Brunswick*

This article examines models of science-based innovation, embedded research and translational research in development of biomedical devices. While the applicability of linear models of innovation in product development have been widely questioned, studies have yet to explain how science-based biomedical knowledge production is reduced to practice in development of new devices. To understand how this occurs I investigated concepts of science-based innovation, embedded research and translational research in the context of commercial product development in the powered prosthetic arm industry from 1945 to 2020. I found that development of commercial powered prosthetic arms was strongly influenced by scientific research, with a majority of cases involving the originating researcher contributing to first reduction to practice in new commercial products. Instead of integrated knowledge translation practices, embedded research followed university research in many of the cases. The focus on a biomedical engineering industry limits the generalizability of the findings. Future research directions include examination of other historical and contemporary case studies, and identification of effective practices in embedding knowledge production projects in locations-of-use.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **944** | Submission: **17241** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 1:45PM - 3:15PMET (UTC-4)**

Perspectives on Financial Performance: A Multilevel Tale



Digital Session Chair: **Marie Gabel**, *WWU Münster*

Healthcare Finance

HCM: Do Cash-For-Care Schemes Increase Care Users' Experience of Empowerment? A Systematic Review

Author: **Eva Lilie Josephine Pattyn**, *U. of Ghent*

Author: **Paul Gemmel**, *Ghent U.*

Author: **Sophie Vandepitte**, *U. of Ghent*

Author: **Jeroen Trybou**, *Ghent U.*

In cash-for-care schemes, care users are granted a budget or voucher to purchase care services, assuming this will enable care users to become engaged and empowered customers, leading to more person-centered care. However, opponents argue that cash-for-care schemes transfer the responsibility of the care organization from the Government to the care user, thus reducing care users' feelings of empowerment. The tension between these opposite discourses feeds the assumption that other factors affect care users' experience of empowerment. Therefore, this review explores which antecedents influence the level of empowerment as experienced by care users in cash-for-care schemes. A systematic review on empowerment and person-centered care in cash-for-care schemes was conducted, searching seven databases until March 10, 2020. Included articles needed to be peer-reviewed, written in English or French, and containing empirical evidence of the experience of empowerment of budget holders. The initial search identified 8261 records of which 75 articles were retained for inclusion. The results show that several contextual and personal characteristics determine whether cash-for-care schemes increase empowerment. The identified contextual factors are establishing a culture of change, the financial climate, the regulatory framework, and access to support and information. The identified personal characteristics refer to the financial, social, and personal resources of a care user. This review confirms that multiple factors affect care users' experience of empowerment. However, active cooperation and communication between care user and care provider are essential if policy makers want to increase care users' experience of empowerment.

Paper is Available to Meeting Registrants Only.

HCM: Tracing Non-linearity between Economic Freedom and National Health Innovation System Efficiency

Author: **Marie Gabel**, *WWU Münster*

Author: **Christopher Jung**, *WWU Münster*

Author: **Stephan Nüesch**, *Westfälische Wilhelms-U. Münster*

Economic freedom, i.e., the freedom of companies to pursue their business activities, is a vital determinant of societal health, wealth, and economic progress. Despite the high societal and economic relevance, the relationship between economic freedom and the performance of national health innovation systems (NHIS) is poorly understood. While prior studies assume direct linear effects between economic freedom and innovation performance, we argue that economic freedom is only beneficial to a certain extent. We theorize on the costs and benefits of economic freedom and examine potential non-linearity in the relationship between economic freedom and NHIS efficiency. Moreover, we propose a contingency perspective and argue that the relationship between economic freedom and NHIS efficiency is dependent on the volatility of the level of economic freedom over time. Varying levels of economic freedom require constant adjustments to the regulatory environment, which ultimately affects the costs and benefits of economic freedom so that under high volatility, the peak NHIS efficiency is lower. Using a panel dataset of 70 countries over ten years, we combine data envelopment analysis and regression analysis. Our results support our theorizing showing an inverted U-shaped relationship between economic freedom and NHIS efficiency and provide initial evidence on the associated boundary conditions.

Paper is Available to Meeting Registrants Only.

HCM: Two Sides to Every Coin: Assessing the Effects of Moving Physicians to Employment Contracts

Author: **Rachel Gifford**, *Maastricht U.*

Author: **Eric Molleman**, *U. of Groningen*

Author: **Taco Van Der Vaart**, *Groningen U. (RuG)*

There is a growing trend of physicians becoming employees of hospital systems and physician employment is viewed as a mechanism to increase hospital-physician alignment and improve quality and cost outcomes. Yet, the research is mixed on the effects of moving physicians to salaried employment and payment reform remains difficult to accomplish. While the literature has traditionally placed such forms of bureaucratic control in opposition to professional autonomy, it has often overlooked the effects on professional values at multiple levels and literature on payment reform has largely focused on financial or cost outcomes while overlooking relational effects. To address these gaps, we conducted a mixed method study at one hospital that recently moved all formerly self-employed physicians to employment contracts. We interviewed physicians to understand how payment reform affected their interactions with patients, their relation with and within the organization, and their expression of professional values. We then conducted a follow-up survey across both formerly salaried and self-employed physicians to further test our initial findings. We find both positive and negative effects at different levels, offering insights into the mixed results found in the current literature.

Paper is Available to Meeting Registrants Only.

HCM: The Relationship between Accreditation and Performance among Federally Qualified Health Centers

Author: **Henry Thompson**, *U. of Alabama at Birmingham*

Author: **William Opoku-Agyeman**, *U. of North Carolina, Wilmington*

Author: **Nancy Borkowski**, *U. of Alabama, Birmingham*

Author: **S Robert Hernandez**, *U. of Alabama, Birmingham*

While past studies have examined the relationship between accreditation and hospital performance, no previous studies have evaluated the relationship between Joint Commission accreditation and Federal Qualified Health Center (FQHC) performance. Data from secondary sources for 1,355 FQHCs in 2016 were analyzed to evaluate the association between Joint Commission accreditation and organizational and environmental market factors and clinical and non-clinical performance outcome measures. The study's findings reflect the positive relationship between Joint Commission accreditation and certain organizational factors (patients at 200% of federal poverty level, uninsured patients, patients with Medicaid and/or CHIP coverage, and FQHC size) and environmental market factor (target population), and a number of performance measures (adolescent weight screening, adult weight screening, cholesterol treatment, and total grant expenditure). While past studies have examined the relationship between accreditation and hospital and other health organizations performance, no previous studies have evaluated the relationship between The Joint Commission accreditation and Federal Qualified Health Center (FQHC) performance. This study filled a gap in the literature because research remains limited among FQHCs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **945** | Submission: **11195** | Sponsor(s): **(CAR, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

The Gig Work Phenomenon: Insights Into Current Multidisciplinary Research and Trending Topics

The Gig Work Phenomenon



Organizer: **Annabelle Hofer**, *U. of Bern, Work and Organisational Psychology*
Organizer: **Caroline Straub**, *Bern U. of Applied Sciences*
Organizer: **Daniel Spurk**, *U. of Bern*
Participant: **Ana Alacovska**, *Copenhagen Business School, Denmark*
Participant: **Eliane Bucher**, *BI Norwegian Business School*
Presenter: **Christian Fieseler**, *BI Norwegian Business School*
Presenter: **Farnaz Ghaedipour**, *McMaster U.*
Presenter: **Jeroen Meijerink**, *U. of Twente*
Presenter: **Annabelle Hofer**, *U. of Bern, Work and Organisational Psychology*
Participant: **Daniel Spurk**, *U. of Bern*
Participant: **Caroline Straub**, *Bern U. of Applied Sciences*
Participant: **Clara Zwettler**, *U. of Bern, Work and Organisational Psychology*
Discussant: **Caroline Straub**, *Bern U. of Applied Sciences*

This symposium consists of four presentations. Presentation 1-3 provide insights into recent research findings on the topic of gig work relevant in the context of careers, organizational behavior, and human resources management. Presentation 4 – a systematic literature review – provides an overview on existing studies on gig work, and an agenda for future research. Contributions investigate the gig work phenomenon in different countries using a variety of methodologies such as literature review, qualitative interviews, text analysis, participant observation approach, and survey method. The symposium ends with an interactive discussion designed to facilitate proactive exchanges between participants and audience members, as well as networking.

A Paranoid Reading of the Gig Economy

Author: **Ana Alacovska**, *Copenhagen Business School, Denmark*
Author: **Eliane Bucher**, *BI Norwegian Business School*
Author: **Christian Fieseler**, *BI Norwegian Business School*

The Autonomy Paradox in Platform Work: A Sociomaterial Perspective on The Work of Content Creators

Author: **Farnaz Ghaedipour**, *McMaster U.*

Why are Platform Workers Willing to Share Reputational Data?

Author: **Jeroen Meijerink**, *U. of Twente*

The Gig Work Phenomenon: A Multi-Level Framework Literature Review and Research Agenda

Author: **Annabelle Hofer**, *U. of Bern, Work and Organisational Psychology*
Author: **Daniel Spurk**, *U. of Bern*
Author: **Caroline Straub**, *Bern U. of Applied Sciences*
Author: **Clara Zwettler**, *U. of Bern, Work and Organisational Psychology*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **946** | Submission: **11268** | Sponsor(s): **(CM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Where Lies the Truth? Accuracy and Diverging Perspectives in Interpersonal Perception

Diverging Perspectives in Interpersonal Perception



Organizer: **Casher Belinda**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Discussant: **Hillary Anger Efenbein**, *Washington U. in St. Louis*
Presenter: **Vanessa Bohns**, *Cornell U.*
Participant: **Roseanna Sommers**, *U. of Chicago Law School*
Presenter: **Sonya Mishra**, *UC Berkeley*
Participant: **Margaret Lee**, *Haas School of Business, UC Berkeley*
Participant: **Laura Kray**, *U. of California, Berkeley*
Presenter: **Casher Belinda**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Presenter: **Juliana Schroeder**, *U. of California, Berkeley*
Participant: **Elizabeth R. Wilson**, *Northwestern Kellogg School of Management*
Participant: **Adam Waytz**, *Northwestern Kellogg School of Management*
Presenter: **Sara Clark Wingrove**, *Fuqua School of Business, Duke U.*
Participant: **Danbee Chon**, *Duke U.*
Participant: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Participant: **Richard Paul Larrick**, *Duke U.*

Organizing becomes difficult when people do not see eye to eye. For instance, we often assume that others think and feel about us in the same way that we think and feel about them. These assumptions are often inaccurate, and yet people tend to act on their assumptions before they learn of their (in)accuracy. As a result, employees who misperceive others' behavior may act in ways that disrupt coordination, reduce productivity, and tarnish relationships. Central to all of these issues is understanding how different people perceive the same behavior as enacted by a given individual. To deepen our understanding of interpersonal (mis)perception in organizations, the presentations in this symposium examine how behaviors of interest to employers are viewed from multiple vantage points (e.g., expressor versus recipient; recipient versus observer). Our first two presentations examine actor-observer differences in perceptions of consent and social sexual behavior; our third presentation examines dyadic meta-accuracy in flirting behavior; our fourth presentation examines self-other differences in perceptions of creative idea generation; our fifth presentation examines interpersonal perception in the context of goal attainment.

Consent is in the Eye of the Beholder: Actors and Observers See Consent Differently

Author: **Vanessa Bohns**, *Cornell U.*
Author: **Roseanna Sommers**, *U. of Chicago Law School*

Female Actor Attractiveness Leads to Men's Favorable Perceptions of Social Sexual Workplace Behavior

Author: **Sonya Mishra**, *UC Berkeley*
Author: **Margaret Lee**, *Haas School of Business, UC Berkeley*
Author: **Laura Kray**, *U. of California, Berkeley*

Do We Know Who Flirts with Us? Dyadic Meta-Accuracy Among Men and Women

Author: **Casher Belinda**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*

The "Eureka!" Bias: People Believe Others Generate Ideas More Quickly Than the Self

Author: **Juliana Schroeder**, *U. of California, Berkeley*
Author: **Elizabeth R. Wilson**, *Northwestern Kellogg School of Management*
Author: **Adam Waytz**, *Northwestern Kellogg School of Management*

Hitting Your Target: How Both Exceeding and Failing Goals Damage Interpersonal Impressions

Author: **Sara Clark Wingrove**, *Fuqua School of Business, Duke U.*
Author: **Danbee Chon**, *Duke U.*
Author: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Author: **Richard Paul Larrick**, *Duke U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender 3 

Digital Session Chair: **Ipek Kocoglu**, *Kean U.*

ENT: Do Female Entrepreneurs Take Higher Risks in Extreme Contexts?  

Author: **Ipek Kocoglu**, *Kean U.*

We investigate if environmental threats affect gender-inequality in entrepreneurial innovation. Building on role congruity theory and evolutionary psychology, we theorize that while women-led ventures are less likely to take risks and innovate due to the gendered view of risk-taking, evolutionary adaptations triggered by environmental threats increase their risk-taking and experimentation. Using the context of terrorism in Pakistan, we found that compared to ventures led by men, women-led ventures were more innovative in regions with frequent terrorist attacks than in regions with fewer attacks. Although a large workforce decreased risk-taking and innovation due to the reinforcement of social constraints, women collaborators buffered women-led ventures from these constraints. We show that environmental threats trigger evolutionary adaptations that enable women-led ventures to overcome the limitations of role incongruence.

Paper is Available to Meeting Registrants Only.

ENT: Exploring the Role of National Gender Inequality in Female Family Business Succession Intentions 

Author: **Farhad Uddin Ahmed**, *Swansea U.*

Author: **Colm O'Gorman**, *Dublin City U.*

Author: **Roisin Lyons**, *Dublin City U. Business School*

Author: **Eric Clinton**, *Dublin City U.*

In this study, we examine the drivers of family business succession intentions of early and pre-career daughters of family business owners. Using a dataset of 7,798 daughters of family business owners from 44 countries (Global University Entrepreneurial Spirits' Students' Survey), our study finds that parental instrumental support and family business work experience positively influence succession intentions of daughters of family business owners. There is a positive moderating effect of subjective norms on these relationships, indicating the pivotal role parents and social groups play in the formation of succession intentions of daughters. A national gender gap moderates the relationship between family business exposure and succession intentions; such that, the effect of exposure to the family firm was a stronger predictor of succession intentions in countries with lower gender gaps. Comparing these model results to a parallel sample of male succession candidates, the effect of the national gender gap was not found to weaken the model relationships. Taken together, our results point to a systemic national effect which may have bearing on female succession rates in the family business context.

Paper is Available to Meeting Registrants Only.

ENT: Cultural Institutions, Women Entrepreneurs and High-Growth Entrepreneurship 

Author: **Sharon Simmons**, *Jackson State U.*

Author: **Chong Kyoong Lee**, *James Madison U.*

Author: **Susan L. Young**, *Kennesaw State U.*

Author: **MaQueba Massey**, *Jackson State U.*

In this study, we set out to address important research questions: How do economic, political, education and health gender gaps influence total entrepreneurial activity? How do social costs of failure affect the relationship between gender gaps and total entrepreneurship activity? Are these effects the same for the distinct and important facet of high growth entrepreneurship? We applied a legitimacy theory framework, reasoning that smaller gender gaps connote the legitimacy of women entrepreneurs. We further conjectured that preexisting perceptions and challenges to the fit of women in the entrepreneurship domain are magnified in institutional contexts with high social costs of failure. We found that in societies with smaller gender gaps, there are increased levels of both total entrepreneurship activity and high-growth entrepreneurship activity, and that these relationships are moderated by the social costs of failure.

Paper is NOT Available. Please contact the author(s).

ENT: Gender Role Congruity and Quality Signals: How does Gender Influence the Effectiveness of Signals

Author: **Yin-Chi Liao**, *U. of South Carolina at Upstate*

Combining signaling theory and gender role congruity theory, this study examines if the quality signals of entrepreneurs and their ventures are perceived differently as a result of their gender, which, in turn, affects the crowdfunding performance. In a sample of 14,729 campaigns in Kickstarter, this study shows that gender affects the effectiveness of signals in enhancing funding performance, but not definitely to the disadvantage of women. While females are rewarded less with the signals of competence, they benefit more from signals of social tie and concrete rhetoric, which are congruent with the gender role. This study provides implications for entrepreneurial project evaluation and approaches to crafting an effective pitch.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Network 1  

Digital Session Chair: **Josh Feng**, *U. of Utah, David Eccles School of Business*

ENT: Social Push and the Direction of Innovation

Author: **Josh Feng**, *U. of Utah, David Eccles School of Business*
Author: **Xavier Jaravel**, *London School of Economics*
Author: **Elias Einio**, *VATT Institute for Economic Research*

Innovators' personal experience and social networks may affect their familiarity with customer needs, and in turn the types of products they bring to market. Consistent with this channel, we document that innovators create products that are more likely to be purchased by customers similar to them along observable dimensions including gender, age, and socio-economic status. With scanner data and a new phone applications database, we find that these homophily patterns hold even within detailed industries. Using quasi-random assignment of individuals to dorms during military service, we provide causal evidence that being exposed to peers from a lower income group increases an entrepreneur's propensity to create necessity products. We find similar results using an alternative research design leveraging idiosyncratic within-school variation in peer composition across classes and cohorts. Because innovators are predominantly men from privileged backgrounds, the social push channel implies that the gains from innovation are unequally distributed across customer groups, which we quantify in a growth model.

Paper is Available to Meeting Registrants Only.

ENT: Fostering organizational innovations through social capital and customer demands 

Author: **Hoa Do**, *Nottingham Trent U.*
Author: **Bach Nguyen**, *Aston Business School*

Drawing upon social capital theory, this study examines the underlying mechanism between interpersonal/interorganizational social capital and innovations, and also explores the boundary conditions of customer demands surrounding such a mechanism. Analyzing a sample of more than 15 thousands firm-year observations of Vietnamese small businesses in 11 years indicates that (1) both interpersonal and interorganizational social capital networks are positively associated with new product and new process innovations, respectively; and (2) when customer demands are high, the relationships between interorganizational social capital and innovations are significantly strengthened whereas the relationships between interpersonal social capital and innovations are weakened. The study is among the first to explore both interpersonal and interorganizational social capital networks as well as boundary conditions of customer demands in understanding the social capital-innovation relationship. The results provide both theoretically informed insights for academics and valuable practical implications for policy-makers who have their voice and influence on the policy-making process.

Paper is Available to Meeting Registrants Only.

ENT: Factors influencing the extent of category spanning in new ventures: The role of density 

Author: **Jan Goldenstein**, *Friedrich Schiller U. Jena*
Author: **Michael Hunoldt**, *Friedrich Schiller U. Jena*
Author: **Simon Oertel**, *TU Ilmenau*

The success of new ventures is largely determined by their strategic market positioning. Category research centers on this topic but has largely neglected the contextual conditions that influence this initial entrepreneurial decision. Studying 3,712 metal bands founded in the UK, we address this research gap by investigating density effects. Findings show that an increasing category density lowers the extent of category spanning but that this effect is attenuated by an increasing category fuzziness and a rising number of new ventures entering a market. We facilitate theory building regarding strategic categorization decisions and the evolution of the categorical system of markets.

Paper is NOT Available. Please contact the author(s).

ENT: Innovation Networks & High-Growth Entrepreneurship

Author: **Daniel L. Bennett**, *U. of Louisville*
Author: **Gary Wagner**, *U. of Louisiana at Lafayette*
Author: **Michael Araki**, *U. of Louisville*

We explore the role of regional innovation networks (RINs) in facilitating high-growth entrepreneurship (HGE). Building on the knowledge spillover theory of entrepreneurship, we theorize that RINs serve as a conduit for the spillovers of complex knowledge from inventors who create it to entrepreneurs who seek to exploit it through the creation of innovative ventures. We further theorize that the relationship is stronger in regions with stronger external innovation networks, more entrepreneurs, and greater venture capital availability. Using a novel longitudinal dataset covering 358 U.S. MSAs over period 2003-2014, we find evidence that RINs can be crucial for spurring high-growth potential ventures, and that the effect of RINs on HGE is conditional on the entrepreneur rate.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **949** | Submission: **14487** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Talent mobility in a new world, what is the role of management? *Global Talent Mobility post Covid-19*

Organizer: **Shahamak Rezaei**, *Roskilde U.*
Presenter: **Mikkel Mouritzen**, *PhD Fellow, Dep. of Social Sciences and Business, Roskilde U.*
Presenter: **Ricard Zapata Barrero**, *U. Pompeu Fabra Barcelona*
Presenter: **Celia Lee**, *Nanyang Technological U.*
Presenter: **Yipeng Liu**, *Henley Business School, U. of Reading*
Discussant: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*
Discussant: **Martin Geiger**, *Carleton U.*
Discussant: **Monder Ram**, *Aston U.*
Discussant: **Thomas Cooney**, *Technological U. Dublin*

Mobile talent diffuses knowledge, both directly and indirectly across borders. This can boost global innovation performance, with benefits accruing to both sending and receiving countries. "It is clear that mobility is leading to an increasing level of labour-market internationalization and integration, and competition for talent is now influencing innovation policy initiatives across the globe. Consequently, most countries offer a range of policies focused on assisting and encouraging mobility, although few have a specific and coherent mobility strategy. Many nations aim to attract the same pool of highly skilled talent; thus, relying on international flows to fill existing or future gaps in supply may entail risks. Addressing shortcomings in national policies that may limit the domestic supply of skilled workers, and ensuring that the wider environment for innovation and scientific endeavour is sound, are key policy challenges for countries. (OECD, 2008)". In this symposium, we include five empirical papers that explore new talent corridors in emerging markets as well as globally.

Europeans in China: intellectual migrant experiences

Author: **Mikkel Mouritzen**, *PhD Fellow, Dep. of Social Sciences and Business, Roskilde U.*

COVID-19 and Its Impacts on Talent Mobility in China

Author: **Shahamak Rezaei**, *Roskilde U.*

Diaspora governance and transnational entrepreneurship

Author: **Ricard Zapata Barrero**, *U. Pompeu Fabra Barcelona*

Talent management strategies in the public sector

Author: **Celia Lee**, *Nanyang Technological U.*

International talent management research – a multidisciplinary and interdisciplinary approach

Author: **Yipeng Liu**, *Henley Business School, U. of Reading*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Effectuation 2

Digital Session Chair: **Nivedita Agarwal**, *U. of Stuttgart*

ENT: **Linking Frugal Innovation to Frugal Entrepreneurship through Effectuation, Causation, and Bricolage**

Author: **Nivedita Agarwal**, *U. of Stuttgart*
Author: **Yasser A. Bhatti**, *Oxford U., Saïd Business School*
Author: **Jarkko Levänen**, *LUT U. School of Energy Systems*

This study links frugal innovation, from the hitherto focus on ideation and development, to the next phase of venture formation through frugal entrepreneurship. This study explores how theories of entrepreneurship explain resource-mobilization and resource-use in 23 diverse cases of frugal innovation. The results reveal three paths that explain the direction of process flow between frugal innovation activity and frugal entrepreneurship and how the various cases support different principles of effectuation, bricolage, and causation. There is a prevalence of effectuation, followed by bricolage and some overlap with principles of causation. Although the effectuation and bricolage approaches generally align well with those suggested in mainstream entrepreneurship, our findings also suggest that certain aspects of bricolage and causation, which have not yet received much attention in the literature, are also particularly suitable for frugal entrepreneurship activity in resource constrained environments. We develop a model of frugal entrepreneurship based on the entrepreneurial approaches predominantly reflected in our cases. Implications for entrepreneurship theory and practice are outlined followed by a future research agenda.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurial bricolage with users and implications for firm performance**

Author: **Xiumei Li**, *Asper School of business, U. of Manitoba*

The entrepreneurial bricolage perspective offers a distinctive explanation for how entrepreneurs address resource constraints. Although entrepreneurial bricolage is commonly observed, its performance implication is far from clear. By noting the heterogeneity of individual bricolage behavior and shifting from a bundling perspective to a fine-grained perspective, our study introduces one type of bricolage behavior—open bricolage—and examines its performance outcome. Using data of software startups that build businesses on Steam, the dominant digital distribution platform for PC video games, we empirically studied the open bricolage behavior—opening a product to users for user involvement, in which the unconventional resource—the labor input by unpaid users—is activated. We found a positive effect of the opening-to-user-involvement behavior on firm market performance. This study contributes to the entrepreneurial bricolage perspective and the entrepreneurship literature at large.

Paper is NOT Available. Please contact the author(s).

ENT: **Innovativeness In New Ventures: Influences Of Social Capital And Entrepreneurial Processes**

Author: **Parisa Haim Faridian**, *San Diego State U., Fowler College of Business*
Author: **Donald Neubaum**, *Florida Atlantic U.*
Author: **Siri Ann Terjesen**, *Florida Atlantic U.*
Author: **Roland E. Kidwell**, *Florida Atlantic U.*

This study investigates the effect of contingencies related to the choice of entrepreneurial processes, meaning causation as opposed to effectuation, on the relationship between innovativeness and three dimensions of social capital, namely relational, structural, and cognitive. First, we draw on theories of causation and effectuation, in addition to the social networks and social capital literature, to conceptualize the adverse effect of the causal approach on innovativeness in new ventures. Second, we examine the moderation effect of the causal approach on the link between dimensions of social capital and new venture innovativeness. This effect is explained based on the logic that causal approaches can diminish the conducive effect of social capital on innovativeness. To empirically investigate the proposed theoretical arguments, this study utilizes a dataset of responses from 1,214 entrepreneurs involved in new ventures in the U.S. The findings in this study offer insights on the possible adverse effect of the causal approach on innovativeness in new ventures. Further, we contribute to the ongoing scholarly, theoretical, and methodological, debate on entrepreneurial processes, and the causal-effectual distinction.

Paper is Available to Meeting Registrants Only.

ENT: **Internationalization performance effects of causation and effectuation: a contingency approach**

Author: **Nenad Apostoloski**, *Central European U.*
Author: **Yusaf Akbar**, *Central European U.*
Author: **Desislava Dikova**, *WU Vienna U. of Economics and Business*
Author: **Anna Veselova**, *National Research U. Higher School of Economics*

Our study addresses a fundamental research question at the heart of IB and IE research: what specific configurations of internal (organizational) characteristics, external contingencies and entry mode choice drive organizational performance? We incorporated insights from the literature on cognitive micro-foundations in the internationalization process model that allowed us to include effectuation logics in the analysis of entry mode decision making of MNEs and performance of an internationalizing firm. We also explored the combined and simultaneous effects of endogenous and exogenous factors on the firm's performance, such as the decision-making logic (effectuation and causation), the actual entry mode decision, entrepreneurial and international experience of the decision makers as well as exogenous factors such as the psychic distance of the host country. Examined through fuzzy set Qualitative Comparative Analysis (QCA), we look at the simultaneous effect of the endogenous and exogenous variables on a firm's performance offering a holistic view and a more nuanced understanding of the possible configurations that lead to superior performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Identity 2

Digital Session Chair: **Shashwatashish Pattnaik**, *U. of North Texas*

ENT: Am I an environmental entrepreneur? On the evolution of entrepreneurial identity.

Author: **Chiara De Bernardi**, *IUSS Pavia*
Author: **Alisa Sydow**, *ESCP Business School*

Environmental entrepreneurship as a field had gained attention in recent years, yet, although it represents a growing field of research, we still know little about identity of environmental entrepreneurs. On the foundations of identity theory and by applying the lens of identity work, the study investigates how entrepreneurial identity evolves over time. Drawing on semi-structured interviews and additional data from 36 entrepreneurs from the Italian wine industry, the findings highlight entrepreneurial identity evolves from an initial appearance to a developed self-consciousness as environmental entrepreneurs. This identity work includes moments of identity contestation and/or elaboration, triggered by the interplay of environmental and place identity. The article contributes to research on environmental entrepreneurship and identity work.

Paper is Available to Meeting Registrants Only.

ENT: How Identification and Self- and Other Guides Influence Enthusiasm for Academic Entrepreneurship

Author: **Shashwatashish Pattnaik**, *U. of North Texas*
Author: **Nick A. Mmbaga**, *Butler U.*
Author: **Thomas Daniel White**, *United States Air Force Academy*
Author: **Rhonda K. Reger**, *U. of North Texas*

Recognizing the commercial potential of university-based inventions and discoveries, legislators and administrators have called upon academic scientists to become academic entrepreneurs. Yet, apparently few academic scientists are enthusiastic about taking on entrepreneurial activities. The intrinsic reasons underlying the lack of enthusiasm are poorly understood. We use social identity theory to compare the effects of identification with scientist and academic entrepreneur identities on entrepreneurial enthusiasm. We further extend research by applying self-discrepancy theory to explore the role of self and other guides on enthusiasm for academic entrepreneurship. We test our model on a sample of National Science Foundation (NSF) funded academic scientists who participated in the Innovation Corps (I-Corps) entrepreneurship training program. We find identification with an entrepreneur identity increases entrepreneurial enthusiasm while identification with a scientist identity decreases entrepreneurial enthusiasm. Additionally, academic scientists' self-guides influence their enthusiasm for academic entrepreneurship, while interestingly, their other-guides do not. Our paper contributes to the academic entrepreneurship literature by developing and testing a framework that integrates self-discrepancy theory with social identity theory for a nuanced understanding of academic scientists' thought processes regarding engaging in entrepreneurial activities.

Paper is Available to Meeting Registrants Only.

ENT: Disentangling Identity Transitions in Founder Identity Construction

Author: **Sarah Fitz-Koch**, *Jönköping International Business School*
Author: **Thomas Cyron**, *Jönköping International Business School*

Understanding the processes underlying founder identity construction is central to entrepreneurship because founders establish and grow their firms based on identity. When individuals construct a founder identity, they need to identify with new roles (macro transitions) and also to manage multiple roles (micro transitions) subsequently. Although entrepreneurship literature agrees on the importance of founder identity, it has largely overlooked how founder identity is constructed. Through a longitudinal field study of 21 founders, we present a model that portrays founder identity construction as an interplay of micro and macro role transitions, where identities carried over from prior occupations impact the individual identity construction process. Newly adopted roles can trigger substantial changes in definitions of self because comparisons with previously held identities can support or hinder founder identity construction. Our contributions extend founder identity theory by illuminating how multiple identities and identity management strategies influence founder identity construction and what it means to be a founder.

Paper is Available to Meeting Registrants Only.

ENT: Social entrepreneurs' opportunity recognition in response to wicked problems: the role of identity

Author: **Margo Enthoven**, *Stockholm School of Economics*
Author: **Emma Catharina Folmer**, *Groningen U. (RuG)*

Wicked problems such as persistent poverty, climate change and biodiversity loss are some of the greatest challenges that humankind faces, because they span national boundaries, are prone to contestation and are highly complex. Social entrepreneurs can address these problems and fuel change, but to do so, they need to recognize entrepreneurial opportunities. The relationship between the recognition of a problem and the recognition of a related opportunity has been conceptualised as a linear one, which does not do justice to the complexity of the process. Therefore, we investigate the process whereby problem recognition is transformed into opportunity recognition. We use an identity-based perspective to uncover how social entrepreneurs recognize opportunities in relation to wicked problems. We use an abductive, qualitative approach, and analyse interviews with 26 social entrepreneurs. Our findings show that the opportunity recognition process for wicked problems consists of four stages: (1) the recognition of a wicked problem, (2) the reinforcement of a prosocial identity, (3) the translation of a wicked to a specific problem, and, (4) the connection of the specific problem to an identity. We contribute to the entrepreneurship literature by unpacking the opportunity recognition process of social entrepreneurs in relation to wicked problems.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Class, Caste and Socioeconomic Status

Digital Session Chair: **Emily Sue Corwin**, *U. of Arkansas*

GDO: Cultural Capital Diversification: The Development and Validation of a Scale

Author: **Emily Sue Corwin**, *U. of Arkansas*

Author: **Lauren Simon**, *U. of Arkansas*

Author: **Jacqueline Tilton**, *Appalachian State U.*

Although prominent in the sociology and education literatures, the concept of cultural capital (e.g., knowledge, skills, interests, hobbies, etc.) has also recently garnered interest from management scholars. Theory suggests that employees may rely upon cultural tools (e.g., behaviors and worldviews) acquired from experiences in various social class cultures, and that possessing these tools may have work-related benefits. However, to investigate this claim, it is necessary to first develop conceptual clarity around and a valid measure of this cultural “toolkit.” Thus, we introduce the term cultural capital diversification—defined as an individual’s developmental tendency to switch adaptively between social class contexts—and develop and validate a measure consistent with this definition. In particular, we first assess content validity of the measure among a sample of subject matter experts. Then, across two additional samples, we examine the measure’s psychometric properties including factor structure, reliability, convergent and discriminant validity. Further efforts are underway to examine the nomological network of our scale. Together, these studies provide support for the validity of our nine-item cultural capital diversification scale.

Paper is NOT Available. Please contact the author(s).

GDO: Consequences of the Accident of Birth: A Multi-level Examination of Employee Caste Status

Author: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*

Author: **Prajya Rakshit Vidyarthi**, *U. of Texas at El Paso*

Author: **Farid Jahantab**, *Pennsylvania State U., Worthington-Scranton*

Today’s multicultural workforce demands organizations to navigate through a wide range of cultural values, many of which are yet to be explored by diversity research. Employees such as those from India are both custodians of and are burdened by a unique social hierarchical system called caste. Given that the caste system affects over 1 billion people worldwide, and many more by association, we endeavor to mainstream this under covered yet potent facet of employee diversity. Drawing upon social identity and self-categorization theories, we propose a process and context model linking employee caste status to work performance. Specifically, we assert that employee caste is a key social identity such that higher status caste confers a more central position in workgroup influence network, and the accrued resources translate into enhanced job performance and citizenship behaviors. We further assert that owing to self-categorization the contextual factors of leader caste status and workgroup team orientation shape the effects of employee caste status. Multi-level modeling using time-lagged, three-source data from 352 employees, 321 peers, and 31 managers showed support for our hypotheses. Our research reveals the mechanism underlying perpetuation of caste based advantages in the workplace and suggests directions for future research.

Paper is Available to Meeting Registrants Only.

GDO: Paradoxical Role of Work for Indian Middle-Class Working Women Who Experience Partner Abuse

Author: **Smita Kumar**, *Al Akhawayn U.*

Work is a source of financial and psychological empowerment for middle-class women in intimate partner violence (IPV), but work can also exacerbate their vulnerabilities. Drawing on ethics of vulnerability, this study addressed the paradoxical yet integral role of work in the lives of Indian middle-class women who experience IPV. Using a hermeneutic phenomenological methodology, the study showed that Indian middle-class women in IPV experienced safety and support at work, but also experienced sexual harassment and discrimination. Work fostered autonomy and agency, but women experienced control and pressure. As work allowed them to experience transformation, it also disenfranchised them in their vulnerability. These findings not only highlight the complex nature of work for Indian middle-class women in IPV but also raise pertinent questions on who takes care of those in need. Drawing upon the model of organizational caregiving, this study makes a compelling argument for organizations to assume the moral obligation to genuinely engage in caring for their employees in IPV.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **953** | Submission: **16609** | Sponsor(s): **(MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Management History Across the Academy *Management History Across the Academy*

Host: **Patricia McLaren**, *Wilfrid Laurier U.*
Facilitator: **Leon Prieto**, *Clayton State U.*
Panelist: **Sebastian Aparicio**, *Durham U. Business School*
Panelist: **Yasheng Huang**, *MIT Sloan School of Management*
Panelist: **Matthew CB Lyle**, *U. of Colorado, Colorado Springs*
Panelist: **Yusaku Takeda**, *Harvard U.*

Management scholars across the academy are using history in their work, and the scholars in the Management History division are conducting research that spans the entire academy. In this Management History plenary session we will showcase some of the fascinating history work that is being done by management scholars in other divisions and foster connections between the Management History division and other divisions. Each of our panellists will introduce their history work, and Trish McLaren, MH Program Chair, will facilitate a discussion amongst all panellists and attendees about doing history work in divisions other than MH.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **954** | Submission: **13922** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Construal Level in Organizational Research

Construal Level in Organizational Research



Discussant: **Batia Mishan Wiesenfeld**, *New York U.*
Organizer: **Yidan Yin**, *U. of California, San Diego*
Organizer: **Patricia Staats**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Gil Appel**, *George Washington U.*
Participant: **Cheryl Wakslak**, *U. of Southern California*
Participant: **Elinor Amit**, *Tel Aviv U.*
Participant: **Jean-Nicolas Reyt**, *McGill U.*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Pamela K. Smith**, *U. of California, San Diego*
Participant: **Robert Barrett**, *U. of Iowa*
Participant: **Michele Williams**, *U. of Iowa*
Participant: **Ashli Carter**, *NYU Stern School of Business*

Every day people encounter situations at work with varying demands. How do people navigate changing demands across different situations? Construal level theory argues that people use abstract construals to address distant demands and concrete construals to respond to immediate demands. Decades of psychology research have shown the value of construal level theory in explaining and predicting people's attitudes and behaviors. More recent research has applied construal level to studying organizational-relevant phenomena. This symposium presents five lines of research that use diverse methodologies and samples to explore the antecedents and consequences of communication abstraction and cognitive construal, including gender, audience engagement, performance, and information processing and trust in groups. This symposium aims to provide an opportunity for knowledge sharing and discussion among researchers who are interested in construal level in organizational research.

Gender and Emoji Usage

Author: **Gil Appel**, *George Washington U.*
Author: **Cheryl Wakslak**, *U. of Southern California*
Author: **Elinor Amit**, *Tel Aviv U.*

Inviting People In: Does Abstract Language Increase Engagement with Ideas?

Author: **Jean-Nicolas Reyt**, *McGill U.*
Author: **Patricia Staats**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Naomi Beth Rothman**, *Lehigh U.*

Construal of Everyday Tasks

Author: **Yidan Yin**, *U. of California, San Diego*
Author: **Pamela K. Smith**, *U. of California, San Diego*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Developing Measures for Abstract Construal and Concrete Construal

Author: **Robert Barrett**, *U. of Iowa*
Author: **Yidan Yin**, *U. of California, San Diego*
Author: **Michele Williams**, *U. of Iowa*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Preventing Groupthink through a Concrete Construal Intervention

Author: **Ashli Carter**, *NYU Stern School of Business*

KEY TO SYMBOLS



Teaching-oriented



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International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **955** | Submission: **13623** | Sponsor(s): (MOC, NEU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Can Adaptability be Developed? The Perspective of Cognitive Psychology and Neuroscience.

Adaptability from Perspective of Neuropsychology



Organizer: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*
Participant: **Elaine D Pulakos**, *Personnel Dec Res Inst*

In this symposium the focus will be on individual adaptation in the context of organizations, also referred to as adaptability (Ployhart, 2006) or adaptive performance (Pulakos, 2000; 2002). Our goal is to reflect on the central research question: Can the capability for adaptation be developed? Therefore we will study the antecedents and process of adaptation. To find and offer inspiration, different presenters in this symposium will draw on different fields: developmental cognitive psychology, occupational health psychology, and cognitive neuroscience.

Adaptability: A Neuro-Cognitive Perspective.

Author: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*

Adaptability, Self-Awareness and Identity: A Developmental Perspective.

Author: **Steven Op 't Roodt**, *PhD student at U. of Antwerp*

Resilience: A Look at Adaptability from a Health Perspective.

Author: **Cris Van Cleemput**, -
Author: **Sven Van Cleemput**, -

The adaptability of the Mind: Switching between Alternative Neural Networks.

Author: **Astrid Buttiens**, *U. of Antwerp/ Antwerp Management School*

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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **956** | Submission: **13173** | Sponsor(s): **(MOC, OB, OMI)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Not in a vacuum: How extra-organizational crises influence identities and relationships



Crises, identity, and work relationships

Organizer: **Gabriel Robert Sala**, *Boston College*

Organizer: **Eliana Crosina**, *Babson College*

Organizer: **Beth Schinoff**, *Boston College*

Discussant: **Blake E. Ashforth**, *Arizona State U.*

Panelist: **Kris Byron**, *Georgia State U.*

Panelist: **Dean Shepherd**, *U. of Notre Dame*

Organizations and their members frequently face extra-organizational crises of various magnitudes. While several bodies of literature have focused on how individuals react to crises that occur within one's organization, we know less about how crises that are external to a given organization influence internal dynamics. However, as the COVID-19 pandemic has made evident, external crises can shape not only the type of work people may be able to pursue, but also how they may go about doing it, including how they see themselves and relate to others. In the proposed symposium, we ask a group of esteemed panelists to reflect on their work to discuss the various ways in which extra-organizational crises may influence individuals' work identities, relationships, as well as their organizing efforts, within established firms or entrepreneurial ventures. We then follow this with general thoughts from a discussant and a subsequent Q&A with the audience.

KEY TO SYMBOLS



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Selected as a Best Paper

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Session Type: **Showcase Symposium**
Program Session: 957 | Submission: 15691 | Sponsor(s): (OB, CAR, MOC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

“With or without you”: Relationships and Taking Stock of Their Influence on Work Identity



Relationships and Their Influence on Work Identity

Organizer: **David Sluss**, *Georgia Institute of Technology*
Organizer: **Yufei Zhong**, *Georgia Institute of Technology*
Organizer: **Katie Badura**, *Georgia Institute of Technology*
Presenter: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Presenter: **Adrienne Colella**, *Tulane U.*
Presenter: **Danna Greenberg**, *Babson College*
Presenter: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Presenter: **Natalie Longmire**, *Tulane U.*
Presenter: **Carrie Oelberger**, *U. of Minnesota*
Presenter: **Emily Rosado-Solomon**, *California State U., Long Beach*
Presenter: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Presenter: **Timothy J. Vogus**, *Vanderbilt U.*
Presenter: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*

“Who we are” at work is heavily influenced by not only “with whom” we work but also “with whom” we share our lives (Ashforth, Rogers, & Corley, 2011; Sluss & Ashforth, 2007). Across five (5) papers, we draw from a vast assortment of contexts to explore how intra- work and extra-work relationships influence a wide array of identity and identification processes – working mothers, “number 2” organizational roles, interrelating differences that negatively influence identification processes, striving for a committed personal relationship, and finally, the leader—follower role relationship. The collective findings indicate that relational identity dynamics create a strong theoretical base upon which to explore and understand how organizational members make sense of and behave within the organizational context. Together, these papers extend our understanding and generate fresh new research directions on how both intra-work and extra-work relationships influence our identity and identification at work.

How Eclipsed Figures Construct Identities While Working in the Shadow of High-Powered Leaders

Author: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Author: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*

With You I'm Better (maybe): Leader Relational Identification Meta- Analysis

Author: **David Sluss**, *Georgia Institute of Technology*
Author: **Yufei Zhong**, *Georgia Institute of Technology*
Author: **Katie Badura**, *Georgia Institute of Technology*

Relational Diversity in Organizations

Author: **Natalie Longmire**, *Tulane U.*
Author: **Timothy J. Vogus**, *Vanderbilt U.*
Author: **Adrienne Colella**, *Tulane U.*

How Primary Work Identities Respond to Desired Relational Possible Selves

Author: **Carrie Oelberger**, *U. of Minnesota*

Relational Identity Formation During Identity Transitions: Evidence from Reentry of Working Mothers

Author: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Author: **Danna Greenberg**, *Babson College*
Author: **Emily Rosado-Solomon**, *California State U., Long Beach*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **958** | Submission: **15254** | Sponsor(s): **(OB, MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Evaluation and selection of creative ideas in organizations

Evaluation and selection of creative ideas



Discussant: **Jing Zhou**, *Rice U.*
Organizer: **Jiani Zhu**, *Georgia Institute of Technology*
Organizer: **Qing Gong**, *Georgia Institute of Technology*
Organizer: **Haoyue Zhang**, *Washington U. in St. Louis, Olin Business School*

Creativity scholars suggest that innovation involves idea generation, idea evaluation and selection, and finally, idea implementation. Yet, until recently, creativity research has mostly focused on idea generation. While work on idea generation has provided influential insights, it paints an incomplete picture of innovation in organizations. This is because only a small subset of the generated ideas ever reach the implementation stage, and numerous types of biases can hinder the identification of the best ideas. The purpose of this symposium is to discuss new theory and research on the evaluation and selection of creative ideas in organizations. The papers in this symposium highlight different biases in the evaluation process and how they could be mitigated. The compound of the papers provides a comprehensive view of the evaluation and selection of creative ideas at multiple levels of analysis (i.e., individual, dyadic, group), with a variety of methods (i.e., grounded theory, laboratory experiments, archival study), and across a range of contexts (e.g., internal idea selection panels, leader-member creative collaborations, and crowdfunding platforms).

How Preference Diversity Amplifies Uncertainty and Reduces Group Preference for Novel Ideas

Author: **Wenxin Xie**, *U. College London*
Author: **Sarah Harvey**, *UCL School of Management*
Author: **Haoyue Zhang**, *Washington U. in St. Louis, Olin Business School*
Author: **Poornika Anantha Ramakrishnan**, *Rotterdam School of Mgmt*
Author: **William Bottom**, *Washington U. in St. Louis*

Expand Your Scope to Engage the Tension: How Leaders Overcome a Bias against Novelty

Author: **Jennifer Mueller**, *U. of San Diego*
Author: **Yidan Yin**, *U. of California, San Diego*
Author: **Mathias Simmons**, *U.S. Army Research Institute for the Behavioral and Social Sciences*

Evil Genius? How Unethical Pro-Organizational Behavior Impacts Creativity Recognition

Author: **Qing Gong**, *Georgia Institute of Technology*
Author: **Jiani Zhu**, *Georgia Institute of Technology*
Author: **Christina Shalley**, *Georgia Institute of Technology*

Stereotyped as a Creative: Cues of Unconventionality Bias Idea Evaluation

Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*
Author: **Ozias Moore**, *Lehigh U.*

The Effect of Geographical Discrimination on Investment Decisions

Author: **Xingye Liang**, *Vrije U. Amsterdam*
Author: **Markus Baer**, *Washington U. in St. Louis*
Author: **Jung Hyun Lee**, *Washington U. in St. Louis, Olin Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **959** | Submission: **15722** | Sponsor(s): **(OCIS, OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Leveraging Artificial Intelligence for Collective Intelligence

Leveraging AI for Collective Intelligence



Organizer: **Pranav Gupta**, *Carnegie Mellon U. - Tepper School of Business*
Organizer: **Anita Williams Woolley**, *Carnegie Mellon U.*
Discussant: **Scott Page**, *U. of Michigan*
Presenter: **Rebecca Hinds**, *Stanford U.*
Presenter: **James Evans**, *U. Of Chicago*
Presenter: **Niccolo Pescetelli**, *Max Planck Institute for Human Development*
Presenter: **Malte Friedrich Jung**, *Stanford U.*

Society faces an increasing number of problems whose scale and complexity are growing exponentially (e.g. global warming, global health crisis/pandemic, food distribution etc.). The advent of artificial intelligence (AI) holds the promise to help us bring together the knowledge and associated action to solve them. However, our ability to tap into the distributed creative potential of humans and AI necessarily involves figuring out how to make them work together as a collective. In this symposium, we bring together diverse perspectives from cross-disciplinary scholars attacking this problem using diverse theoretical lenses and research methods. Together these five papers (qualitative, computational, empirical, and theoretical) create an opportunity to discuss multiple ways for leveraging AI for augmenting individual cognition, interactive processes, and collective functioning. Our goal is to provoke discussion at the intersection of computational social science, complexity sciences, information science, and management science to stimulate progress toward the human-AI systems that provide the greatest hope of solving the major problems threatening humanity.

Humans Plus Machines: Diverging Discourse and Structuring of AI Technologies Among Senior Executives

Author: **Rebecca Hinds**, *Stanford U.*
Author: **Melissa Valentine**, *Stanford U.*

Designing Diversity for Collective Intelligence with Expert-Aware AI

Author: **James Evans**, *U. Of Chicago*
Author: **Jamshid Sourati**, *U. Of Chicago*

Online Diversity improves Geopolitical Forecasting Accuracy as a Function of Group size

Author: **Niccolo Pescetelli**, *Max Planck Institute for Human Development*
Author: **Alex Rutherford**, *Max Planck Institute for Human Development*
Author: **Iyad Rahwan**, *Max Planck Institute for Human Development*

Understanding how Machine Behavior Shapes Group Interaction and Effectiveness

Author: **Malte Friedrich Jung**, *Stanford U.*

A Functional Systems Theory of Collective Intelligence: Articulating a role for AI in CI

Author: **Pranav Gupta**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Anita Williams Woolley**, *Carnegie Mellon U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **960** | Submission: **13058** | Sponsor(s): **(ODC, MC, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 5:00PMET (UTC-4)**

Interacting Productively with Paradox Theory in Practice - Education, Interventions & Dissemination
Interacting Productively with Paradox Theory



Presenter: **Rikke Kristine Nielsen**, *Aalborg U.*
Presenter: **Jean M. Bartunek**, *Boston College*
Presenter: **Wendy K. Smith**, *U. of Delaware*
Presenter: **Josh Keller**, *U. of New South Wales*
Presenter: **Camille Pradies**, *EDHEC Business School*
Presenter: **Michael Pingel Hansen**, -
Presenter: **Danielle Bjerre Lyndgaard**, *Confederation of Danish Industry*
Presenter: **Angela Greco**, *U. of Groningen*
Presenter: **Nkechinyem Omeife**, *Technological U. Dublin*

Taking our point of departure in organizational paradox theory, this PDW explores pathways for productive interactions (Spaapen & Van Drooge, 2011) between complex theory and actionable practice. A group of experienced scholars, educators and practitioners discuss and share their experiences, tactics and tools for facilitating reflection and action through education, interventions and organizational development-initiatives informed by paradox theory. We pose the questions: How can we as scholars and practitioners realize the practical impact potential of paradox theory? And how can we as scholars and educators assist managers and other learners to pass the learning thresholds of paradox theory? This highly interactive session makes full use of the opportunities for participant involvement in a virtual conference format, including collaborative workspaces and small-group discussion. This workshop is particularly relevant for the paradox scholar community and well as other communities interested in accelerating the relevance and actionability of complex research. Knowledge-sharing and community building is central to the workshop design, and take-aways are distributed to participants after the workshop.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **961** | Submission: **14449** | Sponsor(s): **(OMT, RM, ODC, SAP, OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 4:30PMET (UTC-4)**

Behind the Scenes of Highly Cited Organizational Ethnographies

Organizational Ethnographies



Organizer: **Celeste Diaz Ferraro**, *Pennsylvania State U.*
Organizer: **Leanne Mara Hedberg**, *U. of Alberta School of Management*
Organizer: **Asma Zafar**, *Brock U.*
Presenter: **Tamar Gross**, *New York U.*
Presenter: **Michael Smets**, *U. of Oxford*
Presenter: **Mark de Rond**, *U. of Cambridge*
Presenter: **Pedro Monteiro**, *Copenhagen Business School*
Presenter: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Presenter: **Bryant A. Hudson**, *IÉSEG School of Management*

This PDW is the fourth iteration of a highly popular (pre-registration quickly filled with a long waiting list following shortly; standing room only; very positive reviews) 'Behind the Scenes' conducted over the last six years. This PDW brings together several of the top ethnographers in organizational studies with the aim of disseminating their ethnographic experiences across organizational ethnographers. Relevant to the scholars of organizations with interest in immersive research approaches, this workshop provides an interactive environment in which to address issues and challenges pertaining to ethnographic research in and around organizations. Building on previous gatherings, our panelists will reflect individually on exciting and impactful newer works, respond to audience questions in a panel discussion, and engage in candid conversation during thematic round-table discussions. Pre-registration is required; registrants will be asked to submit a question that they would like to have addressed during the panel discussion and to indicate their preference for round-tables. This year's PDW also brings an exciting opportunity to network with other registered participants; willing participants will also be asked to create a brief profile to introduce themselves to other participants (more details included in the google form at the link below). We require that interested participants indicate kindly fill out a google form at this link: <https://forms.gle/GL9JM07dXLjAP8CL7>

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **962** | Submission: **12722** | Sponsor(s): **(OMT, STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Bounded Bosses or Dysfunctional Directors? The Role of Managers in Less Hierarchical Organizations *Managers in Less Hierarchical Organizations*



Organizer: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*
Organizer: **Michael Yanche Lee**, *INSEAD*
Panelist: **Paul S. Adler**, *U. of Southern California*
Panelist: **Julie Battilana**, *Harvard U.*
Panelist: **Nicolai J. Foss**, *Copenhagen Business School*
Panelist: **Gianpiero Petriglieri**, *INSEAD*

This panel examines challenges and strategies for management in less hierarchical organizations. There is widespread and growing interest in organizations that distribute power more widely than conventional firms. However, in the absence of traditional managerial fiat, it is not clear how less hierarchical organizations efficiently coordinate and resolve conflict. This panel will bring together four leading scholars of less hierarchical organizations, contributing perspectives from different disciplinary backgrounds.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **963** | Submission: **16868** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

Sustainability Issues in OSCM I

Digital Session Chair: **Md Shoaib Ahmed**, *U. of Essex*

OSCM: **Accounting for Normalizing Oppression in the Global Supply Chain of Fast Fashion**  

Author: **Md Shoaib Ahmed**, *U. of Essex*

Accounting and its relation to oppression, i.e., why and how a workforce in the global supply chain has been systematically, structurally and institutionally oppressed, is inadequately investigated in the accounting literature. This study enhances our understanding by delineating the association of accounting and management practices with normalizing oppression beyond the protected characteristics of a social group. It shows that oppression of workers begins with the exploitative subcontracting business model and the hegemony of Western retailers towards manufacturing countries because of widespread power differences. The multifaceted oppression such as abuse, punish, humiliation, sexual harassment, physical assault, and even killing of workers are normalized through accounting controls, social and cultural norms, state laws and regulations and state-led violence in manufacturing factories. It appears that oppression becomes normalized when accounting (and absence of accounting) practices rationalize, socialize, and institutionalize the oppressive business model of supply chain and hegemonic managerial styles of local factories to secure the benefits of big retailers, capitalists, manufacturers, politicians, and state legislators of an undemocratic/less-democratic country. Sustainable accounting practices, accountability, and good governance with vigilant laws thus are required to eradicate oppression from the global supply chain.

Paper is Available to Meeting Registrants Only.

OSCM: **Moving Beyond the Four Walls: The Impact of Supply Chain Sustainability on Firm Value**

Author: **Zachary S. Rogers**, -

Author: **Craig R. Carter**, *W. P. Carey School of Business, Arizona State U.*

Author: **Sina Golar**, *Massachusetts Institute of Technology*

Stakeholders are increasingly holding firms accountable for the sustainability performance of their supply chains, calling for increased levels of transparency and higher standards of social and environmental sustainability. Yet the empirical relationship between various aspects of supply chain sustainability – positive versus negative events, differences between environmental and social events, and events over time – and firm value has not been investigated comprehensively, in a single study. Similarly, the impact on firm value (measured as abnormal stock market returns) of supplier sustainability relative to that of its customer (the focal firm) has not been established. This research focuses on the relationship between supplier sustainability and focal firm value, and whether it differs from the relationship between focal firm sustainability and focal firm value. The authors use an event study methodology to investigate 3,986 positive and negative environmental and social sustainability event announcements from 1994-2013. The results suggest that supplier sustainability performance was not related to focal firm value at the beginning of this time period. However, after the turn of the millennium the authors find a significant relationship between supplier social sustainability – particularly safety – and focal firm value. Interestingly, focal firm value is not as heavily affected by supplier environmental performance. Our study provides empirical evidence that resources should be allocated to specific categories of supplier sustainability and not just towards the sustainability performance of the focal firm.

Paper is Available to Meeting Registrants Only.

OSCM: **From Supplier Diversity to Economic Inclusion: A Sustainable Model Driving Social and Business Value**   

Author: **Andrea Sordi**, *U. of Tennessee, Haslam College of Business*

Author: **Wendy Tate**, *U. of Tennessee*

Author: **Feigao Huang**, *U. of Tennessee, Knoxville*

Companies have been launching supplier diversity programs for decades. However, these programs are not a truly sustainable inclusion ecosystem fostering competitive advantage for buyers, suppliers and society. Companies are recognizing the potential of supplier diversity programs in business growth, such as response to the changing demographics and benefits including innovation and flexibility. Yet, challenges remain. Utilizing seven pillars of economic inclusion borrowed from the sports literature, this research aims to help companies develop sustainable diversity programs. This comes through development of an inclusive culture, procurement competencies, strategies, ecosystem, appropriate governance and structure, planning for and being able to measure inclusivity, and communication with stakeholders. Interviews with companies engaged in supplier diversity programs and also a number of supplier diversity councils were conducted. Secondary data were then collected to understand how companies are faring along the seven pillars of inclusivity. A maturity model is proposed to help companies build a sustainable supplier diversity and economic inclusion mindset to achieve social and business value.

Paper is NOT Available. Please contact the author(s).

OSCM: **The Influence of Supply Network Structure on Firm Sustainability Performance**

Author: **Jilin Qiu**, *Cranfield School of Management*

Author: **Leila Alinaghian**, *Cranfield School of Management*

This study investigates the structural properties of supply network and examines the relationship between a firm's degree centrality and local density and its sustainability performance. Furthermore, we examine the potential moderating effects of sustainability capability and a firm's closeness centrality on sustainability performance. The hypotheses were tested using a secondary supply network dataset consisting of 18943 companies and 103,632 contractual links between them from the automotive industry. We use social network analysis approach for calculating each structural property. Upon that, we also retrieved the sustainability performance data using Eikon database and 304 companies were returned for the further regression analysis. Our results unravel that local density of a firm's supply network has a significant relationship with its sustainability performance. The results also indicate that sustainability capability weakens the relationship between a firm's upstream supplier degree centrality on sustainability performance. Moreover, the association between a firm's local density and sustainability performance may be strengthened by the firm's closeness centrality. In this light, this study contributes to supply chain research and sustainability management by accounting for the embedded nature of visible and often-invisible connectivity patterns in supply networks and showing how these structural properties influence the embedded firms to achieve their sustainability performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **964** | Submission: **16637** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:00PMET (UTC-4)**

Strategizing Activities and Practices Social *SAP Social*

Chair: **Virpi Sorsa**, *Hanken School of Economics*
Organizer: **Katharina Dittrich**, *Warwick Business School*
Participant: **Rajiv Nag**, *Drexel U.*
Program Chair: **Leonhard Dobusch**, *U. of Innsbruck*
Professional Development Workshop Chair: **Eric Knight**, *Macquarie Business School, Macquarie U.*
Participant: **Tania Ulrike Weinfurter**, *U. of Zurich*
Participant: **Carola Wolf**, *U. of Liverpool*
Representative-at-Large: **Renate Kratochvil**, *BI Norwegian Business School*
Representative-at-Large: **Christina Angelika Wawarta**, *Warwick Business School*
Representative-at-Large: **Fleur Deken**, *Vrije U. Amsterdam*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networks, Groups, and Interfirm Collaboration

Digital Session Chair: **Hannah Fabry**, *RWTH Aachen U.*

STR: Keeping up with the reference group(s) The effects of geographic and economic reference groups

Author: **Hannah Fabry**, *RWTH Aachen U.*

Author: **Fabian Peter Louwen**, *RWTH Aachen U.*

The behavioral theory of the firm highlights the importance of social reference groups. Yet, the selection of social reference groups and their impact on organizational change has received little attention and theoretical development. In this paper, we distinguish two different reference groups. The geographical reference group entails geographically proximate organizations. The economic reference group consists of organizations that are comparable in terms of size and resources. Both reference groups provide valuable, yet different information and –in combination– provide a holistic picture of the organization's performance. However, geographic and economic reference groups have distinct characteristics, norms and values making them more or less susceptible to organizational change. Therefore, we posit that performance feedbacks coming from either of the two reference group differ in their effect on organizational change. We test our hypotheses in the German cooperative banking group from 2014 to 2017. We find that organizations' responses to geographic and economic performance feedback differ significantly. The results show that the distinct characteristics of the social reference group plays a crucial role in organizations' response to performance below or above aspirations.

Paper is Available to Meeting Registrants Only.

STR: Channel Redundancy and the Limits of the Performance Effects of Interfirm Ties

Author: **Pavel Ivanov Zhelyazkov**, *Hong Kong U. of Science and Technology*

Author: **Umit Ozmel**, *Purdue U., West Lafayette*

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

Organizational actors often access private information through social connections in the service of making sound investment decisions. These connections are generally assumed to improve the quality of selected offerings, enabling organizations to identify high-return opportunities, while avoiding low-return ones. However, an important gap in the literature on interorganizational relationships concerns the boundary conditions on the value of social connections for selecting high-return opportunities. This study investigates these boundary conditions by examining how the informational value of social ties varies with alternative pathways for accessing information, including through: i) an actor's accumulated knowledge and investment experience, ii) an actor's network centrality, and iii) an actor's geographic distance to prospective opportunities. We find support for our predictions in a longitudinal study of institutional investors (limited partners) investing in private equity funds to which they have social connections via other limited partners or private equity firms. Our findings show vital substitution effects between the benefits of different information pathways for the realized returns from private equity fund investments, and the role of actors' absorptive capacity in the informational value of social connections.

Paper is Available to Meeting Registrants Only.

STR: How Will Competition Network and Cooperation Network Influence A Company's CVC Investment Intensity?

Author: **Chenlu YIN**, *Tilburg U.*

This conceptual work reveals how information propagates across competitive connections by proposing a theory of network-level competitive dynamics. Specifically, the work reveals that centrality and cohesion of competition network influence a company's CVC investment intensity in a systematic way by integrating the "awareness-motivation-capability" framework with the network architecture perspective.

Paper is Available to Meeting Registrants Only.

STR: News Co-Coverage-Based Strategic Groups

Author: **Tian Han**, *Henley Business School, U. of Reading*

Author: **Abby Ghobadian**, *Henley Business School, U. of Reading*

Author: **Andrew Yim**, *Cass Business School, City U. London*

Author: **Ran Tao**, *Henley Business School, U. of Reading*

Strategic groups are often delineated by attribute similarities or cognitive maps. The former is criticised for producing methodological artefacts, while the latter has cognitive limitations. To address the deficiencies of existing approaches, we propose a news-co-coverage-based approach, which yields two advantages. First, the groups are identified by interorganisational relationships; hence they are not statistical artefacts. Second, the news is a third-party assessment; as such we minimise cognitive limitations. The proposed methodology is applied to a sample collected from the US high-tech sector between 2001 and 2017. Testing the robustness of the group solutions, in several key strategic dimensions, we document strong intra-group similarities and inter-group differences. We also find that firms in the same groups are more likely to be cited as competitors in news articles, suggesting the proposed approach is effective in capturing rivals.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Innovating by Experimenting

Digital Session Chair: **Lakshmi Goyal**, *Indian Institute of Management, Indore*

STR: Innovative search post performance shortfall: the effects of institutional imprinting

Author: **Lakshmi Goyal**, *Indian Institute of Management, Indore*
Author: **Manish Popli**, *Indian Institute of Management, Indore*

Integrating insights from the organizational imprinting theory with the problemistic search literature, we inquire how historical environments of firms affect the adaptive process of innovative search by firms from emerging economies during periods of performance shortfall. Utilizing the context of institutional transitions in the emerging economy of India, we surmise that imprints inscribed by the inhibitory and protectionist policy environment in the pre-liberalization period deter firms from focusing on innovation and precludes the development of innovation routines, which impedes innovative search by firms facing performance shortfall in the post-liberalization era. Additionally, we postulate that firms' strategic choices and exogenous conditions of active and passive technological exposure, respectively, attenuate the effects of imprints stamped by the pre-liberalization institutional epoch on the relationship between performance shortfall and innovative search. We test and find considerable support for our predictions on a large dataset of 9088 firm-year observations belonging to the Indian manufacturing industry during 1995 – 2010. Our findings unravel the salience of historical institutional environments in explaining the innovative search behavior of emerging market firms facing performance shortfall.

Paper is Available to Meeting Registrants Only.

STR: "Chief Innovation Officers": An empirical study of behavioral and institutional antecedents

Author: **Aras Can Aktan**, *Department of Management and Technology, Bocconi U.*
Author: **Fabrizio Castellucci**, *Bocconi U.*
Author: **Markus Menz**, *U. of Geneva*

In order to better manage the opportunities and threats around innovation, many firms created a Chief Innovation Officer (CINO) position in their top management teams (TMTs). Using insights from behavioral theory of the firm and institutional theory, we investigate how performance feedback and legitimacy considerations are important drivers of CINO presence in TMTs. We analyze the data of 280 science-oriented firms from the Standard & Poor's Index between 2008 and 2017 to assess how those factors influence CINO presence in TMTs and find convincing results. When a firm's innovation performance falls below its "social" aspirations, that firm becomes more likely to have a CINO in its TMTs. Similarly, when a firm underperforms with regard to its "historical" market aspirations, the probability of a CINO presence in its TMT increases. Also, CINO prevalence in a firm's industry significantly affects that firm's decision to have a CINO in its TMT. The findings of this study present important contributions into upper echelons, behavioral theory of the firm and innovation governance literatures.

Paper is Available to Meeting Registrants Only.

STR: Think Before You Act: The Unintended Consequences of Inexpensive Business Experimentation

Author: **Sourobh Ghosh**, *Harvard Business School*

William H. Newman Award Nominee

Scholars and practitioners recommend the use of inexpensive business experiments to evaluate new and uncertain strategic alternatives. While current thinking recommends that strategic alternatives be tested as a series of independent changes across many experiments, this contradicts scholarly understanding of strategy as the formulation of interdependent activities that when combined together drive superior performance. To evaluate the tension between testing interdependent and independent changes in experimentation, I first conduct an exploratory analysis of 31,716 business experiments run on using the web experimentation platform, Optimizely. Contrary to popular wisdom, not only does testing a larger set of interdependent changes in an experiment associate with breakthrough performance, it also associates with reduced performance failure. Despite these benefits, I find that a plurality of experiments feature little to no interdependent change. To explain why firms vary in whether they test interdependent changes, I develop and test theory for how access to testing resources influences the design of interdependent changes in experimentation. I find that greater access to testing leads firms to test experiments with fewer interdependent changes. In contrast, when access to testing is limited, I find that firms increase interdependent changes per experiment. This suggests a potential solution to alleviate an organization's cognitive limits when experimenting: by restricting access to testing resources, firms can focus on testing interdependent activities that have the potential to deliver outstanding performance. Overall, my findings demonstrate the underappreciated value of interdependent changes and its performance benefits for business experimentation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Pressures: Conflicts of Interest, Social Comparisons, and Gender

Digital Session Chair: **Sara Elizabeth Parker Lue**, *Rutgers Business School*

STR: Influences of Social Comparisons and Multiple Goal Interdependency on R&D Responses to Performance  

Author: **Elizabeth Lim**, *Georgia State U.*

By connecting performance feedback theory to the social comparison literature, we investigated how diversified firms adapted research and development (R&D) spending in response to downward, lateral, and upward social comparisons during corporate performance shortfalls. We argued corporate offices that used similar and advantaged peers as peer groups responded to performance shortfalls by increasing R&D spending whereas those that benchmarked against disadvantaged peers decreased R&D. We further analyzed the impact of multiple goal interdependency across corporate and business unit levels on R&D decisions. We argued responses to feedback on higher-level corporate goal vary with feedback on lower-level goal amongst low- versus high-performing units. Empirical testing of 306 diversified firms in the information and communications technology sector from 1998 through 2006 showed our hypotheses were largely supported.

Paper is NOT Available. Please contact the author(s).

STR: Peer Effects in the Efficacy of Disclosure of Conflicts of Interest

Author: **Sara Elizabeth Parker Lue**, *Rutgers Business School*

The judgment of employees is a critical component of human capital for all firms, but particularly in markets for expertise such as health care. Thus the potential for conflicts of interest to cloud workers' judgment is of significant concern, and has led to increasing popularity of disclosure policies. The Physician Payment Sunshine Act of 2010 mandated that pharmaceutical manufacturers disclose the payments and gifts given to physicians with the intention of containing rising drug prices. The belief that undergirded this legislation, as with disclosure policies generally, is that physicians would be shamed by disclosure into cost consciousness (namely, prescribing generic rather than branded drugs). Research since then has shown that disclosure has not had the desired effect of reducing the use of branded drugs. I use data on all hospital admissions in New Jersey from 2008 to 2010 to examine how "monitoring" by peers can offset this. I find that physicians disclosed for receiving payments from pharmaceutical manufacturers have a significantly lower likelihood of prescribing branded drugs when working on cases with another physician, relative to their own behavior on cases where they are working alone; the effect varies with the relative status of the other physician (e.g., surgeon vs. resident). Thus while disclosure of these payments was meant to modify behavior by revealing information to the general public, these results suggest that this is not the relevant audience. I discuss the implications of this for the health care industry specifically, as well as implications in the market for expertise more generally.

Paper is Available to Meeting Registrants Only.

STR: Female Representation in TMTs and the Use of Innovation-oriented Intangible Assets    

Author: **Jooyoung Kim**, *Michigan State U.*

Do firms possessing a high volume of innovation-oriented intangible assets—such as highly advanced technological knowledge, strong innovative culture, and diverse workforce—perform better? We suggest that the relationship between innovation-oriented intangible assets and firm performance may be more complex than what has been assumed. Drawing on insights from the resource-based view and from the upper echelons literature, we suggest that the use of innovation-oriented intangible assets entail various challenges, and that top managers' capability to deal with these challenges determines the extent to which economic value is generated from these assets. Specifically, we theorize that top management teams (TMTs) with female representation can have such capability. The theory is tested by using panel data of 201 Korean firms spanning a 10-year period (2008–2017) and field survey data from 102 middle managers in the United Kingdom. Collectively, the results reveal that female representation in TMTs, by contributing to information elaboration and internal integration capabilities, can help drive higher firm profitability in utilizing innovation-oriented intangible assets.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Adaptation to Turbulence and Crises

Digital Session Chair: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*

STR: Striking a Balance During Economic Crisis: An Empirical Application of Strategic Balance Theory

Author: **Yijung Hong**, *yonsei*
Author: **Kyung Min Park**, *Yonsei U.*

This paper examines the generalizability of the strategic balance theory in the context of economic crisis by empirically investigating the relationship between strategic similarity and firm performance during economic recessions. Analyzing the WRDS Compustat data for the U.S. manufacturing firms from 1984 to 2019 by using a firm-specified fixed effect panel data model, we show that the strategic balance mechanism is strengthened in the context of economic crisis. We also find that the strategic balance mechanism is weakened for technological leaders. This study contributes to the current literature by investigating the boundary conditions of the strategic balance theory and revealing how the strategic balance mechanism changes in different contexts.

Paper is Available to Meeting Registrants Only.

STR: A Strategic Choice Model of Dynamic Capabilities Development

Author: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*

The positive link between dynamic capabilities and firm performance is well understood. Given this link, recent research has highlighted the practical and theoretical importance of understanding how dynamic capabilities are developed. However, the evolutionary learning assumptions that underlie much dynamic capabilities research leave little room to explore the antecedents of dynamic capabilities development in terms of the reasoned and intentional actions of managers, i.e., their strategic choices. Consequently, it is unclear how a strategic choice view should approach the development of routines that constitute dynamic capabilities given a prior focus on selection pressure over behavioral variation. To address these concerns, I propose a strategic choice model to explain how managers can contribute to the development of dynamic capabilities. By drawing on the resource-based view, the knowledge-based view, and institutional theory, I surface the creation of “learning spaces” as a key moderator that explains how managers may take steps to develop dynamic capabilities for a firm facing conditions of increasing environmental dynamism. This article contributes to the dynamic capabilities literature by answering recent calls to explain how dynamic capabilities are developed, to further elaborate assumptions about managerial agency, and to integrate new and relevant insights from institutional theory.

Paper is Available to Meeting Registrants Only.

STR: Dynamic capabilities and drivers of innovation: a meta-analytical review

Author: **Xiaoshi Xu**, *Aalto U. School of Business*
Author: **Valentina Arrieta**, *Aalto U. School of Business*
Author: **Carl Fey**, *Aalto U. School of Business*

Innovation is a complex non-linear process that requires not only investment, but also effective management of firm resources. Leveraging the dynamic capability perspective, we identify and meta-analyze a wide range of dynamic capabilities represented by managerial levers that allow firms to be more innovative. Based on 324,118 companies, our study makes several key contributions. First, our study explores the relative effects of a broad set of managerial levers and identifies which are most important for driving innovation. We also provide stronger theoretical explanations leveraging the dynamic capability perspective. Second, our study contributes to resolving past inconsistent results by defining dynamic capabilities driving innovation as specific routines and practices and testing the moderating role of organizational, industrial, and institutional contingencies in the dynamic capabilities-innovation link. Third, our findings contribute to the international business literature by confirming the moderating effect of regulative and normative institutions on the dynamic capabilities-innovation relationship.

Paper is Available to Meeting Registrants Only.

STR: Adaptation or Exaptation? Search and Resource Redeployment as a Response to Environmental Shocks

Author: **Juha Uotila**, *U. of Warwick*
Author: **Xena Welch Guerra**, *Erasmus U. Rotterdam*

Environmental shocks can significantly alter the organization’s opportunity landscape and trigger the search for new solutions. However, adaptive search is frequently insufficient to recover from a major disruptive shock. We analyze an alternative search method, exaptive search – applying existing solutions to new problems – as a potentially useful response to such shocks, using an NK model of exaptive and adaptive search. We find that the optimal search response to disruptive shocks is that of an initial phase of exaptive search, wherein organizations repurpose their existing resource bundles to address the suddenly changed needs of the business environment, followed by adaptive search to adjust these resource bundles to their new uses. We further find that exaptive search is particularly fruitful in relatedly diversified organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **969** | Submission: **16611** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 3:30PMET (UTC-4)**

TIM Plenary - Reinventing Innovation: Managing Disruptive Technologies, Hybrid Organizations and Public-Private Partnerships *Reinventing Innovation*

Participant: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Speaker: **Thomas M. Klueter**, *IESE Business School*

Speaker: **Joseph DeSimone**, *Stanford*

Speaker: **Sheron Shamuilia**, *European Commission*

Speaker: **Tara Schwetz**, *White House*

Speaker: **Peter Hughes**, *NASA*

Speaker: **Elisa Operti**, *ESSEC Business School*

New models of innovation reflect the combined forces of a global pandemic, and enhanced reliance of digital platforms, new partnerships that reflect the changing locus of creative activity, and the demand for new solutions. This panel will consider a range of emerging technologies and different settings to explore how technological innovation can help solve important societal challenges. In particular, we discuss the changing locus of innovation and new forms of organizing for innovation to give food for thought for future research opportunities. Speakers from the White House, the Competence Center on Technology Transfer of the European Commission, the National Aeronautics and Space Agency (NASA), and a prolific academic entrepreneur will share their perspectives.

Big thanks to our generous Sponsor ESSEC Business School for their support of the plenary.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

COVID Effects on the Global Workforce

Digital Session Chair: **Rebecca MacGowan**, *U. of Arizona*

HR: How COVID-Induced Job Search Anxiety Affects New Labor Market Entrants' Job Search and Well-Being.

Author: **Rebecca MacGowan**, *U. of Arizona*
Author: **Mahira Ganster**, *U. of Arizona*
Author: **Jerel Slaughter**, *U. of Arizona*

New labor market entrants (i.e., first-time job seekers) face significant hurdles when searching for a job for the first time, with these stressors likely amplified during the COVID-19 pandemic. In the current investigation, we consider the maladaptive and adaptive consequences of COVID-induced job search anxiety, defined as feeling anxious and tense in one's job search due to issues imposed by the pandemic. We theorize that this state of anxiety can prompt job seekers to engage in affect-focused rumination (maladaptive) and problem-solving pondering (adaptive) week-to-week. We further argue that COVID-induced job search anxiety will affect job seekers' subsequent striving for their dream job and insomnia (i.e., both performance and well-being implications). Finally, we consider how stable beliefs relevant to life in the COVID-19 pandemic (i.e., beliefs in conspiracy theories; beliefs in COVID-19 being a public health crisis) have the potential to affect the aforementioned within-person relationships. Using a sample of 162 new labor market entrants who provided 816 weekly data points, results indicated that COVID-induced job search anxiety positively related to affect-focused rumination and problem-solving pondering; affect-focused rumination hindered striving for one's dream job and promoted insomnia the next week, whereas problem-solving pondering helped encourage striving for one's dream job. Further, the detrimental effects of COVID-induced job search anxiety via affect-focused rumination were amplified for those who held higher levels of conspiracy theory beliefs.

Paper is Available to Meeting Registrants Only.

HR: Does Financial Strain Reduce Subjective-well-being of Unemployed Individuals During Covid-19?

Author: **Zahid Hameed**, *Prince Mohammad Bin Fahd U.*
Author: **Thomas Garavan**, *School of Business, National College of Ireland, Dublin, Republic of Ireland*
Author: **Rana Muhammad Naeem**, *U. of Science and Technology of China*
Author: **Muhammad Burhan**, *Coventry Business School, Coventry U.*
Author: **Ghulam Ali Arain**,

The sudden outbreak of COVID-19 has engendered unprecedented challenges and disruptions in nearly every field across the globe. The destabilized economic conditions have resulted in large-scale downsizing and layoffs, particularly in the hospitality and tourism sector which is the focus of the study. This scenario has prompted financial strain and reduced subjective well-being among those individuals who were laid off. Using the conservation of resources (COR) theory, we investigated the impact of financial strain on the subjective well-being of the laid off employees (N=284) in the hospitality and tourism sector through the mediating mechanism of negative affectivity. We also investigated the extent to which this mediated relationship is moderated by the individuals' core-self evaluations. The results provided support for the hypothesized relationships in the study. We discuss the theoretical and practical implications of our research.

Paper is Available to Meeting Registrants Only.

HR: Pandemonium: How Crisis-Induced Role Novelty Affects Global Employees' Resource Accumulation 🌐 ✈️ 🗨️ 🖥️

Author: **Sina Alessa Kraus**, *ESCP Business School*
Author: **Benjamin D. Blake**, *U. of Oklahoma*
Author: **Marion Festing**, *ESCP Business School*
Author: **Margaret A. Shaffer**, *U. of Oklahoma*

The ongoing COVID-19 pandemic and associated workplace restrictions have severe consequences for the world's workforce. Under such difficult circumstances, global employees' capacity to leverage personal resources for goal attainment is critical. Applying the resource investment principle of conservation of resources theory, we propose a moderated-mediation model whereby crisis-induced role novelty hinders resource accumulation and subsequent goal attainment. Using three waves of panel data from 311 global employees collected in 2020, prior to and following the initial pandemic lockdown, we found support for our hypotheses that crisis-induced role novelty weakened the relationship between positive psychological capital (PsyCap) and both job engagement and job security. As expected, it also served as a boundary condition for the indirect relationship between PsyCap and burnout, via job security; we did not find support for the hypothesized relationship with job satisfaction, via job engagement. Moreover, when PsyCap was low, crisis-induced role novelty seemed to compensate for the deficient resource of PsyCap in fostering job engagement, which contradicts our view on crisis-induced role novelty as an unambiguous hindrance to global employees' goal attainment. We discuss the implications of our findings as well as our contributions to international human resource management scholarship and practice.

Paper is NOT Available. Please contact the author(s).

HR: A push from host and a pull from home, is that all? Revisiting the push-pull theory amid COVID-19 🌐 ✈️ 🗨️ 🖥️

Author: **Mudit Shukla**, *Indian Institute of Management, Indore*
Author: **Divya Tyagi**, *Indian Institute of Management, Indore*

The COVID-19 pandemic has brought with it a wave of deliberation, introspection, and re-evaluation, especially for the individuals residing far away from their home countries. So, our study aims to explore the effects of the COVID-19 pandemic on how the expatriates appraise their life in a host country and their desire to return to their home country. Our findings elucidate that factors, such as expatriates' perceptions regarding the riskiness arising due to the immanent attributes, expeditiousness in the response of the administration, state of the healthcare system, obligations towards family, fairness in how people have been treated, and considerations regarding lifestyle and career, pertaining to their home and host countries helped the expatriates in choosing between their home and host countries. Interestingly, these factors took the shape of push and pull forces from the home country and the host country. Based on our findings, we revisit the two widely held assumptions. One that there are only two factors that drive individuals' across national borders. Two that a single factor can only act either as a push force or a pull force.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ecosystems 2

Digital Session Chair: **Sara Alshareef**, *Department of Business Administration, King Abdulaziz U. Jeddah, KSA*

ENT: Is home where the heart is? Investigating the relationship between 'home' and entrepreneurship

Author: **George Redhead**, *U. of East Anglia (UEA)*
Author: **Zografia Bika**, *U. of East Anglia (UEA)*

The little attention 'home' has received in the entrepreneurial sphere has focused on location choices and their effects on performance rather than what 'home' may mean contextually and experientially for entrepreneurs and place itself. Research has shown that entrepreneurial activities are strongly influenced by the context in which they occur. It is therefore important to understand the differentiated ways in which entrepreneurs may engage with a 'home' place to better understand the nature of 'home' and how it can impact upon the entrepreneurship process for both locals and non-locals. This paper attempts to broaden the understanding of 'home' engaging in context-sensitive theorising from the findings of a qualitative case study in Norwich, a city within East Anglia, in England. Through introducing the mechanisms of 'degrees of localness' and 'the boomerang effect' we delve deeper into what 'home' means to varying entrepreneurs, how this impacts upon their micro-level entrepreneurial efforts, and how it reflects a much more complex and nuanced understanding of 'home' beyond mere location used instrumentally to advance the entrepreneurship process.

Paper is Available to Meeting Registrants Only.

ENT: Dependent, Autonomous or Adaptive? Unpacking Spatial Embeddedness and Women Entrepreneurial Behavior

Author: **Sara Alshareef**, *Department of Business Administration, King Abdulaziz U. Jeddah, KSA*

The purpose of this paper is to extend understandings of the influences of the spatial context within which women entrepreneurs are embedded. The exploration of the spatial context was informed by gender and geography studies, and undertaken through interviews with 27 Saudi women entrepreneurs. This study found that the spatial context of women entrepreneurs influenced the embedded nature of gender societal norms. Therefore, this study makes a theoretical contribution by promoting the spatial context as a key concept in theorising women's entrepreneurial behaviour, through the exploration of the influences and impacts of location on individual women entrepreneurs. This study found that locational stability and spatial mobility contributed to the spatial context, from which a novel typology of women entrepreneurs was developed. This typology captured previously unexplored heterogeneity associated with women Domestic Entrepreneurs (DEs), Transnational Entrepreneurs (TEs), and Returnee Entrepreneurs (REs). The spatial context was found to be of considerable significance to understanding different degrees of embeddedness, and thus to understandings of place-specific entrepreneurial behaviours that supported/ constrained the agency of the women entrepreneur participants.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial support seeking and affordances in online communities during the COVID-19 pandemic

Author: **Marie Madeleine Meurer**, *EBS U. of Business and Law*
Author: **Matthias Waldkirch**, *EBS Business School*
Author: **Peter Kalum Schou**, *NHH Norwegian School of Economics*
Author: **Eliane Bucher**, *BI Norwegian Business School*
Author: **Katrin Burmeister-Lamp**, *EBS U. of Business and Law*

The COVID-19 crisis has caused significant and unforeseen problems for entrepreneurs. Normally, entrepreneurs would seek social support in their networks to help deal with these issues. However, due to social distancing, physical networking is more difficult, and instead, entrepreneurs have to turn to alternative support sources, such as online communities. We, therefore, investigate support-seeking in online communities during the COVID-19 pandemic, and thereby uncover action possibilities that online communities offer to entrepreneurs. We analyze conversation data from an online community of entrepreneurs on Reddit (*r/startups*) between January 1st and July 7th, 2020, totaling 64,718 community posts. Through a qualitative analysis, we outline what types of support entrepreneurs seek, how support-seeking unfolds, and discover four action possibilities that online communities offer: Online communities help entrepreneurs to resolve problems, reframe their problems, reflect on their situation and refocus thinking and efforts. Our paper contributes to (1) the debate around entrepreneurs' support during the COVID-19 pandemic; (2) the knowledge about digital entrepreneurial support-seeking and (3) the growing interest in the digital affordances that entrepreneurs can access, such as online communities.

Paper is Available to Meeting Registrants Only.

ENT: Networked Micro-Clusters for Firm Evolution

Author: **Gregory Theyel**, *California State U., East Bay*

This paper addresses firm movement within an industry cluster and how this movement is related to firm evolution. This research assembles a picture of the San Francisco Bay Area biomedical industry cluster using biomedical firm populations for 2015 and 2020 and location quotients for 45 cities that make up the cluster, and qualitative data includes interviews with biomedical executives and other cluster stakeholders. While the San Francisco Bay Area has the largest biomedical cluster in the world, the industry is not spread evenly, nor are the resources the same across the region. Instead, there are distinct micro-clusters that play different roles in firm innovation and entrepreneurship, and the relationships between the different parts of the industry cluster offer firms resources as they evolve.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Coping, (Lack of) Recovery, and Performance

Digital Session Chair: **Elio Shijaku**, *U. of Barcelona*

OB: Don't sleep on it: new perspectives and insights on organizational sleep

Author: **Elio Shijaku**, *U. of Barcelona*
Author: **Ryan Armstrong**, -

Despite significant research on sleep and sleep-related phenomena in organizations, management scholars have remained entrenched along disciplinary lines in their approach, neglecting points of connection which increasingly drive conflict and challenge at work. In this paper, we use a multilevel perspective to integrate what we know about sleep and organization. We argue that an extended understanding of the concept of sleep can have important implications for management that will take on a new importance in an increasingly digital, interconnected context. In so doing, we complement the existing theory of sleep management in three ways. First, we use a depth ontology to extend the concept of sleep to the meso and macro levels, presenting a hierarchical perspective from which the notion of organizational sleep emerges. Second, we consider how sleep actors possess spatial-temporal properties which are constantly moving in and out of states of dysregulation. While these patterns are natural and even beneficial, if mismanaged, organizational actors can enter various states of critical dysregulation which can threaten organizational well-being. We offer several propositions to guide research and practice using this integrated perspective.

Paper is Available to Meeting Registrants Only.

OB: Investment in Emotional Labor: Daily Resource Spirals and Recovery

Author: **Gordon Matthew Sayre**, *EMLYON Business School*
Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Author: **Alicia A. Grandey**, *Pennsylvania State U.*

Service workers perform emotional labor with customers by surface acting (modifying expressions) or deep acting (modifying mood). Surface acting clearly has more costs and fewer gains than deep acting, but it is less clear how those daily costs and gains contribute to the performance of emotional labor over time. Based on emotional labor theorizing and conservation of resources (COR) theory, daily investment of resources (i.e., emotional and cognitive) are needed for surface and deep acting, which result in that day's net resource loss or gain, respectively. We argue that over time, this creates accumulating resource losses or gain (i.e., spirals) that predict future strategy use, unless one recovers those resources after work. We conduct a novel and rigorous test of this idea, using two experience sampling methodology (ESM) studies of service workers, and applying latent difference score models to capture resource accumulation over time. Across both studies, results supported resource gain and loss spirals: Deep acting required an investment of emotional resources that created increasingly greater resource gains, while surface acting had accumulating losses to emotional resources each day, making it harder and harder to invest in deep acting in future days. Importantly, recovery after work, specifically low-effort activities, mitigated resource loss spirals from surface acting and enhanced resource gain spirals via deep acting. Results offer new evidence for untested theoretical assumptions about emotional labor and COR, while providing recommendations for how to replenish and protect service workers' emotional resources over time.

Paper is Available to Meeting Registrants Only.

OB: Interpersonal peer justice and sleep problems: the role of negative affect and optimism

Author: **Mark Ohana**, *Kedge Business School, France*

Although research has shown the link between unfair treatment and sleep disorders (e.g., Kim et al., 2011), several questions remain about this relationship. First, while most studies consider sleep as mediator between organizational justice and health outcomes, little is known about the underlying mechanisms linking justice and sleep. In our study, we explore whether emotions can explain why people who are treated unfairly sleep poorly. Additionally, we investigate whether optimists suffer less negative emotions when treated unfairly. The results from a 10-day diary study involving 220 employees and a vignette study involving 837 participants confirm our hypotheses on the effects of negative affectivity and trait optimism.

Paper is Available to Meeting Registrants Only.

OB: Firefighters' Emotional Demands and Off-Duty Unhealthy Behaviors: Social Resources as Moderators

Author: **Lucille Headrick**, *U. of Illinois at Urbana-Champaign*

Unhealthy eating and alcohol use have been linked to numerous adverse health and well-being outcomes. However, work-related predictors of these behaviors have been largely ignored. One possible explanation why individuals may eat unhealthy foods and use alcohol is to cope with emotional job demands and their associated negative affect at the end of their shift. This may be especially relevant for firefighters as this occupation has been associated with high levels of stress, alcoholism, and obesity. In response, we conducted a between-person structured diary study on 228 firefighters to test the effects of emotional demands during the shift on unhealthy eating and alcohol use during off-duty time via negative affect at the end of the shift. The social influences of those at work (i.e., organizational healthy eating and alcohol use climates) and those at home (i.e., partner support for healthy eating and alcohol use) are tested as moderators that could serve as protective or risk factors. Path analysis results show that emotional demands during the shift are positively related to negative affect at the end of the shift which, in turn, relates to increases in unhealthy eating and alcohol use during their off-duty time. Also, partner support for healthy eating (reported by the target firefighter's significant other) moderates the relationship between negative affect and unhealthy eating, thereby weakening the indirect effect of emotional demands on unhealthy eating. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **973** | Submission: **11328** | Sponsor(s): **(OMT, ONE, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 2:30PM - 4:00PMET (UTC-4)**

Managing for the Distant Future: A Research Agenda for the Fight Against Climate Change *Distant Future Research Agenda*

Organizer: **Majken Schultz**, *Copenhagen Business School*
Panelist: **Tor Hernes**, *Copenhagen Business School*
Panelist: **Daniel Nyberg**, *U. of Newcastle*
Panelist: **Juliane Reinecke**, *King's College London*
Panelist: **Klaus Weber**, *Northwestern U.*
Discussant: **Pratima Bansal**, *Ivey Business School*

As it is becoming clear that companies must be much more consequential in the fight against climate change, we need to know more about how organizational actors navigate in this fight. Although international institutions and climate agencies have warned about the implications of climate change for decades, it is only recently that companies are making more specific commitments that reach into the distant futures, such as to become carbon neutral by 2030 (e.g. Apple, Google, Microsoft, P&G), 2040 (e.g. Amazon), or 2050 (e.g. BP, Dow). For most companies this implies that they have to overcome pressure from short-term performance and go well beyond their habitual strategic time horizons into unknown territories. This symposium brings together experienced scholars discussing how we may study and conceptualize the challenges that confront managers, as they begin to integrate concerns for distant future climate change into their ongoing solutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **974** | Submission: **13330** | Sponsor(s): **(RM, TIM, OCIS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:30PM - 4:00PMET (UTC-4)**

**Curating Collective Wisdom: Exploring New Infrastructures
for Knowledge Synthesis**
Collective Wisdom and Knowledge Synthesis



Panelist: **Stuart Bunderson**, *Wash U.*
Panelist: **Carrie R. Leana**, *U. of Pittsburgh*
Panelist: **Elizabeth L. Rose**, *U. of Leeds*
Panelist: **Benjamin Martell Galvin**, *Brigham Young U.*
Panelist: **Alain C. Verbeke**, *U. of Calgary*
Panelist: **Frederick Morgeson**, *Michigan State U.*
Panelist: **Christopher C. Rosen**, *U. of Arkansas*
Participant: **Dermot Breslin**, *Rennes School of Business*
Chair: **Victor Zitian Chen**, *U. of North Carolina, Charlotte*
Chair: **Michael A. Hitt**, *Texas A&M U.*

This symposium explores a new blueprint of knowledge synthesis in business and management. The cumulation of scientific knowledge is difficult to implement in the absence of a convergent and integrated knowledge system. The current technologies, outlets, and incentives of business and management scholarship emphasize discipline-based, reductionist research, and are relatively incapable of solving complex social problems concerning management. As an unintended consequence, the universe of data, knowledge, and communities is becoming exceedingly fragmented. This symposium gathers editors of elite review journals and elite journals with review issues, whose missions emphasize knowledge synthesis, to explore what new technologies and infrastructures are needed to accumulate fragmented knowledge scholarship into timely, widely accessible, and actionable collective wisdom.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Perspectives on Firm Boundaries and Transaction Costs

Digital Session Chair: **Ashley Palmarozzo**, *Harvard Business School*

STR: Auditor Independence and Outsourcing: Aligning Incentives to Mitigate Shilling and Shirking  

Author: **Ashley Palmarozzo**, *Harvard Business School*
Author: **Jodi Short**, *UC Hastings School of Law*
Author: **Michael Toffel**, *Harvard Business School*

Multinational corporations (MNCs) hire auditors to assess their business partners' compliance with quality, working conditions, and environmental standards. Independent third-party auditors are widely assumed to outperform second-party auditors employed and thus controlled by MNCs. Synthesizing literatures on auditor independence and outsourcing decisions, we compare how independence and control can affect auditor performance. Using proprietary data from a global apparel brand, we find that second-party auditors outperform independent third-party auditors, and that third-party auditors' performance improves when MNCs concurrent source audits, using both second- and third-party auditors. However, both second- and third-party auditors perform better with more independence from the entities they audit—specifically, when auditing factories most recently audited by a different firm. These findings yield important insights for more effective monitoring of business partners.

Paper is Available to Meeting Registrants Only.

STR: Differential Incentives for Portfolio Expansion: Internal versus External Complementary Assets   

Author: **Siddharth Natarajan**, *Chinese U. of Hong Kong*
Author: **Ishtiaq Pasha Mahmood**, -
Author: **William G. Mitchell**, *U. of Toronto*

Prior research highlights that complementary assets provide incentives for portfolio expansion, but has not compared internal complementary assets, which are owned by focal firms, with external complementary assets, which are owned by external entities. We argue that internal complementary assets provide stronger incentives for introducing new features in existing products, compared to external complementary assets. However, for new products, external complementary assets provide stronger incentives, with the difference in incentives conditioned by the scope of complementary assets. Finally, we argue that external complementary assets can endogenously provide incentives for expanding internal complementary assets. Empirical analysis of portfolio expansions by Android smartphone vendors from 2010 to 2018 supports our predictions. Overall, the paper shows how internal and external complementary assets have differential consequences for portfolio expansions.

Paper is Available to Meeting Registrants Only.

STR: What do you know and how much does it matter? A QCA/NCA study of knowledge and supplier performance  

Author: **Glenn Hoetker**, *Melbourne Business School, U. of Melbourne*
Author: **Sarah Maria Bruhs**, *Aarhus U., Department of Management*
Author: **Thomas Mellewig**, *Freie U. Berlin*

While interorganizational research has emphasized the role of governance mechanisms in managing the performance of suppliers that provide critical input components, scholarship consistently assumes that these governance mechanisms work independent of how much the supplier knows or how much the buyer knows. Contributing to this body of work, we explore two important boundary conditions to the association between governance mechanisms and supplier performance: the buyer's knowledge of the outsourced component and the supplier's technical expertise. In doing so, our theory integrates recent insights from the literature on concurrent sourcing, which acknowledges that firms often make and buy the same input. Methodologically, we draw on configurational methods of fuzzy set Qualitative Comparative Analysis (fsQCA) and Necessary Conditional Analysis (NCA), given that conventional regression techniques fall short in analyzing the complex interrelationships predicted by our theory. Our analysis provides interesting and novel insights. Broadly, we find that deploying concurrent sourcing in conjunction with formal and relational governance mechanisms leads to high supplier performance, even when the supplier himself is less technical capable. However, concurrent sourcing is no guarantee for high performance, as a concurrent sourcing firm who deals with a non-expert supplier is doomed to low performance when relational governance mechanisms are absent. Overall, our analysis of firm and supplier knowledge in orchestration with established governance mechanisms underscores the value of configurational approaches to management research.

Paper is NOT Available. Please contact the author(s).

STR: Effects of Uncertainty, Munificence, and Interorganizational network on Firm's Vertical Integration 

Author: **Maia Barnabishvili**, *U. of Miami*
Author: **John Mezas**, *U. of Miami*

This paper treats dramatic changes in the US healthcare regulatory framework as a natural experiment to investigate how the interplay between contextual factors from both environmental and inter-organizational dimensions affects firms' degree of vertical integration. Using a cross-industry sample of US healthcare sector firms, findings support hypotheses that greater levels of sector-level environmental uncertainty foster exploitation of vertically integrated structures as an efficient adaptation mechanism. This effect is contingent on levels of local environmental munificence and firms' embeddedness in interorganizational networks. Further, managerial network composition along dimensions of partner type, country, and industry of operation are shown to be significant boundary conditions for how social networks affect vertical integration decisions in uncertain setting. Findings also demonstrate that a joint focus on environmental attributes and interorganizational networks can significantly advance our understanding of processes driving vertical integration decisions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

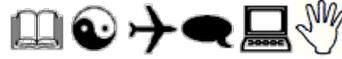


Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **976** | Submission: **16672** | Sponsor(s): (AFAM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:00PM - 5:00PMET (UTC-4)**

Africa Academy of Management Social
AFAM Social



Organizer: **Sherwat Elwan Ibrahim**, *American U. in Cairo*
Organizer: **Moses Acquah**, *U. of North Carolina, Greensboro*

AFAM invites academy members to our annual celebratory event - a chance to network, learn about our activities, and find new collaborators.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Caucus**
Program Session: **977** | Submission: **15379** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:00PM - 4:30PMET (UTC-4)**

Converting Experiential Classroom Exercises to an Online Format

Converting Experiential Exercises to Online

Organizer: **Markus Vodosek**, *Indiana U. - Kelley School of Business*
Organizer: **Iris Berdrow**, *Bentley U.*

We are inviting scholars who converted exercises originally designed for face-to-face interaction to an online format during the Covid-19 pandemic. Participants will share their experience with the conversion process and together we will explore best practices in light of the shortcomings and benefits of the online format.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Pathways in Workplace Religiosity and Spirituality

Digital Session Chair: **Denver Bingski Dumanil Daradar**, *De La Salle U., Manila, Philippines*

MSR: Exploring the Understanding of Followership in Christian Faith-Based Organisations  

Author: **Krystin Zigan**, *U. of Kent*
Author: **YingFei Héliot**, *U. of Surrey*
Author: **Alan Le Gry**, *U. of Kent*

Emerging research on followership has overwhelmingly been focused on for-profit organisations. This research investigates the meaning of volunteer followership in a faith-based context by exploring four Christian denominational congregations and how they socially construct their role of being a follower. Using implicit followership theory, we explore their perceptions on ideal followership and how these shape the relationship to leaders. By conducting 25 semi-structured interviews we found that volunteer followers across the different denominations developed different understanding of followership and particularly valued relational attributes. We further found a dialectic relationship between individual personality, institutional norms and the social system which shape the way followership is constructed. Thus, we advance current understandings of the role of volunteer followers in faith-based organisations.

Paper is Available to Meeting Registrants Only.

MSR: Religiosity & Work-Family Conflict in Japan: Role of self-construal, work & spouse demands     

Author: **T. T. Rajan Selvarajan**, *California State U., East Bay*
Author: **Barjinder Singh**, *Elon U.*
Author: **Donna Y. Stringer**, *U. of Houston, Clear Lake*

Based on the job demands and resources model, we propose that work and spouse demands are positively related to work-family conflict and that religiosity, which acts as a personal resource, mediates the relationship between both forms of demands and work-family conflict. Further, we also propose that interdependent self-construal is positively related to the conflict in the work-family interface and religiosity mediates this relationship. We test these hypotheses using a large midlife development sample of individuals in Japan (N=1027). Results provide support for the main effects for job and spouse demands on work-family conflict, as well as mediating effects of religiosity. In addition, we also found support for hypotheses pertaining to main and indirect effects of interdependent self-construal. Our results reveal that within the family domain, religiosity is viewed as a demand. We discuss the implications of this research for the theory and practice of religiosity and work-family conflict in organizations.

Paper is Available to Meeting Registrants Only.

MSR: Workplace Spirituality: Literature Review and Opportunities for Future Scholarship   

Author: **Elaine Clare Long**, *The Chicago School of Professional Psychology*
Author: **George W. Hay**, *Chicago School of Professional Psychology*
Author: **Debra J. Dean**, *Management, Spirituality, and Religion*

The purpose of this paper is to briefly review the evolutions and embedded perspectives in the workplace spirituality literature and identify key gaps in the research agenda to locate possible scholarship and research opportunities. These opportunities may strengthen the inclusion of spirituality and faith at work for non-instrumental purposes as well as support management diversity and inclusion practices and contribute to encouraging management for the common good.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **979** | Submission: **13893** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:00PM - 4:30PMET (UTC-4)**

**Research in the Wild: Best Practices and Recommendations for
Conducting High-Quality Field Research**
Best Practices for Conducting Field Research



Organizer: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Organizer: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Organizer: **M. Travis Maynard**, *Colorado State U.*
Organizer: **Samantha A. Conroy**, *Colorado State U.*
Panelist: **William J. Becker**, *Virginia Tech*
Panelist: **John E. Delery**, *U. of Arkansas*
Panelist: **Lillian Eby**, *U. of Georgia*
Panelist: **Aparna Joshi**, *Penn State Smeal College of Business*
Panelist: **Russell A. Matthews**, *U. of Alabama*
Panelist: **Patrick F. McKay**, *Fox School of Business, Temple U.*
Panelist: **Olivia Amanda O'Neill**, *George Mason U.*
Panelist: **Shannon Rawski**, *Ivey Business School*
Panelist: **Bess Rouse**, *Boston College*
Panelist: **Greg L. Stewart**, *U. of Iowa*

While there is no shortage of calls for academic research to study management concepts within actual organizations, there is far too little guidance on how to exactly accomplish this feat. This issue of conducting research in the field is especially important—yet, more challenging to navigate—in today’s ever uncertain and unprecedented environment. While researchers are consistently called on to go there and embrace the complexity that exists within today’s organizations, there is little discussion on best practices for doing so. With this Professional Development Workshop (PDW), we intend to have a discussion with scholars that are very effective at gaining access to organizations and conducting high-quality, field-based research in order to provide guidance and offer insights to junior scholars and seasoned researchers who aim to improve upon their current research practices. To accomplish this, the proposed PDW includes: 1) opening commentary presenting an overview of field research methods and recommendations, 2) a set of scholarly panels with scholars that have been successful conducting field research, and 3) breakout groups with top scholars and attendees discussing more specific questions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Organizational Issue in Contemporary Work Settings

Digital Session Chair: **Robert Fuller**, *U. of Tennessee, Knoxville*

OCIS: Virtual Team Decision Making: The Value of Team Intuition and its Enabling Media Capabilities

Author: **Robert Fuller**, *U. of Tennessee, Knoxville*
Author: **Dusya Vera**, *U. of Houston-Main Campus*
Author: **Codou Samba**, *U. of Tennessee*
Author: **David W. Williams**, *U. of Tennessee*

We challenge the body of knowledge on virtual team decision making, which has largely portrayed comprehensive and stepwise approaches to decision making in virtual teams. In contrast, we propose that virtual teams can develop team intuition and can benefit from it, in terms of decision quality and decision speed, particularly when virtual teams are facing the decision-making challenges of cognitive diversity, information inadequacy compounded with information and communication technology inadequacy, and time pressure. We describe four forms of virtual team intuition and leverage Media Synchronicity Theory to propose the communication task elements, media capabilities, and synchronicity levels needed to enable each form of virtual team intuition.

Paper is Available to Meeting Registrants Only.

OCIS: Involving or informing? Negotiating employee participation in organizational change

Author: **Pekka Pälli**, *Aalto U. School of Business*
Author: **Ari Kuusimäki**, *Aalto U., School of Business*

Language and communication are fundamental for management attempts to engage employees in decision-making on organizational change. However, we still know little about how the meaning of employee participation is negotiated between different organizational groups, and how this effects joint decision-making. Adopting an organizational discourse perspective, our ethnographic study of a relocation of a Nordic University shows how management and employees battle for the control of discourse about employee participation by employing and renegotiating the contextual meanings of communicational practices that foster employee involvement in decision-making. As a contribution, we demonstrate the discursively constructed character of employee participation and illustrate how it can act as a source of both consensus and dissensus in decision-making on organizational change issues.

Paper is Available to Meeting Registrants Only.

OCIS: Role of Power and LMX on the use of Upward Impression Management Tactics

Author: **Priyanka Jaiswal**, *Indian Institute of Foreign Trade, New Delhi*

The human being is full of emotions and expressions. An individual expresses his/her emotion through certain behavior and expect that others would be able to understand his/her emotion. People generally able to capture the exact emotion of the person based on expressed behavior. Impression management is also a behavior that reflects or articulates the image of an individual. In present scenario, individuals are more inclined towards building their image at the workplace. Therefore, they use various impression management for projecting different image. However, there are several factors, which affect the selection of a particulate impression tactic. This research paper is based on an experimental study, which is designed to assess the impact of the leader's perceived power and leader member-exchange (LMX) on the selection of impression management tactics by subordinates for getting positive performance rating from their leaders. To the best of our knowledge, the impact of the perceived power of the leader and LMX on IM tactics is being assessed for the first time. Leader's power and LMX, are manipulated through video clips. This experimental study was conducted on graduate and postgraduate students. Results show that the use of IM by subordinates significantly depends on the relationship between leader and subordinate as well as the perceived leaders' power by the subordinates. As results state that subordinates use positive impression management tactics (ingratiation and self-promotion) more for the leaders with high LMX & high perceived power. Subordinates may also use negative impression management tactics (supplication and intimidation) for the leaders with low LMX & low perceived power for receiving positive performance rating. Keywords: Perceived leader's power; leader member exchange; impression management tactics

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Management Issues in Law Enforcement

Digital Session Chair: **Ben Rissing**, *Cornell U.*

 **PNP: Premium Processing or Processing Premiums? The Role of Selective Persistence in Regulatory Outcomes**   

Author: **Ben Rissing**, *Cornell U.*
Author: **Laura Carver**, *Cornell U.*

Organizations often employ indirect and circuitous strategies to shape regulatory outcomes in their favor. This said, key regulatory programs increasingly allow regulated organizations to directly shape their own case prioritization and evaluation deadlines, generally for a fee. Such expedited regulatory evaluations often have superior outcomes, but less understood is why. We address this gap by examining U.S. Citizenship and Immigration Services (CIS) agents' assessments of immigrant H-1B visa applications, which can be expedited for \$1,000. Through analysis of Freedom of Information Act records for all 5.2 million H-1B visa evaluations from 2001 to 2016, we find that expedited applications are more often approved than standard cases. To explain this gap, we test multiple theoretical accounts and find that organizations, not regulators, are the key actors shaping approval rate differences. We contend that organizations disproportionately use expedited processing for strategically valuable activities, and thus withdraw or abandon these applications less frequently relative to standard cases. This primarily explains the relative success of expedited applications over their standard counterparts. These findings emphasize organizational agency as an underappreciated factor shaping regulatory outcomes in fee-dependent regimes.

Paper is Available to Meeting Registrants Only.

PNP: Examining the Impact of Community and Organizational Relationships on Police Work Perspectives

Author: **Alexander Henderson**, *Marist College*
Author: **James Melitski**, *Marist College*

In many front-line professions, especially those in public safety, the people-centered nature of the job and work relationships are essential considerations. Law enforcement is one such intrinsically relational public service, characterized by significant interpersonal interactions both inside police departments and with the public. The relationships among citizens, constituents, or other service recipients and the state are particularly critical to shaping the outcomes of important public policies. The purpose of this paper is to explore the relational nature of work in policing, foregrounding community relationships, leadership, coworker relationships, and role-based considerations and the impact of these on job-related attitudes of satisfaction and organizational commitment, both of which are related to individual performance, motivation, and other key individual and organizational outcomes. We use a web-based survey to collect data from sworn law enforcement officials across the United States on perspectives of roles and of work. Findings here indicate that community relationships, transformational leadership, coworker trust, and public service motivation are positively related to both job satisfaction and organizational commitment. Implications for theory, practice, and future research are discussed, followed by concluding comments on the future of policing.

Paper is Available to Meeting Registrants Only.

 **PNP: Role-Redefining Reforms**

Author: **Renee M. Rinehart**, *George Mason U.*

Scholars across a range of disciplines have examined why successful reform remains so elusive in the public sector, yet these views often overlook or underestimate the inherently social and emotional nature of public sector work, particularly among front-line workers. Drawing on theories from organizational behavior and institutional theory, this paper examines how a subset of correctional officers in a new restorative justice unit were able to take on fundamentally new roles that conflicted with core elements of the traditional correctional officer identity. Data came from 25 interviews with correctional officers, operational managers, and senior leaders, as well as 56 hours of observation of routine work activities, staff meetings, and training sessions, totaling nearly 100 hours in the field. Findings indicated that this role-redefining reform succeeded when front-line workers were already engaging in a form of emotional labor similar to what was required in their new roles, when they had strong social support from colleagues, supervisors, and subordinates, and when the leader of the reform embodied the ideal, "fantasmic" images of both the old and new role identities. Together, these findings offer contributions to our understanding of how deeper social and emotional factors shape responses to reform in ways that are both conscious and nonconscious, as well as new theoretical approaches for uncovering the impact of these factors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **982** | Submission: **16732** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:00PM - 5:00PMET (UTC-4)**

**AMP Showcase Symposium: Resurgent Oligopolies and Monopolies:
Implications for theorizing on the firm and policy options.**
AMP Showcase Symposium

Organizer: **Gideon D. Markman**, *Colorado State U.*
Organizer: **Geoffrey T. Wood**, *U. of Western Ontario*
Participant: **Stephen Brammer**, *U. of Bath*
Participant: **G. T. Lumpkin**, *U. of Oklahoma*
Participant: **Jacqueline A-M. Coyle-Shapiro**, *London School of Economics*
Participant: **David J. Teece**, *U. of California, Berkeley*
Participant: **Shaker A. Zahra**, *U. of Minnesota*

Global ecosystemic change, big tech, multisided platforms, media oligarchs, outsourced public services, AI and machine learning, and the blurring boundaries between commerce, science, and politics are just some of the forces that afford oligopolies and monopolies a growing influence. This reality raises many questions. For example, how should institutions operate and address economic and societal dilemmas when their authority or scope is challenged (e.g. via cultural wars) or simply because they seem to work less well than hitherto? And how might political and societal shifts impact on organizations that have honed their capabilities to operate on principles of free market economy, especially in responding to competitors deploying non market strategies? A panel of scholars will debate these and other questions and identify new priorities for research and policy, exploring tensions, contradictions and opportunities in present and emerging theorizing on the firm and society.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **983** | Submission: **16694** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:15PM - 5:15PMET (UTC-4)**

Health Care Management Division Reception *HCM Division Reception*

Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Server Error in '/Program2021' Application.

Conversion from type 'DBNull' to type 'String' is not valid.

Description: An unhandled exception occurred during the execution of the current web request. Please review the stack trace for more information about the error and where it originated in the code.

Exception Details: System.InvalidCastException: Conversion from type 'DBNull' to type 'String' is not valid.

Source Error:

```
Line 105:
<tr>
Line 106:
<td align="center" valign="top">
Line 107:
<asp:Label ID="lblAwardList"
runat="server"
Text='<%=replace(eval("awardsList")
, "|", "<br />") %>'
Line 108:
Height="20" Font-Bold="true"
BackColor="AliceBlue"
Visible="false" />
Line 109:
</td>
```

Source File: C:\inetpub\wwwroot\AOMASPPProgram2021\controls\SessionDetailsUC.ascx **Line:** 107

Stack Trace:

[InvalidCastException: Conversion from type 'DBNull' to type 'String' is not valid.]

Microsoft.VisualBasic.CompilerServices.Conversions.ToString(Object Value) +1033

ASP.SessionDetails.__DataBinding__control24(Object sender, EventArgs e) in
C:\inetpub\wwwroot\AOMASP\Program2021\controls\SessionDetailsUC.ascx:107

System.Web.UI.Control.OnDataBinding(EventArgs e) +98

System.Web.UI.Control.DataBind(Boolean raiseOnDataBinding) +174

System.Web.UI.Control.DataBindChildren() +246

System.Web.UI.Control.DataBind(Boolean raiseOnDataBinding) +191

System.Web.UI.WebControls.DataList.CreateItem(Int32 itemIndex, ListItemType itemType, Boolean dataBind, Object dataItem) +173

System.Web.UI.WebControls.DataList.CreateControlHierarchy(Boolean useDataSource) +858

System.Web.UI.WebControls.BaseDataList.OnDataBinding(EventArgs e) +88

System.Web.UI.WebControls.BaseDataList.EnsureDataBound() +86

System.Web.UI.Control.EnsureChildControls() +106

System.Web.UI.Control.PreRenderRecursiveInternal() +66

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Control.PreRenderRecursiveInternal() +256

System.Web.UI.Page.ProcessRequestMain(Boolean includeStagesBeforeAsyncPoint, Boolean includeStagesAfterAsyncPoint) +6875

Session Type: **Symposium**
Program Session: **985** | Submission: **14464** | Sponsor(s): **(MOC, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Team Cognition at a Crossroad: Forging the Way Forward *Team Cognition at a Crossroad*

Chair: **Susan Mohammed**, *Pennsylvania State U.*
Chair: **Ramon Rico**, *U. Carlos III de Madrid*
Panelist: **Linda Argote**, *Carnegie Mellon U.*
Panelist: **Kathleen Carley**, *Carnegie Mellon U.*
Panelist: **Matthew A. Cronin**, *George Mason U.*
Panelist: **James Andrew Grand**, *U. of Maryland*
Panelist: **Kyle Lewis**, *U. of California, Santa Barbara*

Team cognition enables members' diverse expertise and knowledge to be recognized, shared, and harnessed in teams. Over the past 30 years, the team cognition field has been regarded as an interdisciplinary success story. The empirically established team cognition – team performance link has also been noted as one of the most exciting developments in team research. Although there is much to celebrate, a careful evaluation of this literature reveals a surprising lack of shared cognition about team cognition, including little cross-integration across the multiple forms of team cognition (e.g., team mental models, transactive memory systems, team learning, cross-understanding, representational gaps). Moreover, team cognition measurement continues to be a significant challenge. How do we make intersections across previously siloed literatures normative rather than rare? How do we move from an emphasis on team aggregated measurement to more advanced techniques to permit answers to more expansive and nuanced research questions? Responding to these key issues, the panel will discuss the state-of-the-art in team cognition research and help craft a theoretical, methodological, and empirical agenda for future studies with audience participation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **986** | Submission: **13780** | Sponsor(s): **(MOC, OB, OMI)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Good Times, Bad Times: Temporal Perspectives on Creative Work

Temporal Perspectives on Creative Work



Organizer: **Greg Fetzer**, *Boston College*
Discussant: **Lucy L. Gilson**, *U. of Connecticut*
Presenter: **Kebyn Yong**, *Singapore Institute of Management*
Presenter: **Pier Vittorio Mannucci**, *London Business School*
Presenter: **Ozumcan Demir Caliskan**, *U. College London*
Presenter: **Colin Muneo Fisher**, *UCL School of Management*
Presenter: **Wenxin Xie**, *U. College London*
Presenter: **Sarah Harvey**, *UCL School of Management*
Presenter: **Greg Fetzer**, *Boston College*

The most influential theories of creativity, from Wallas (1926) to Amabile (1983) and beyond, have emphasized the processes of creativity, often through a stage model of creativity over time. Central (though often implicit) in these conceptualizations is the role of time, yet temporal perspectives remain relatively unexplored in research on creativity. Despite the recent recognition of time's importance within the creativity literature, many important questions still remain. Time is especially critical for organizational scholars of creativity; organizations generally create temporal structures, such as schedules, timelines, routines, and deadlines, that shape how individuals work. Our symposium will present some emerging work taking a temporal perspective on creativity—from facilitators of creativity at different stages of the idea journey to how creative workers handle extreme time pressure—and help advance the scholarly conversation around creative processes in organizations.

Spirited Away: Toward a Dynamic Theory of Cross-Disciplinary Innovation

Author: **Kebyn Yong**, *Singapore Institute of Management*
Author: **Pier Vittorio Mannucci**, *London Business School*

A Qualitative Study of How Coworking Can Spark Learning and Creativity Over Time in Makerspaces

Author: **Ozumcan Demir Caliskan**, *U. College London*
Author: **Colin Muneo Fisher**, *UCL School of Management*

Task vs. Project Persistence in Long-Duration Creative Projects

Author: **Greg Fetzer**, *Boston College*

Thriving under Pressure: Creative Practices under Extreme Time Pressure

Author: **Wenxin Xie**, *U. College London*
Author: **Sarah Harvey**, *UCL School of Management*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

OCB, CWB, and Ostracism

Digital Session Chair: **Yahua Cai**, *Shanghai U. of Finance and Economics*

OB: The interactive effect of abusive supervision and leaders' prototypicality on coworkers' ostracism

Author: **Yahua Cai**, *Shanghai U. of Finance and Economics*
Author: **Fufu Sun**, *Shanghai U. of Finance and Economics*
Author: **Jin Song Li**, *Shanghai U. of Finance and Economics*

Despite several studies on coworkers' reactions to abusive supervision of a coworker, little is known about whether and how leaders' characteristics may influence these effects. Building on social information processing theory and the social identity model of organizational leadership, we purported that coworkers would ostracize abused employees, but this effect would critically depend on leaders' in-group prototypicality. We further expected that abusive supervision and coworkers' ostracism would result in lower creativity of the target employee. Results from a multi-wave survey involving three data sources support the proposed model. Specifically, abusive supervision was positively related to coworkers' ostracism and to lower employee creativity. However, these effects only emerged for leaders who were high in in-group prototypicality. By contrast, leaders' abusive supervision was unrelated to ostracism and lowered creativity for leaders with low in-group prototypicality. Theoretical and managerial implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Risk propensity as a common antecedent for OCBs and CWBs

Author: **Don Zhang**, *Louisiana State U.*
Author: **Clare Barratt**, -
Author: **Rachel Williamson Smith**, *Georgia Southern U.*

Although organizational citizenship behaviors (OCBs) and counterproductive work behaviors (CWBs) are traditionally conceptualized as opposite ends of the contextual performance spectrum, emergent research suggests that they may derive from similar psychological processes. In this paper, we conceptualize OCBs and CWBs as manifestations of risk taking at work and argue that individual differences in risk propensity may serve as a common antecedent to both outcomes. In a three-wave panel survey study of working adults ($n = 244$), we found that risk propensity positively predicted both OCBs and CWBs targeted at organizations, but not individuals. Using an item-level approach, we also found that the predictive validity of risk propensity was stronger for behaviors that external raters judged as more (vs. less) risky. Finally, we found the association between risk propensity and CWBs was moderated by individual differences in self-monitoring, where the positive association was weakened for people high on self-monitoring. Taken together, our findings suggest that risk-seeking employees may simultaneously be an asset and a liability, but risk-seekers who are also high on self-monitoring are less likely to engage in counterproductive behaviors.

Paper is Available to Meeting Registrants Only.

OB: Psychological Ownership and Ambivalent Employee Behaviors: A Moderated Mediation Model

Author: **Ah Jung Kim**, *Ewha Womans U.*
Author: **Myung-Ho Chung**, *Ewha Womans U.*

This study explored two faces of psychological ownership. Specifically, we focused on the psychological process wherein two different routes via disparate mediators led to two seemingly contradictory outcomes: organizational citizenship behavior (OCB) and workplace aggressive behavior (WAB). In addition, we also examined the moderating role of a structural factor (i.e., network position) in the mediation process. Drawing on social exchange theory and social network theory, we proposed that psychological ownership would produce both OCB and WAB through organization-based self-esteem and psychological entitlement respectively, and an individual's network position would moderate the effects of this process. Data from 189 nurses from a general hospital in Korea revealed that psychological ownership was positively related to two ambivalent outcomes, OCB and WAB. Further, a central position in a friendship network among nurses strengthened the positive relationship between psychological ownership and OCB. Overall, this study showed that psychological ownership was like a double-edged sword. We discussed the theoretical and practical implications of this finding.

Paper is Available to Meeting Registrants Only.

OB: A Meta-Analytic Integration of Mechanisms Linking Workplace Ostracism and OCB

Author: **Denise Law**, *U. of Waterloo*
Author: **Rukhsana (Roxy) Merkan**, *U. of Waterloo*
Author: **Winnie Shen**, *Schulich School of Business, York U.*
Author: **Douglas J. Brown**, *U. of Waterloo*

Evidence indicates that victims of workplace ostracism typically engage in fewer organizational citizenship behaviors (OCB). Not surprisingly, researchers have sought to understand why workplace ostracism is negatively related to OCB. Three perspectives have been offered in the literature, but are typically tested in isolation. Consequently, the relative merit of each perspective is largely unknown. To address these issues, we highlight how all three mechanisms can be subsumed within a need-threat/need-fortification framework of workplace ostracism and conduct meta-analytic structural equation modelling to test the three mechanisms simultaneously with enhanced statistical power. Consistent with theoretical and empirical work indicating that workplace ostracism is a painful experience, we found that workplace ostracism harms employees' belongingness, self-perceptions, and well-being, which each uniquely in turn, leads to less OCB. Further, well-being was the mechanism with the strongest explanatory power that underlies the negative relationship between workplace ostracism and OCB. Implications and future research directions will be discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **988** | Submission: **17297** | Sponsor(s): (OMT)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Valuing and Compensating CEO Performance *CEO Performance*



Digital Session Chair: **Chengwei Liu, ESMT Berlin**

OMT: **The Variance of Variance**

Author: **Chengwei Liu, ESMT Berlin**

Author: **Chia-Jung Tsay, U. College London**

Finalist for the OMT Division Best Paper Award

Chance models—mechanisms that explain empirical regularities through unsystematic variance—have a long tradition in the sciences but have been historically marginalized in management scholarship. An exception is the work of James G. March and his coauthors, who proposed a variety of chance models that explain important management phenomena, including the careers of top executives, managerial risk taking, and organizational anarchy, learning, and adaptation. This paper serves as a tribute to the beauty of these “little ideas” and demonstrates how they can be recombined to generate novel implications. In particular, we focus on the example of an inverted V-shaped performance association among the executives featured in one of the most prominent lists of executives, Barron’s annual list of Top 30 chief executive officers. A reanalysis of March and Shapira’s 1992 model provides a novel explanation for why many of the executives’ exceptional performances did not persist. In contrast to the usual explanations of complacency, hubris, and statistical regression, the results show that declines may result from these executives’ slow adaptation, incompetence, and self-reinforced risk taking. We conclude by elaborating on the normative implications of Jim’s chance models, which address many modern management and societal challenges. We further encourage the continued development of chance models to help explain performance differences, shifting from accounts that favor heroic stories of corporate leaders toward accounts that favor those leaders’ changing fortunes.

Paper is Available to Meeting Registrants Only.

OMT: **Would “No More Counting Dollars Be Counting Stars”? : CEO Compensation and Spatial-Temporal Cognition**

Author: **Ali Radfard, Aston Business School**

Prior research on corporate governance has paid little attention to the cognitive consequences of compensation for CEOs. This paper studies how compensation affects the most basic aspect of cognition, i.e., spatial-temporal cognition of CEOs. Drawing from prior theory and research, it is argued that money reduces the relevance of spatial-temporal constraints on CEOs’ cognition of reality by increasing the sense of control over space-time. Further, this main effect reduces as CEO compensation becomes more contingent upon firm performance. Using a content-intensive sample of 713 CEO-year observations of public corporations, and through content-analysis and simultaneous equation modeling, the hypotheses are tested. The results provide support for the theory put forward in the present paper. The moderating effect somewhat but partially alter the main effect. Most interestingly, these findings point to a potential paradox in that compensation that is long believed to be essential for aligning the interests of CEOs with the owners’ interests, acts against such alignment by biasing CEOs’ cognitive representation of reality. The implications of the paper’s findings are discussed for the research on CEO compensation, CEO cognition, incentive alignment and diversification/merger/acquisition.

Paper is Available to Meeting Registrants Only.

OMT: **The Renegotiations on Organizational Goals**

Author: **Murad A. Mithani, Rutgers U., Camden**

Organizational goals represent negotiated agreements between divergent interests. But how are those agreements maintained when an organization fails to meet goal aspiration? In this study, I argue that the CEO and executives closely aligned with the CEO prefer renegotiations on privileges rather than on aspiration. They do so through the use of substantive and symbolic side payments. Using a sample of 1,546 executives across 160 manufacturing firms, I show that as the difference between performance and aspiration increased, side payments to unaligned executives increased either to pay for current favors or to fulfill past promises. This effect was strengthened in the presence of slack, which increased the capacity for immediate payments in the face of performance shortfalls. The findings show that it is executives unaligned with the CEO rather than those closer to the CEO who benefit most from a difference between performance and aspiration, and slack. The study explains how side payments stabilize goals by identifying the conditions, beneficiaries, temporality, and the form in which they are traded between executives.

Paper is Available to Meeting Registrants Only.

OMT: **Value Creation Across Disciplines**

Author: **Sheldon Dunn, SHIDLER COLLEGE OF BUSINESS**

Without value creation, firms cannot exist. However, the concept value creation and value often receive different philosophical treatment within different literature streams. This paper uses qualitative analyses to determine the predominant uses of the concepts of value and value creation within economics, finance, accounting, strategy, management, human resource management, marketing, and international business. The philosophical approaches to value are deconstructed into two dimensions based on the answer to two questions: 1) what is value (intrinsic vs. socially constructed)? Who benefits from value creation (firm-facing vs market-facing)? An intermediate category is also identified in each dimension, i.e., value can be relative, and the value creation event can benefit both the market and the firm at the point of exchange (co-creation).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **989** | Submission: **16874** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Inter-organizational Relationships

Digital Session Chair: **Renate Taubeneder**, *U. of Bath*

OSCM: **Interpartner Legitimacy Building for a Multiparty Alliance**

Author: **Renate Taubeneder**, *U. of Bath*
Author: **Jens Roehrich**, *U. of Bath*
Author: **Brian Squire**, *U. of Bath*

Drawing on supply chain collaboration, institutional theory and alliance literatures, we explore how a large buyer builds interpartner legitimacy to gain supplier commitment to a multiparty alliance (MPA). Prior literature offers very little insights into how a buyer builds moral and pragmatic interpartner legitimacy to motivate supplier participation during the formation of a MPA, and the dynamics of the interpartner legitimacy building process during this stage. Interpartner legitimacy is important to consider in this context, as suppliers may not have worked together before or are competitors. We build on rich data sets comprising meeting observations, interviews and archival data. Our study contributes to extant research by deriving a number of buyer actions to build moral and pragmatic interpartner legitimacy. We also shed light on two underexplored areas within the OSCM literature namely the formation stage of supply chain collaboration and collaboration involving multiple suppliers.

Paper is Available to Meeting Registrants Only.

OSCM: **Managing Inter-organizational Relations on Complex Projects: Project Owner Commercial Strategy**

Author: **Graham M. Winch**, *Alliance Manchester Business School*
Author: **Natalya Sergeeva**, *The Bartlett School of Construction & Project Management (UCL)*
Author: **David Lowe**, *Alliance Manchester Business School*

Our paper uses an intervention-based research method to develop a conceptual framework for explaining the development of commercial strategy by the owners of complex projects. It thereby makes a contribution to theory for analysing vertical inter-organizational relationships. Traditionally, research in the area draws heavily on transaction cost economics with a focus on the nature of the transaction between owner and supplier. Issues such as the structure of the supply market, the point in the economic cycle, and the institutional context are largely ignored. This paper thereby moves on from TCE.

Paper is Available to Meeting Registrants Only.

OSCM: **Procurement's Professional Identity and its Impact on Decisions**

Author: **Beverly Osborn**, *The Ohio State U. Fisher College of Business*
Author: **James Hill**, *The Ohio State U. Fisher College of Business*

We apply a social identity lens to the professional identity of procurement. We conduct semi-structured interviews with procurement professionals to gather information on how they define their professional identities, how they perceive others to understand their professional identities, their level of identification with the procurement profession, and their group's status within the organization. We conduct an experiment to observe how group identification, group status and group image affect decision-making in a realistic cross-functional scenario. We find evidence that strong identification with the procurement function can cause an increased emphasis on costs and offer managerial recommendations to mitigate this effect. We find evidence that the public perception of procurement's identity can also affect decision-making. We observe that many procurement professionals perceive their profession to be negatively stereotyped as cost-focused and transactional, and we promote the alternative group images used by our interview participants.

Paper is Available to Meeting Registrants Only.

OSCM: **Operational Control and Trust Dynamics**

Author: **Chris Long**, *St. John's U., New York*

This paper demonstrates that the ways managers combine particular applications operational controls and trust-building activities directly influence their subordinates' trust and control perceptions. When managers either apply outcome controls and demonstrate credibility or apply clan controls and demonstrate consideration, they increase levels of subordinate trust and decrease subordinate perceptions that they are being controlled by their managers. However, when managers apply behavior controls and demonstrate their capability, managers decrease levels of subordinate trust and increase subordinate perceptions that they are being controlled by their managers. We argue that a key element determining these relationships is the level of behavioral autonomy that managers provide to their subordinates. The paper concludes with a discussion of how this perspective advances research on organizational control, organizational trust, and control-trust dynamics.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Financing, Governance, and Capital Markets

Digital Session Chair: **David M. Gomulya**, *Singapore Management U.*

STR: Post-IPO Scaling Challenge and Delisting      

Author: **David M. Gomulya**, *Singapore Management U.*
Author: **Eucman Lee**, *Nanyang Business School*

Scaling up is important for many reasons. Yet, growth may bring not only the benefits of scaling but also its potential complications. This study examines the relationship between firm growth rate and survival especially focusing on how it could be influenced by business model complexity. Examining this question in internet firms circa 2000s, this study offers new insights on the effect of fast growth rate of post-IPO ventures. We found that in general a faster growth rate can improve survival but that relationship beyond a certain point, will reverse. Having a business model that operates in a multi-sided market, having a high level of complexity, also increases failure risk and shifts the optimal growth rate to be lower compared to operating in a single-sided market.

Paper is Available to Meeting Registrants Only.

STR: Ordinary capabilities and firm performance: The role of capital market development    

Author: **Nycil George**, *Indian Institute of Management, Kozhikode*

Ordinary capabilities support the primary activities of a firm and are key to attaining competitive advantages. Past research indicates that there are limits to the contributions of ordinary capabilities to firm performance but has largely explored it via contingent effects of the industry context. We argue that these limits are also a function of the development of market-supporting institutions. Adopting an unbundling approach, we specifically investigate the role of developing capital markets. We argue that evolutionary pressures brought about by pro-market reforms in capital markets have a negative effect on a firm's use of its ordinary capabilities. We trace the heterogeneity of this effect for two key firm resource attributes, investments in R&D and financial slack. We test our three-way interaction model using a sample of Indian firms over a twenty-year period of institutional reforms. Our findings contribute to integrating the organizational capability and institutional theory literature and advancing research on the sustainability of firm profits in emerging economies.

Paper is Available to Meeting Registrants Only.

STR: Free-Float Liquidity and Trading Constraints: Enhancing Family Firms' Financing Decisions 

Author: **Daniel Dupuis**, *American U. of Sharjah*
Author: **Virginia Bodolica**, *American U. of Sharjah*
Author: **Martin Spraggon**, *Mohammed Bin Rashid School of Government*

Volume-based liquidity ratios suffer from potential measurement bias due to share restriction and may misrepresent actual liquidity. To address this issue, we develop a modified metric, the free-float liquidity ratio. We argue that this measure is well suited to estimate liquidity in the presence of trading constraints as can be found in closely-held/state-owned entities, IPOs/SEOs with lockup restrictions, dual-class share structures, and family-owned businesses. Traditional measures understate illiquidity (overstate liquidity) as the fraction of free trading shares is limited by design or circumstances. Our empirical testing indicates that the free-float liquidity ratio compares favorably with other volume-based methods. Furthermore, we use family firms as a restricted-share setting to demonstrate the validity of the free-float liquidity ratio. The proposed metric offers informational gains for family leaders to aid in their financing decisions and for non-family outsiders to guide their investment choice. As a constrained free float inhibits price discovery processes, we also discuss how restricted stock issuers may alleviate the attendant negative effects on governance and information opacity.

Paper is Available to Meeting Registrants Only.

STR: Why Do IPO Firms Choose Dual-Class Structures? 

Author: **Nitin Kumar Singh**, *Missouri Western State U.*
Author: **Susanna Khavul**, *SJSU/LSE*

Dual-class structure (DCS) can endow control of the firm to the minority shareholders by allocation of voting rights in proportions greater than the number of equity shares owned by them. The use of DCS can lead to failure of market for corporate control and may increase the principal-principal agency cost. Based on a hand-collected sample of IPO firms, we find that firms that pursue high-risk growth strategies with long-term horizons, such as internationalization, acquisition, and innovation, are more likely to adopt DCS. We propose that DCS is largely adopted to protect firms from the short termism of public markets and to avoid control contests in the market for corporate control.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Competitive Interactions

Digital Session Chair: **Xia Han**, *Dongwu Business School, Soochow U. China*

STR: Dynamic Competition Strategies: The Impacts of Ex ante and Ex post Heterogeneities 

Author: **Xia Han**, *Dongwu Business School, Soochow U. China*
Author: **Gaoyang Cai**, *Northwestern Kellogg School of Management*

The paper studies dynamic strategies of heterogeneous firms cooperating with competitors. We consider firms' ex ante heterogeneity and ex post heterogeneity in a two-period, two-player game theoretical model. Firstly, we focus on ex ante heterogeneity, i.e., asymmetric initial characteristics of firms, which results in unequal distribution of the synergistic value created through cooperation. And we take ex post heterogeneity, especially referred to learning effects, and the incentives of firms into account. Both ex ante and ex post heterogeneities help us figure out optimal competition strategies of firms, via investigating their competition game. Secondly, we introduce external value creation promoted by competition, and external value capture derived from cooperation into our model to study their single and interactive effects on competition incentives of each firm. The analyses enrich the dichotomy imposed in literature between "cooperation - value creation" and "competition - value capture" by providing a unified interaction perspective between cooperation, competition, value creation as well as value capture. Our model attempts to explain why and how would different types of firms cooperate with their competitors in a dynamic context.

Paper is Available to Meeting Registrants Only.

STR: The Power of Words: Word Responses in Multimarket Competition

Author: **He Gao**, *Michigan State U.*
Author: **Tieying Yu**, *Boston College*
Author: **Hyun-Soo Woo**, *U. of Mississippi*
Author: **Albert Cannella**, *Texas A&M U., College Station*

In the multimarket competition literature, the maintenance of mutual forbearance depends on how firms respond when the mutual forbearance is disturbed. While previous research highlights the importance of using action responses to force offenders to back down from aggression, we argue that such retaliation may risk escalating the rivalry into a multimarket war, thus creating incentives for the use of an alternative form of response that has been largely overlooked—word responses. Drawing from expectancy theory, we theorize that high multimarket contact (MMC) with an attacker increases a focal firm's likelihood of using a word response when mutual forbearance between the two firms is upset. However, such a relationship will be moderated by the focal firm's perceptions regarding the intent of the attacker. The clearer the attacker's intent to disrupt the mutual forbearance, as evidenced by the importance of the market being attacked to the focal firm and the scope of the attack, the weaker the effect of MMC on the likelihood of word responses. Evidence from our sample of 20 global consumer electronics (CE) manufacturers between 2007 to 2014 supports our predictions.

Paper is NOT Available. Please contact the author(s).

STR: Hybrid games in strategy analysis: Bargaining in the shadow of competition

Author: **Joachim Henkel**, *Technical U. of Munich*

In the analysis of value capture, it is central to understand what value each group of players can capture when leaving the negotiation table. Frequently, this will entail engaging in competition, i.e., non-negotiated, strategic interactions with the other players. For instance, if merger talks fail, parties may instead compete on the market. I propose to analyze such situations using a combination of cooperative and noncooperative games, which I refer to as hybrid games. Applications demonstrate how the nature and intensity of the non-negotiated interactions determine value capture, and that a correct delineation of negotiation groups is essential for a realistic analysis. I also show that bifirm hybrid games feature a type of value-based business strategy in which the stage-one actions literally change the game.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Investor Reaction to Leadership Changes

Digital Session Chair: **Jason Cavich**, *Nova Southeastern U.*

STR: The Heterogeneity Of Institutional Investor Activists And Their Tactical Interactions

Author: **Jason Cavich**, *Nova Southeastern U.*

Research Question: Institutional investor activism is a powerful, yet not fully understood phenomenon that has had equivocal findings in prior research. This study introduces a novel theoretical framework that examines the heterogeneity of institutional investor activists and their tactics to elicit positive firm responses from their portfolio firms. Research Findings: I undertake an empirical test of a novel framework looking at the effects of institutional investor heterogeneity on portfolio firm responses using ordinal logistic regression. The author found predicted support for hedge funds and public pension funds to receive favorable firm responses. In addition, private multiemployer funds found support for the counter-intuitively predicted negative favorable responses, and proxy-based tactics negatively impacted the influence of public pension funds. The latter two items are counter to most research. Theoretical Implications: Following the traditions of stakeholder salience theory, the author contends that some institutional investor activists and tactics have more power, legitimacy, and urgency than others. Counter-intuitively, their interaction terms can result in negative, not additive effects as the author incorporates refinements of stakeholder salience theory. Practical Implications: Institutional investors activists may be better served to focus on non-proxy-based activism as proxy-based activism may have inconsequential or negative effects in their attempts to influence portfolio firms.

Paper is Available to Meeting Registrants Only.

STR: Crash and Burn: Investor Perceptions of CEO/CFO Dismissal Following a Stock Price Crash

Author: **Matthew Mount**, *Deakin U.*

Author: **Ferdinand Gul**, *Deakin U.*

Author: **Karen Lai**, *Deakin U.*

Prior studies on the consequences of executive dismissal following a performance failure on investor reactions are contradictory. However, the literature has been silent on whether and how the actual responsibilities of the dismissed executives studied could influence investor reactions. Drawing on signaling theory and role theory, we examine how CEO dismissal and CFO dismissal following a stock price crash might be differentially perceived by investors as distinct executive roles. We propose that the fit between a dismissed executive's role (CEO versus CFO) as a signal of blame, and the specific circumstances surrounding a stock price crash failure, will be fundamental in shaping investor reactions. We find support for our theorizing across two studies. Study 1 is an archival study of U.S. firms spanning the period 1992–2014 that comprised 29,242 firm-year observations. Study 2 is an experiment that conceptually replicates our first study to address causality concerns using two samples: 820 participants with investment experience and 297 professional investors. Our findings indicate that executive role, and the fit between role and circumstances of failure, are important considerations when using executive dismissal to restore investor confidence.

Paper is Available to Meeting Registrants Only.

STR: Investor Reactions to Minority CEO Appointments: The Intersection of Race-Ethnicity and Gender

Author: **Seung-Hwan Jeong**, *U. of Georgia*

Author: **Ann Mooney Murphy**, *Stevens Institute of Technology*

Author: **Yangyang Zhang**, *Stevens Institute of Technology*

Despite growing attention to the disadvantages experienced by racial-ethnic minorities in society, there is limited understanding of how race-ethnicity affects strategic leaders. We develop theory about how investors react to the appointment of racial-ethnic minority CEOs, and consider the intersection of race/ethnicity and gender (i.e., female racial-ethnic minority CEOs) as well as CEO turnover contexts which would mitigate investors' potential implicit biases against racial-ethnic minority CEOs. We test our hypotheses using an event study involving reactions to the appointments of 3,119 CEOs and 242 racial-ethnic minority CEOs over a 24 year period. Consistent with theories of intersectionality, we find that investor reactions toward racial-ethnic minority CEOs (compared to White CEOs) are more negative when the CEO is also female, and even more so for Black female CEOs. We also find that weaker prior firm performance and outside status of the incoming CEO mitigates the negative view and amplifies the positive view of racial-ethnic minority CEOs in the eyes of investors.

Paper is NOT Available. Please contact the author(s).

STR: Director Motivational Orientations: How New Director Regulatory Focus Shapes Market Reactions

Author: **Hadi Faqih**, *Michigan State U.*

Author: **Daniel Gamache**, *U. of Georgia*

Author: **Gerry M. McNamara**, *Michigan State U.*

Author: **Jennifer J. Lee**, *Michigan State U.*

We draw on regulatory focus theory and the governance literature to examine how and when shareholders react to the motivational orientations of newly appointed directors. We theorize that because directors high in promotion focus are likely to orient to the firm toward growth and maximize shareholder value, their appointments will generate positive market reactions. We also theorize that because the vigilance of directors high in prevention is likely to increase managerial risk-aversion and lead the firm to miss out on growth opportunities, the market will react negatively to their appointments. Further, we examine the moderating role of financial slack and industry munificence. Using a sample of 374 new director appointments by S&P 500 firms between 2004 and 2013, we find that shareholders favor directors high in promotion focus, and their reactions are amplified when financial slack is high. We also find that market reactions to directors high in prevention focus are contingent on whether the firm operates in industries high or low in munificence.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Perspective of Corporate Governance

Digital Session Chair: **Punit Arora**, *City U. of New York*

STR: Ownership and Environmental Irresponsibility: A Contingency Model of Corporate Governance   

Author: **Punit Arora**, *City U. of New York*

Ownership concentration as a mechanism for mitigating agency problem is one of the core tenets of corporate governance. In this study, we examine the contextual nature of its effect on corporate environmental irresponsibility (CEI). We argue that the effect of ownership concentration on CEI is contingent on other internal and external governance mechanisms in place. Using a sample of 16,286 observations for 3,275 firms across 43 countries during 2008 to 2017 with dynamic panel regressions, we find robust evidence to support our predictions. We find that the effect of ownership concentration varies by the quality of regulatory institutions. We also find evidence to support the complementarity between external and internal governance mechanisms and the configurational approach by examining how the simultaneous presence of external and internal corporate governance mechanisms can alter the relationship between ownership concentration and CEI. Our study has important managerial and public policy implications for policymakers looking to use governance as a mechanism to promote sustainability.

Paper is NOT Available. Please contact the author(s).

STR: Analyst Forecast Optimism and Corporate Innovation: An Institution-based View   

Author: **Lerong He**, *State U. of New York, College at Brockport*

Author: **Jing Chen**, *Fudan U., School of Management*

This paper investigates the influence of analyst forecasts on firm innovation from behavioral and institutional perspectives. We argue that optimistic analyst revenue forecasts raise firm expectation on feasibility and effectiveness of implementing an innovation strategy, thus prompt firms to invest more in innovation. We also posit that subnational differences in institutional environment in terms of factor market development, intellectual property rights protections, and government corruption all affect firm perception on return on innovation, and consequently moderate firm decision to invest in innovation. These hypotheses are tested using a longitudinal sample of Chinese listed firms between 2003 and 2017. We document that optimistic analyst revenue forecasts increase firm R&D investment intensity. This relationship is stronger when forecast dispersion is small, when firms are in regions with more advanced factor markets, stronger intellectual property protection, and less corrupted government.

Paper is Available to Meeting Registrants Only.

STR: Game on: CEO Political Ideology and the Numbers Game

Author: **Marc Kowalick**, *U. of Mannheim*

Author: **Michael Woywode**, *U. of Mannheim*

It is commonly known that CEOs manage corporate earnings and thus expose their firm, its shareholders, and stakeholders to potential harm for their personal benefit. To better understand the drivers of such unethical behavior, we take an upper echelons perspective and consider CEOs' political ideology, i.e., their stance on the liberal-conservative continuum, as a fundamental determinant of personal preference that becomes reflected in firms' earnings management. Analyzing a panel dataset of 872 S&P 1500 CEOs, we find considerable support for our arguments that more liberal CEOs prefer to improve (and more conservative CEOs to diminish) reported earnings and show how this inclination varies along a set of contextual characteristics demarcating the diverse preferences as CEOs' dedication to the firm and its performance endures, increases, and escalates.

Paper is NOT Available. Please contact the author(s).

STR: Executive and Organizational Determinants of CEO Sociopolitical Activism

Author: **Keshab Acharya**, *Central Connecticut State U.*

Author: **Michael A. Abebe**, *U. of Texas Rio Grande Valley*

The recent rise of CEO sociopolitical activism—CEOs' public expression of opinion on controversial sociopolitical issues of the day—is attracting scholarly attention as researchers seek to understand the phenomenon and its implications for strategic choices and firm performance. CEO sociopolitical activism can be a 'double-edged sword'; while it may garner the praises of increasingly vocal stakeholders (e.g., employees, customers, investors), it could potentially backfire by alienating others, especially if the CEO's position on these issues is inconsistent with these stakeholders. Despite the inherent risk, CEO sociopolitical activism is on the rise. This begs the question: why do some CEOs become sociopolitical activists while others remain on the 'sidelines'? This study seeks to address this question by exploring the executive and organizational determinants of CEO sociopolitical activism. Drawing from the status and reputation literatures, we explore the effect of CEO power, CEO celebrity status, firm reputation, and firm political activity as predictors of CEO sociopolitical activism. In doing so, we focus on the "bully pulpit" explanation by arguing that high status CEOs are more likely to use their professional position and visibility to advocate for or against controversial sociopolitical issues. Our analysis of data from 178 matched pair S&P 500 firms from 2008-2017 provides support for our predictions. Implications for research and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Strategic Cognition and Communication

Digital Session Chair: **Sheen S. Levine**, *U. of Texas at Dallas*

STR: The Development of Strategic Cognition: Performance & Inequality      

Author: **Sheen S. Levine**, *U. of Texas at Dallas*
Author: **Felix Mauersberger**, *U. of Bonn*

Strategy scholars have long supposed that individual cognition can boost competitive advantage, but causal evidence is scarce. Here we empirically explore the competitive role of strategic cognition as expressed in two competencies: strategic intelligence and analytic skill. We begin by documenting their heterogeneous distribution, even among those trained in management. Then, we introduce highly competitive markets, in which participants vie for cash. We find that performance is well predicted by the skills. Next, we ask whether some form of strategic cognition can be developed to affect performance. We introduce a simple treatment, anchored in strategy theory. Treated participants perform much better than the control group. What is more: Markets with treated participants manifest lower inequality in individual outcomes. If cognitive skills can be developed, it can herald a prescriptive approach to the development of better strategists — and better markets.

Paper is Available to Meeting Registrants Only.

STR: The Manager in Communication: The Effect of CEOs on Conference Calls   

Author: **Shyam Kumar**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Sen Li**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Xinying Qu**, *Lally School of Management, Rensselaer Polytechnic Institute*

To what extent do CEOs influence communication with external stakeholders, and how large is their influence relative to firm level determinants of communication? We address these questions by conducting a variance partitioning analysis of four communication measures extracted from earnings conference calls: the tone of communication, the degree of forward-looking information, concreteness, and the external focus of communication. Our results suggest the CEO effect accounts for 18.9 percent to 30.6 percent of the variance in these measures in conference calls, while the firm effect accounts for 10.7 percent to 20.8 percent. These findings reaffirm that CEOs have a large and independent role to play in influencing communication, while suggesting that their cognitive capabilities are critical in shaping external perceptions related to the firm.

Paper is NOT Available. Please contact the author(s).

STR: Performance Heterogeneity in Competitive Markets and the Cognitive Theory of Commitment

Author: **Rogério Santos Victor**, *U. of Connecticut*

The objective of this paper is to contribute to the explanation of performance heterogeneity in competitive markets. The aim is to predict configurations of firm performance that challenge established economic notions of competitive dynamics. The study emphasizes the relevance of adopting cognitive assumptions in developing a theory of commitment in the strategic management discipline. Further, we identify intellectual skills applied to investment projects as the most relevant resource underlying recurrent performance differentials. We highlight ways in which the adaptive regulation of strategy affects the expected outcomes of competition through the ability of firms to influence the convergence mechanism of markets and adjust the speed with which the competitive process operates. Firms with average rates of return above the market are able to keep rates of persistence high (i.e., capable of slowing the convergence process), while firms with average rates of return below the market are able to keep rates of persistence low (i.e., capable of speeding the convergence process). The result is the identification of an asymmetric structural pattern in the rate of persistence of abnormal profits that has relevant implications for both theory and practice. Empirical tests rely on autoregressive models developed by the persistence-of-profit research program applied to a large panel data composed of more than 3,000 firms from 11 home countries and 5 macro-industrial sectors covering a period of more than a decade.

Paper is Available to Meeting Registrants Only.

STR: The Interaction of Top Management's Strategic Planning and Management Control Fosters Innovation

Author: **Jan-Thomas Bachmann**, *Hochschule Trier*

A survey of 289 top managers in nine countries identifies outcome, bureaucratic, and clan controls to be important boundary conditions for the relationship between top management's strategic planning and innovation output. Outcome controls and bureaucratic controls are shown to enhance the effects of top management's strategic planning and clan controls are shown to reduce them. We also show that the relationship between innovation output and firm performance strengthens under conditions of strong clan control. Thus, top managers learn how to combine the tools of strategic planning and management control to enhance innovation output, and which control mechanism to employ to transform innovation output into firm performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **995** | Submission: **13824** | Sponsor(s): **(STR, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

Why We All Should Be Bayesians: An Introduction to Bayesian Analysis

Why We All Should Be Bayesians



Organizer: **David Krackhardt**, *Carnegie Mellon U.*
Organizer: **Andreas Schwab**, *Iowa State U.*
Organizer: **William H. Starbuck**, *U. of Oregon*

The purpose of this symposium is to introduce management researchers to the opportunities of Bayesian statistics for empirical research in the management sciences. We will outline the fundamental features of the Bayesian method without delving into the mathematical details. Instead, we will outline the conceptual differences and potential advantages of a Bayesian approach compared to traditional statistical analyses involving null-hypothesis statistical significance tests. We will then introduce an illustrative example from empirical management research that illustrates opportunities for the useful application of Bayesian data analysis and introduces participants on how to interpret the outcomes of Bayesian analyses for causal inference. Finally, we will discuss why in spite of strong arguments supporting the use of Bayesian statistics, the field of management research has been very reluctant considering Bayesian analysis as an alternative and how management scholars can support related methodological change efforts. The purpose of this symposium is to convince participants of the potential opportunities Bayesian methods can provide and to motivate organizational researchers to consider Bayesian statistics as an alternative in future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **996** | Submission: **13290** | Sponsor(s): **(TIM, MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 3:30PM - 5:00PMET (UTC-4)**

A Conversation on Business Models and Cognition
Business Models and Cognition



Organizer: **Kristian Johan Sund**, *Roskilde U.*
Panelist: **Marcel Bogers**, *Eindhoven U. of Technology*
Panelist: **Yuliya Snihur**, *Toulouse Business School*
Panelist: **Lien Denoo**, *Tilburg U.*
Panelist: **Ted Ladd**, *Hult International Business School*
Panelist: **Sea Matilda Bez**, *UC Berkeley*

In this fourth annual panel symposium exploring new horizons in managerial and organizational cognition research, we propose a conversation at the cross-roads of business model and cognition research streams. Numerous studies of business models and business model innovation have accentuated the cognitive underpinnings of the construct or pointed to the role of cognitions in shaping business models and business model change. For example business models can be studied as a form of cognitive structure, mental map, or schema, of how the firm creates value. The question we ask is: In the emerging cognitive perspective of business models and business model innovation, what are the interesting conversations and findings? Join us as we explore.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Mobility and Career Consequences

Digital Session Chair: **Jennifer Hui-Han Gao**, *U. of Melbourne*

CAR: Enhancing employment and work-life satisfaction through acculturation for international workers 

Author: **Jennifer Hui-Han Gao**, *U. of Melbourne*
Author: **Shuwei Hsu**, *National Taiwan Normal U.*

Driven by globalisation trends, self-organised international work is becoming increasingly prevalent around the world. We apply the acculturation theory in exploring employment experiences among previous working holidaymakers, who self-initiated their temporary international work and relocation from Taiwan to Australia. Through in-depth, narrative interviews, we identify four dimensions of work-related outcomes enhanced by acculturation including geographical mobility, increased employment opportunities, enhanced employment conditions and increased work-life satisfaction. Drawing on the model of acculturation strategies, we find that while the separation strategy only contributes towards geographical mobility and increased employment opportunities, the integration strategy can contribute across all four dimensions of enhanced employment and outcomes, particularly work-life satisfaction, which results from emancipating people from their previously socialised cultural values. Moreover, international workers may perceive job quality as a relative concept through comparing work practices experienced in their home and host environments. Our study contributes to the international careers literature by demonstrating how international workers' experiences of enhanced employment quality may be perceived as a process of accumulating and leveraging sociocultural resources within the host culture.

Paper is NOT Available. Please contact the author(s).

CAR: Using Big Data to test labor market stability vs dynamism: What career path leads to better outcomes  

Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Author: **David S. A. Guttormsen**, *USN School of Business, U. of South-Eastern Norway*
Author: **Stanley Gyoshev**, *U. of Exeter Business School*
Author: **Trifon Pavkov**, *U. of Exeter Business School*
Author: **Miana Plesca**, *U. of Guelph*

In recent decades, longstanding questions that have been broadly debated in the career management literature, remain unresolved: are careers becoming dynamic or stable, which leads to how to optimize career progress—via dynamic moves or stable employment. We address conflicting findings and aim to advance career theory in three ways. Theoretically, we offer empirical support for both boundaryless career and career ecosystem theories and expand the career ecosystem theory and provide new evidence to key scholarly debates regarding new careers. We offer practical advice to individuals regarding their career strategy. Utilizing an extensive database of 3,000,000 individuals, comprising one country's entire working population, and their 300,000 employers, we find support for a dynamic labor market characterized by three different career boundary crossings: job, employer, and sector change across eleven years. We identify distinctive clusters of career transitions that we associate with career outcomes. We find a moderating effect of birth cohort, the share of stayers, leavers, managerial and professional employees, firm size, and gender, and differences between the impact of boundary-crossing and both wage level and wage growth, with contrasting patterns for each. We demonstrate that in most cases, opting for frequent career moves would offer better outcomes compared to stable employment. The theoretical contribution and their implications for our understanding of career motives and career dynamism are discussed.

Paper is Available to Meeting Registrants Only.

CAR: Executives' Career Mobility within an Organizational Field and the Relationship with Career Success  

Author: **Andreas Dominic Koch**, *U. of Mannheim*
Author: **Katja Dlouhy**, *U. of Mannheim*
Author: **Ricardo Rodrigues**, *King's College London*

In this paper, we examine the careers of top executives in the organizational field of professional services. Our aim is to determine whether inter-organizational career mobility brings greater career rewards than career stability. Building on institutional theory and boundary theory, we moreover examine how crossing boundaries within and outside the organizational field affects executives' objective career success. Furthermore, we examine patterns of career moves across boundaries of organizations within and outside the organizational field. Our results show that individuals who have higher inter-organizational mobility need less time to reach an executive position. We further find that inter-organizational mobility within the organizational field reduces the time to reach an executive position more than inter-organizational mobility outside the organizational field. Moreover, we identify different mobility patterns to the top of central and peripheral organizations in an organizational field.

Paper is Available to Meeting Registrants Only.

CAR: When Experience Mitigates Gender in Punishment for Misconduct on Wall Street    

Author: **Pooria Assadi**, *California State U. Sacramento*

I examine how different types of misconduct affect the careers of professionals in the U.S. securities industry and investigate the disparities in labor market reactions to violations of professional norms. I specifically examine the career consequences of customer-facing misconduct (i.e., misconduct that primarily harms the customers) and regulator-facing misconduct (i.e., misconduct that primarily harms the regulators), and investigate whether these career consequences depend on the experience and gender of those who got caught for misconduct. Analyzing data from a large random sample of U.S. stockbrokers, I find that customer-facing misconduct is punished, but regulator-facing misconduct is rewarded by the labor market. I also show that greater tenure weakens the punishment after customer-facing misconduct and that it weakens the reward after regulator-facing misconduct. Furthermore, I find evidence that male brokers later in their careers are punished more for customer-facing misconduct and punished less for regulator-facing misconduct than female brokers later in their careers. Together, these findings advance our understanding of what tenure means for women versus men pertaining to punishment for misconduct, and what punishment regime might be more effective in inhibiting misconduct.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networking, Mentoring and Social Capital

Digital Session Chair: **Lara Bertola**, *ESCP Business School*

CAR: Is perceiving the same as believing? The minds of women and men on networking behavior 

Author: **Lara Bertola**, *ESCP Business School*

Networking is an essential professional strategy which is critical for professional success. Individuals build their networks based on others' perceptions, and individuals differ in how accurately they perceive their social environment. The literature provides contrasting predictions about whether certain individuals perceive networks accurately than do others. This paper examines these differences through a gender lens. Professionals develop various perceptions, expectations, and ways of building networks which tend to evolve with their career progression. This empirical paper examines the professional networking strategies of a few individuals operating within firms. The quantitative findings rule out the possibility that underlying differences in brokerage positions may explain the observed gender-based differences in how women and men interpret brokerage networks psychologically. In the case of women but not men, perceived control mediates the relationship between brokerage and self-esteem. We investigate networking behavior employing a grounded theory building approach and a set of core categories.

Paper is Available to Meeting Registrants Only.

CAR: The Ready-made Network: Networking and Exchange Activity of Independent Workers in Coworking Spaces

Author: **Clarissa E. Weber**, *U. of Goettingen*

Author: **Jennifer Klutt**, *U. of Goettingen*

Coworking spaces are often said to be breeding grounds for networking and exchange activity by providing their users with direct access to a large and diverse network. Building on prior research on independent workers' networking and the upcoming literature on coworking spaces as organizational phenomena, we conduct an exploratory study on networking and exchange activity of independent workers working in coworking spaces. Based on qualitative data consisting of 104 interviews and 44 informal talks with coworkers, observations and archival data, we introduce and develop the idea of coworking spaces as ready-made networks. We map the structural network and the different kinds of collaborative activity that take place in coworking spaces and explore how coworking spaces create the conditions for such activity. Our findings depict how 1) spatial proximity and infrastructural means provide the physical opportunity, 2) a collaborative organizational ethos provides the cognitive basis, and 3) default trust among coworkers provides the relational basis for networking and exchange activity in coworking spaces.

Paper is NOT Available. Please contact the author(s).

CAR: Mentor Departure and Work Engagement: The Roles of Trait Positive Affect and Focus on Opportunities

Author: **Mengyi Li**, *Renmin U. of China*

Author: **Wenxia Zhou**, *Renmin U. of China*

Author: **Xixi Chu**, *Renmin U. of China*

Author: **Lu Xin**, *Beijing U. of Chemical Technology*

The turnover literature focuses mainly on the reasons and consequences of turnover, as well as the strategies for reducing employee turnover, paying limited attention to the effect of employee turnover on stayers. In using the social cognitive framework and a time-lagged research design, this study put forward a moderated mediation model and found that: 1) mentor departure was positively associated with focus on opportunities (i.e., the positive aspect of occupational future time perspective); 2) focus on opportunities was positively associated with work engagement; 3) focus on opportunities mediated the relationship between mentor departure and work engagement; 4) trait positive affect enhanced the association of mentor departure with focus on opportunities as well as the whole indirect relationship. This study highlighted the positive effect of mentor departure as well as the effect of personality traits (i.e., trait positive affect) on one's career development. Theoretical and practical implications were discussed.

Paper is NOT Available. Please contact the author(s).

 **CAR: Gender Differences in the Use of Social Contacts in the Job Search Process**

Author: **Kira Choi**, *London Business School*

William H. Newman Award Nominee

Who is more likely to use social contacts to search for jobs, and why is this the case? Despite substantial evidence that social contacts improve individuals' success in the process of job-seeking in various ways, previous studies point out that individuals with more social capital are not more likely to use social contacts to search for jobs than those with less social capital. By using records of job search activities on an online hiring platform, this paper seeks to explore variations in job seekers' decisions to use recommendation letters in their job search process as well as their implications. Specifically, I propose that female applicants who may face bias, and hence, feel disadvantaged in the labor market utilize recommendation letters more than male applicants. I also posit that when recommendation letters are used, their effect is more substantial for female applicants than for male applicants in positively affecting their job search outcomes. The results suggest that female applicants use recommendation letters as a mitigation strategy for their labor market disadvantage while also providing additional information; thus, signaling the applicants' qualities in the job search process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **999** | Submission: **16697** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00PM - 5:30PMET (UTC-4)**

CMS Plenary Special Edition: CMS in Critical Times *CMS in Critical Times*

Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*
Organizer: **Patrizia Zaroni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Ajnes Prasad**, *CMS*
Organizer: **Stephen Cummings**, *Victoria U. of Wellington*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Marie Hasbi**, *Vrije U. Amsterdam*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Participant: **Arturo E. Osorio**, *Rutgers U.*

While academic conferences have been places to share research and exchange ideas, collaborate, and meet colleagues, they offer opportunities to reflect on and respond to the ongoing tensions, challenges, and issues as academic communities. As academics we face considerable challenges, yet these challenges differ greatly globally and exacerbated by raced, gendered, and class-based inequalities across countries and communities. In universities conservative managerial pressure over the purpose of universities because of neoliberalism and marketization in many parts of the world is resulting in mass precarity and attacks against critical scholarship. Against this backdrop this session at the virtual conference is organized with the CMS executive team. The purpose of this session is not only to address the impact of the pandemic at a societal and organizational level but also to facilitate a discussion by the community for the community. Based on the three related themes, exec team members will share a brief talk and invite the community for reflection, discussion and (potential) action. Given the complexity of the issues, it is impossible to come up with specific solutions. Yet, we value the opportunity of coming together for solidarity, naming the problems we face and seeking ways of interventions collectively as the CMS community. We invite all the CMS community to take part in this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ageism and Age Discrimination

Digital Session Chair: **Serge P. Da Motta Veiga**, *EDHEC Business School*

GDO: **Changes in Perceived Age Discrimination Over Time: Patterns, Covariates, and Consequences**

Author: **Ariane Froidevaux**, *U. of Texas At Arlington*
Author: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Author: **Ieva Urbanaviciute**, *U. of Lausanne*
Author: **Franciska Krings**, *U. of Lausanne*
Author: **Jérôme Rossier**, *U. of Lausanne*

Age discrimination is one of the most prevalent types of discrimination in the workplace and as such represents a major challenge for many workers. Although prior work suggests that perceived age discrimination is a dynamic process leading to detrimental effects on job- and health-related outcomes, little is known about how it changes over time. Drawing on classical psychological stressor-strain theory, the current study examines different patterns of changes in perceived age discrimination, their relationships with age, gender, and organizational justice, and effect on job satisfaction, work strain, and perceived employability. Using longitudinal data from 1,100 workers aged 27-57 in a prospective design over six years, we find three patterns characterized by low stable, increasing, and decreasing levels of perceived age discrimination change at work over time. We further observe that older employees and women (but not older women), as well as employees reporting lower levels of organizational justice, are more likely to belong to the increasing age discrimination change pattern. Finally, we demonstrate that workers belonging to the low stable age discrimination pattern are more likely to benefit from higher job satisfaction, perceived employability, and lower work strain. The theoretical and practical implications of these findings are discussed.

Paper is NOT Available. Please contact the author(s).

GDO: **Attitudes on hiring Middle-Aged Employees: The Impact of Social Climate and Rater's Employability**

Author: **Yael Brender-Ilan**, *Ariel U. Department of Economics and Business Administration, Israel*
Author: **Galy Binyamin**, *Ariel U. Department of Economics and Business Administration, Israel*

As global workforce ages, organizations face unprecedented challenges, especially managing effective communication between generations. The phenomenon of middle ageism (i.e., discriminating against middle aged employees based on their age) has become more prevalent. We examined how contextual settings and communication affect attitudes toward middle-aged employees and hiring intentions. Results showed that attitudes toward middle-aged employees mediated the relationship between social climate (of shared codes and language) and hiring intentions. However, social climate was related positively to attitudes toward their adaptability, but negatively to attitudes toward their ability. Also, decision-makers' own perceived employability moderated the relationship between attitudes toward employees' adaptability and hiring intentions, and the indirect relationship between social climate and hiring intentions. In an era where diversity and inclusion dominate human resource management decision making, this study contributes to the literature on the underexplored domain of age diversity.

Paper is Available to Meeting Registrants Only.

GDO: **Younger Adults as Leaders and Followers: Age Stereotypes and Leader/Follower Role (In)Congruity**

Author: **Christoph Daldrop**, *Christian-Albrechts-U. of Kiel*
Author: **Astrid Carlotta Homan**, *U. of Amsterdam*
Author: **Claudia Buengeler**, *Kiel U.*

Younger adults face challenges in their perception as (effective) leaders, as evident in an underrepresentation in leadership positions and less favorable leader evaluations. However, little is known about the origin of a leadership age bias towards younger adults. We argue for a perceived incongruity of younger adults with leader roles as a potential antecedent. This incongruity originates from stereotypes of lower competence for younger adults (compared to middle-aged and older adults), in particular when observers are older themselves. Further, we predict that the leader role incongruity is increased given congruity with the follower role for younger adults. Data from two experimental studies (N = 197 and 648) together provide overall support for our predictions. Our research has important implications as it reveals a potential antecedent of a negative leadership age bias for younger adults, in particular when observers are relatively older themselves.

Paper is NOT Available. Please contact the author(s).

GDO: **Am I Too Old for This? Age-based Stereotypes & Older Job-Seekers**

Author: **Benjamin Thomas**, *Radford U.*
Author: **Benjamin Biermeier-Hanson**, *Radford U.*

Older people will continue to comprise a substantial, growing portion of the professional workforce. Organizations' capacity to attract and acquire the best talent will drive the success of companies in their strategic staffing practices. Evidence indicates age-based stereotypes, the stereotypes about older workers, factor into organizational decision-makers' evaluations of candidates, often to the detriment of older employees. But recruitment and selection are each two-party processes, involving the company and the applicant. The current research approaches recruitment and selection from older workers' perspectives and it uses two studies to explore how age-based stereotypes may pose boundaries to older workers' chances at successfully acquiring the jobs for which they are qualified. In the first study, we demonstrate the extent to which actual recruitment messages contain age-based stereotypic content, especially related to the worker traits and job tasks involving technology and virtual work characteristics. Study 2 provides support that age-based stereotype threat can affect older job applicants encountering hiring tests. Together, our results pose implications for staffing practices in light of the future of work—where (a) older workers will comprise a larger portion of the talent pools organizations rely upon and (b) work demands and requirements increasingly involve technology and virtual factors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Identities, Threats and Visibility

Digital Session Chair: **Angelica Leigh**, *Fuqua School of Business, Duke U.*

GDO: Am I Next? The Spillover Effects of Mega-Threats on Identity Threat, Identity Labor, and Withdrawal

Author: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Author: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*

Mega-threats – negative, identity-relevant events that receive significant media attention – are frequent occurrences in society, yet the influence of these events on individuals at work remains unclear. Drawing on theories of identity threat, and authenticity, we explain the process whereby exposure to mega-threats leads to higher levels of work withdrawal. We hypothesize and find, across two studies centered upon various mega-threats, including anti-immigrant tweets, police shootings of Black civilians and the Coronavirus pandemic, that event observers who share social identities with victims of mega-threats experience higher levels of identity threat. As professional organizational standards prevent the expression of this threat, these employees then engage in a process of cognitive and emotional suppression, that we characterize as identity labor. We also theorize and find that identity labor consumes psychological resources leading to higher levels of task and interpersonal withdrawal, but when discussions related to mega-threats are deemed safe in the workplace it acts as a buffer to this effect. The current research contributes to our understanding of the consequences of mega-threats for individuals at work, and yields important practical insights that can assist managers in predicting and reducing the detrimental effects of mega-threats on their employees.

Paper is Available to Meeting Registrants Only.

GDO: Rethinking the Basics: A Critical Review of How and Why to Update the Use of Demographic Variables

Author: **Sarah Ku**, *Georgia State U.*
Author: **Leigh Anne Liu**, *Georgia State U.*
Author: **Ying-yi Hong**, *Nanyang Technological U.*

Demographic diversity is ubiquitous now more than ever. As the global population continues to grow and evolve, individuals who are demographically diverse require updated research for theoretical and managerial implications. We present multidisciplinary dimensions of choice and visibility to explain disparate organizational outcomes when utilizing demographics as predictive, control, and moderating variables. We demonstrate that demographic characteristics have complexities within and between each other, causing interdependent relationships that must be considered upon designing, measuring, and implementing these variables in our theories and methodologies. Additionally, the common practice of self-reporting demographics must also be updated to appreciate the inconsistencies between self-identification and perceived identification. Our model reveals an integrated, interdisciplinary perspective to confront the inconsistencies of historic categorizations of demographics and diversity. We provide theoretical evidence that individuals' degree of choice and visibility surrounding their demographics significantly interacts with their context and can either shape or be shaped by external perceptions. We also explore theoretical and methodological implications for organizational outcomes.

Paper is Available to Meeting Registrants Only.

GDO: Diversity in Leadership across Canada: Exploring Barriers to Inclusion

Author: **Wendy Cukier**, *Ryerson U.*
Author: **Akalya Atputharajah**, *U. of Ottawa*
Author: **Ruby Latif**, -

Diversity is an important component of management studies, as it is not only an indicator of social equality, but acknowledged as a crucial factor in organizational success. While diversity in management studies has focused on representation in leadership, this focus has thus far been narrowed and mostly looked at the exclusion of women and racialized people. In the process, diversity in management studies has overlooked the underrepresentation of other, less visible groups. Using critical identity theory, this study broadens conceptualizations of diversity to include these overlooked groups, using 36 in-depth interviews with people who self-identify as Indigenous/ Métis, people with disabilities and LGBTQ2S+, to explore their experiences with leadership and governance, the barriers that they face due to their identities, and the possible strategies that could be used to promote their representation. This study finds that barriers to the representation of these communities include the narrow focus on larger populations – women and racialized minorities – and the comparative invisibility of their identities and subsequent silences; the unconscious biases which they face; and organizations' shallow and short-term commitments to diversity and inclusion, all of which have implications for practice.

Paper is Available to Meeting Registrants Only.

GDO: An identity conflict perspective on female expatriate work adjustment

Author: **Lu Yu**, *U. of Wisconsin, Milwaukee*
Author: **Hong Ren**, *U. of Wisconsin, Milwaukee*

This study aims to develop a model for female expatriate work adjustment from the identity conflict perspective. We study female expatriates' adjustment processes in the work domain from the identity conflict perspective. Namely, we categorize female expatriates' identities in the work domain into gender identity and a work-related role identity cluster and propose that when gender identity is salient, unsupportive national and organizational cultures will lead to gender-work role identity conflict and eventually result in maladjustment in the work domain. We first suggest that female expatriates' work role identities can form a cluster of expatriate roles, managerial roles, and occupational role identities. We further theorize how female expatriates' gender role identity and work-related role identity cluster interact to influence work adjustment. Second, we explore two contingency factors—host organizational culture and host national culture—and explain how they influence the interaction between female expatriates' gender and work-related role identities. Finally, we introduce the concept of gender-work role identity conflict and theorize how it serves as the underlying mechanism linking female expatriate identity patterns and work adjustment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

COVID and Employee Well-Being

Digital Session Chair: **Edna Rabenu**, *Netanya Academic College*

HR: Back to routine after the Coronavirus pandemic lockdown- A proposal from a psychological perspective

Author: **Edna Rabenu**, *Netanya Academic College*

Author: **Aharon Tziner**, *Peres Academic Center & Netanya Academic College*

Scholars are working on models that will assist decision-makers to reach informed decisions about the new future routine deriving from the Corona pandemic. Unfortunately, the models suggested so far do not adequately take into account psychological considerations. Accordingly, we assert that it is imperative to integrate psychological, social, and related costs into these models. Moreover, we believe that there is a need for strategic HR initiatives that might assist organizations get 'back to business' as soon as possible in order to decrease potential burnout of employees. With these sentiments in mind, this article, which first delves in more depth into the present-day psychological difficulties of COVID-19 and the world of work, offers a functional, theory-based proposal for the new routine that, with due consideration of workers' medical considerations, underscores the psychological costs of lockdown.

Paper is Available to Meeting Registrants Only.

HR: Exhausted by Social Distancing at Work: Understanding the Effects of COVID-19 Pandemic in Workgroups

Author: **Farid Jahantab**, *Pennsylvania State U., Worthington-Scranton*

Author: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*

Author: **Prajya Rakshit Vidyarthi**, *U. of Texas at El Paso*

In the new post COVID-19 work order, we propose a multi-level model of how individual level social distancing interacts with workgroup level socio-structural support to influence employee exhaustion and performance. Drawing upon job demands-resources (JD-R) theory, we assert that workplace social distancing presents new job demands that emotionally exhaust employees and hinder their task and change-oriented performance. We further assert that job resources in the form of workgroup task interdependence and support for innovation mitigate these negative effects of social distancing. Per our expectations, multi-level modeling using time-lagged multi-source data from 231 employees and 34 managers revealed a significant relationship between social distancing and employee performance via emotional exhaustion. Further, the positive relationship between social distancing and emotional exhaustion was attenuated by workgroup task interdependence and support for innovation. Finally, moderated mediation path analyses showed that the indirect negative effect of social distancing on employee performance was weaker in workgroups with high task interdependence and high support for innovation.

Paper is Available to Meeting Registrants Only.

HR: How Employers' Handling of COVID-19 Influences Perceptions of Hypocrisy and Psychological Withdrawal

Author: **Pamela Gu**, *U. of Wisconsin, Madison*

Author: **Mary Triana**, *Owen Graduate School of Management Vanderbilt U.*

Author: **Seo-Young Byun**, *Ball State U.*

Author: **Tanja Rabl**, *Technische U. Kaiserslautern*

The COVID-19 pandemic has created unimaginable death tolls globally, and handling the pandemic has resulted in challenges for countries and companies alike. The present study measures how well employees believe their employers handled the COVID-19 pandemic as well as perceptions of organizational hypocrisy and employee psychological withdrawal. We propose and find that perceived organizational support influences the relationship between how well an employer handled COVID-19 and employees' psychological withdrawal from their jobs, though we do not find support for the direct effect of how an organization handled the COVID-19 pandemic on employee psychological withdrawal. Moreover, we find that perceptions of organizational hypocrisy serve as a mechanism that transmits the effects of how employers handled COVID-19 to employee psychological withdrawal. To empirically test our hypotheses, we conducted two field surveys of employees, resulting in 984 observations across the two samples. The results were generally supportive of our hypotheses and shed light on how handling the COVID-19 pandemic has influenced employees and what organizations may learn from this to better handle future crises.

Paper is NOT Available. Please contact the author(s).

HR: Alleviating Pandemic Panic: The Role of Organizations in Reducing Job Insecurity and COVID-19 Fear

Author: **Julia Stevenson-Street**, *Purdue U., West Lafayette*

Author: **Catherine Kleshinski**, *Indiana U. - Kelley School of Business*

Author: **Brian R. Dineen**, *Purdue U.*

The Coronavirus (COVID-19) pandemic has sent shockwaves of fear around the globe. In particular, with the unprecedented and long-term health impact, not to mention the number of layoffs and deaths, both job- and health-related fears have dominated employees' lives. Past research suggests that individuals begin to adapt to fear after a negative shock or experience, and that certain signals in their environment can facilitate this adaptation process. We integrate hedonic adaptation and signaling theories to hypothesize that stable interactional justice from the organization and employee-directed corporate social responsibility (CSR-E) will accentuate the downward trajectories of employees' job insecurity and COVID-19 fear. To test our predictions, we conducted a five-wave biweekly study of employees (N = 365) across a range of industries during a 10-week period in which the majority of U.S. states implemented stay-at-home orders (April 24-July 7, 2020). Results of growth curve analyses using random coefficient modeling revealed that job insecurity and COVID-19 fear decreased over time, but only for employees whose organization exhibited higher levels of organizational interactional justice stability and CSR-E, respectively. Our findings highlight unique insights into the role organizations can play in facilitating employee adaptation to stressors not only during the COVID-19 pandemic, but also in the face of other shocks and crises.

Paper is Available to Meeting Registrants Only.

HR: Effect of Fear of Pandemic Infection on Employee Psychological Wellbeing:

Author: **Zaheer Abbas**, *Aix-Marseille Graduate School of Management – IAE, France*

Author: **Carolina Serrano Archimi**, *Aix-Marseille Graduate School of Management – IAE, France*

In this paper, we studied the impact of fear of pandemic (COVID-19) on employee psychological wellbeing. We hypothesized that the direct relationship between these two variables was mediated by rumination and moderated by employee job embeddedness and perceived organizational support. To test this moderated-mediation model, we collected the study data from 307 respondents working in Pakistan's banking and healthcare organizations. We used structural equation modelling and Process MACRO for analysis of the data. The study results confirmed that pandemic fear had a significant adverse effect on employees' psychological well-being. Further, this relationship was mediated by employee rumination and moderated by perceived organizational support, as hypothesized. However, contrary to our initial hypothesis, and previous research findings of a recent study, the conditional indirect effect of the organizational embeddedness positively affected employee psychological wellbeing. The current study significantly contributed to job embeddedness theory which affirms that the job embeddedness provides resources that help improve employee well-being. Finally, the paper presents the practical implications, limitation and future research directions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1003** | Submission: **17610** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00PM - 6:30PMET (UTC-4)**

MED Monday Evening Member Social *MED Monday Evening Member Social*

Organizer: **Gerard Beenen**, *California State U., Fullerton*
Organizer: **Sabine Hoidn**, *U. of St. Gallen*
Organizer: **Alan B. Eisner**, *Clark U.*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Kim Gower**, *U. of Mary Washington*
Facilitator: **Alexis Rittenberger**, *Case Western Reserve U.*
Facilitator: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*

Catch up with old friends and make some new ones. Join us for some conversation and socializing immediately following our MED Division keynote address.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1004** | Submission: **16610** | Sponsor(s): **(MH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00PM - 5:30PMET (UTC-4)**

Management History Division Meeting
Management History Division Meeting

Division Chair: **Andrew Cardow**, *Massey U.*
Division Chair-Elect: **Roy R. Suddaby**, *U. of Victoria*
Program Chair: **Patricia McLaren**, *Wilfrid Laurier U.*
Professional Development Workshop Chair: **Leon Prieto**, *Clayton State U.*
Participant: **Daniel Wadhvani**, *U. of Southern California*
Participant: **Nicholous Mark Deal**, *Saint Mary's U., Canada*
Participant: **Regina Greenwood**, *Nova Southeastern U.*
Participant: **Jay J. Janney**, *U. of Dayton*
Participant: **Andrew D A Smith**, *U. of Liverpool*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Unethical but Prosocial Behavior

Digital Session Chair: **Alyssa Birnbaum**, -

OB: The Psychological Mediators Between Abusive Supervision and Unethical Pro-Organizational Behavior

Author: **Alyssa Birnbaum**, -
Author: **Christopher Chow**, *Claremont Graduate U.*
Author: **Stephen Gilliland**, *Claremont Graduate U.*

To understand why employees commit unethical pro-organizational behavior (UPB), research often focuses on social exchange and organizational identification. This research examines why employees who work under abusive supervisors still conduct UPB, even though there are few reasons to reciprocate by acting in ways that benefit the organization when their supervisors treat them poorly. Through two studies, we examine the positive relationship between abusive supervision and UPB, and explore three potential mediators: organizational identification, moral decoupling, and fear of retribution. In Study 1, we found support that abusive supervision is positively related to UPB, but organizational identification did not mediate the relationship. However, when we included all measures in Study 2, we found support for two mediators: organizational identification and moral decoupling mediations. We discuss theoretical implications and methodological challenges of studying low frequency abusive behaviors.

Paper is Available to Meeting Registrants Only.

OB: The contaminating effect of social capital: How upper-class networks increase unethical behavior

Author: **Siyu Yu**, *New York U.*
Author: **Jiyin Cao**, *Stony Brook U.-State U. of New York*
Author: **Aharon Cohen Mohliver**, *London Business School*
Author: **Adam Galinsky**, *Columbia U.*

Having friends in high places is often considered necessary to achieve success. Indeed, connections with upper-class individuals has been identified as a key component of social capital. Despite the tangible benefits upper-class network contacts can offer, we find that these networks have a dark side: the increased potential for unethical behavior, over and above one's own social class. We propose that because upper-class individuals are less constrained by social norms, individuals with many upper-class contacts will perceive their network as having looser social norms. As a result, individuals with upper-class network ties will view morality as more relative and will be more likely to engage in unethical behavior. To test our core hypothesis that having upper-class contacts increases unethical behavior, we conducted five multi-method (archival, field, quasi-experimental, and experimental) studies involving a range of samples (CEOs, nationally representative adults, student roommates) in multiple cultures. This research takes a property of networks (its class composition), links it to perceptions of that network (the perceived norm looseness of one's network contacts) and connects it to a psychological mindset (moral relativism) that ultimately affects unethical behavior. Our findings show that the benefits of social capital also carry a moral cost.

Paper is Available to Meeting Registrants Only.

OB: Do for My Job! A Moderated Mediation Model of Responsible Leadership and Unethical Pro-job Behavior

Author: **HUA HU**, *School of Economics and Management Tsinghua U.*
Author: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*
Author: **Yang Ouyang**, *The School of Economics and Management, Tsinghua U.*
Author: **Yan Li**, *School of Government, Beijing Normal U.*

Unethical pro-job behavior, as a form of self-externalization, has been intriguing increasingly scholars' interest. Employees tend to engage in unethical pro-job behaviors that strengthen their bonds with jobs. This study examined the antecedent of unethical pro-job behaviors from the perspective of leadership. 252 supervisor-subordinate dyads data conducted in four foreign-owned enterprises in the east of China showed that responsible leadership negatively affects the employee's unethical pro-job behavior through the mediation effect of moral disengagement; leader identification positively moderates the negative relationship between responsible leadership and moral disengagement; furthermore, the indirect effect of responsible leadership on unethical pro-job behavior through moral disengagement was positively moderated by leader identification. This study discusses theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1006** | Submission: **13722** | Sponsor(s): **(OMT, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00PM - 5:30PMET (UTC-4)**

The Building Blocks of Network Governance: Rules, Norms and Culture *The Building Blocks of Network Governance*

Organizer: **Hagay Volvovsky**, *MIT Sloan School of Management*
Presenter: **Lisa Bernstein**, *U. Of Chicago*
Presenter: **Matthew Yeaton**, *HEC Paris*
Presenter: **Simon Friis**, *MIT Sloan School of Management*
Discussant: **Mark Granovetter**, *Stanford U.*
Discussant: **Sameer B. Srivastava**, *U. of California, Berkeley*
Participant: **Ezra Zuckerman**, *Massachusetts Institute of Technology*
Participant: **Brad Peterson**, *Mayer Brown LLP*

Cooperation within and across organizations is key to organizational and managerial performance. Starting with Granovetter (1985) scholars in management, sociology and economics have shown that social networks can be used as a governance mechanism to facilitate cooperation. These scholars attributed the network effect on cooperation to social networks' ability to facilitate trust, monitoring and the distribution of reputation-relevant information about past performance. More recent work on cooperation has emphasized two core considerations: First, the importance of shared norms and culture for successful cooperation, and second the underappreciated role formal rules play in scaffolding cooperation and leveraging these forces. These advances together with network scholars' long-standing insight that network structure can both shape actors' culture and norms, and be shaped by them, suggest many new avenues for research into network governance of cooperation. To further advance our understanding of network governance, this symposium brings together scholars of networks, contracts, norms, and culture to explore the ways that rules, norms, and culture can support network governed cooperation, and help managers facilitate cooperation within and across organizations.

Managerial Contracting: A Preliminary Study

Author: **Lisa Bernstein**, *U. Of Chicago*
Author: **Brad Peterson**, *Mayer Brown LLP*

Revisiting Economic Action and Social Structure: Embeddedness in the Age of Amazon

Author: **Hagay Volvovsky**, *MIT Sloan School of Management*

Rewiring Social Networks Changes Culture and Language: Evidence from Alt-Right Echo Chambers

Author: **Matthew Yeaton**, *HEC Paris*

It's Your Turn vs. It's My Pleasure: Theory and Experiments on the Norm of Reciprocity

Author: **Simon Friis**, *MIT Sloan School of Management*
Author: **Ezra Zuckerman**, *Massachusetts Institute of Technology*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1007** | Submission: **12945** | Sponsor(s): **(OMT, ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00PM - 5:30PMET (UTC-4)**

The Climate Emergency and Social Evaluations: Constructing a New Research Agenda

Climate Emergency Evaluation



Organizer: **Jan Stephen Lodge**, *Cambridge Judge Business School*
Organizer: **Kam Phung**, *York U., Canada*
Discussant: **Karen Diane Walker Patterson**, *U. of New Mexico*
Discussant: **Thomas J. Roulet**, *U. of Cambridge*
Panelist: **Grace Augustine**, *Cass Business School, City U. London*
Panelist: **Tanusree Jain**, *Trinity College School of Business*
Panelist: **Bryant A. Hudson**, *IÉSEG School of Management*
Panelist: **Giuseppe Delmestri**, *WU Vienna U. of Economics and Business*

The climate emergency – “a situation in which urgent action is required to reduce or halt climate change and avoid entirely irreversible environmental damage resulting from it” (Oxford University Press, 2019) – has been described by many, including scientists, politicians, and increasingly also business leaders, as of one the biggest threats facing humanity today (Ripple et al., 2019). Radical actions to counter this emergency are required on all fronts. Yet, such organizational and institutional efforts have been slow to emerge, often given a fear of negative social evaluations of such actions from salient stakeholder groups (Slawinski, et al., 2017). As such, we contend that scholars of social evaluations (Bitektine et al., 2020; Haack & Sieweke, 2020; Roulet, 2020) focusing on topics around legitimacy, reputation, or stigma (Devers et al., 2009), are well positioned to question, examine, and provide potential solutions for some of the challenges organizational and institutional actors will face when engaging to battle the climate emergency. To reflect on and discuss how scholars of social evaluations can contribute to the study of tackling the climate emergency, we have organized a panel symposium featuring leading organizational theorists interested in both social evaluations and climate-related issues. Next to a lively debate, it is our ambition to identify promising avenues for future research in this space as well as ask how we can bring both theory and practice closer together to generate impact.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1008** | Submission: **12082** | Sponsor(s): (OMT, SAP)
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00PM - 5:30PMET (UTC-4)**

Academic-Practitioner Relationships: Tensions and Practices
Academic-Practice Relations



Organizer: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Organizer: **Philip Gylfe**, *Aalto U. School of Business*
Distinguished Speaker: **Jean M. Bartunek**, *Boston College*
Distinguished Speaker: **Marianne W. Lewis**, *U. of Cincinnati*
Distinguished Speaker: **Linda L. Putnam**, *U. of California, Santa Barbara*
Distinguished Speaker: **Garima Sharma**, *Georgia State U.*
Distinguished Speaker: **Andrew H. Van de Ven**, *U. of Minnesota*
Moderator: **Joep Cornelissen**, *Erasmus U. Rotterdam*

Finalist for the OMT Division Best Symposium Award

The panel symposium seeks to foster dialogues on the tensions that emerge in academic-practitioner relationships, as well as the practices through which organization and management scholars can respond to them. It does so by bringing together an esteemed panel of expert scholars who have provided major contributions to our understanding of academic-practitioner relationships, tensions, and responses to them. The aim of facilitating interactions between these panelists is to create awareness of the types of tensions that emerge in academic-practitioner relationships, and deepen understanding of the types of practices through which organization and management scholars can respond to these tensions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1009** | Submission: **10526** | Sponsor(s): **(ONE, SIM, CMS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:00PM - 5:30PMET (UTC-4)**

**Decolonizing Meanings of Nature: Indigenous Perspectives on
the Anthropocene and Gaia**
Decolonizing Meanings of Nature



Organizer: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Organizer: **Diane-Laure Arjalies**, *Ivey Business School*
Panelist: **Andrew J. Hoffman**, *U. of Michigan*
Facilitator: **P Devereaux Jennings**, *Alberta School of Business*
Panelist: **Ana Maria Peredo**, *U. of Victoria*
Panelist: **Sandra A. Waddock**, *Boston College*
Panelist: **Dara Kelly**, *Simon Fraser U.*
Facilitator: **Kenneth Jørgensen**, *Malmö U.*

This PDW aims to understand the planetary crisis not just as environmental problems like deforestation, carbon emissions, global heating or melting glaciers, but as the fundamental nature of our relationship with the planet that sustains us and the way we theorize these relations in our field. In the era of the Anthropocene, where human activity is changing the functioning of the earth system (Crutzen, 2006; Steffen, Crutzen, & McNeill, 2007), it becomes imperative to interrogate the epistemological and ontological basis of the knowledge that is deployed to understand both the problems of the planetary crisis and their proposed solutions. The Gaia hypothesis proposes that all organisms on Earth are interconnected and part of a single and self-regulating complex system that sustains the conditions for life on the planet (Lovelock, 1972; Lovelock & Margulis, 1974). While it might seem a radical and novel concept in Western philosophy, the notion of Earth as a living being, inseparable from human and nonhuman life, is central to Indigenous philosophies and cosmologies that predate Greek mythology by many thousands of years (Te Ahukaramu, 2005). The PDW will discuss these profoundly different worldviews and knowledge systems and explore possibilities of developing a more Earth-centric perspective in our research through collective reflection on the modalities through which Indigenous worldviews could inform our theories and methods. Such a decolonial imagination can generate new insights into understanding the ecological crisis while challenging the anthropomorphic biases and the economism that dominates our field, through a respectful engagement with Indigenous worldviews.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Perspectives on Corporate Social Responsibility

Digital Session Chair: **Ei Sandi Nwe**, *Purdue U., West Lafayette*

STR: CSR-enhancing Acquisitions: Investigating the Role of CSR in Corporate Strategy

Author: **Ei Sandi Nwe**, *Purdue U., West Lafayette*

Author: **Umit Ozmel**, *Purdue U., West Lafayette*

In this paper, we explore and investigate whether and to what extent CSR-enhancing acquisitions, defined as acquisitions where targets have a better corporate social responsibility (CSR) record than the acquirers, create value for acquirers' shareholders. Drawing on the social capital perspective on CSR and stakeholder theory, CSR-enhancing acquisitions can be seen as a strategy pursued by firms to accumulate social capital and improve their CSR performance. Using a sample of acquisitions involving publicly traded firms the period of 1991-2013, our study shows that the announcements of the CSR-enhancing acquisitions yield higher cumulative abnormal returns (CAR) for acquiring firms' shareholders, compared to those of non CSR-enhancing acquisitions. On one hand, the positive effect of CSR-enhancing acquisition on the abnormal returns becomes more salient (i) during economic downturns and (ii) in the presence of low information asymmetry. On the other hand, because of expectancy violation and inconsistency, the effect of CSR-enhancing acquisitions on the announcement returns is attenuated when acquirers have a recent involvement in controversial issues.

Paper is Available to Meeting Registrants Only.

STR: Family Firms and Compliance with Mandatory CSR: Evidence from a Natural Experiment

Author: **Nupur Pavan Bang**, *Indian School of Business*

Author: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*

Author: **Raveendra Chittoor**, *U. of Victoria*

Author: **Ramachandran Kavil**, *Indian School of Business*

Our study leverages a natural experiment setting based on the mandatory corporate social responsibility (CSR) regulation in India to address whether and how CSR spending is influenced by ownership by a family and the heterogeneity in family ownership. Using a longitudinal panel dataset of 1,102 listed firms in India, our study finds that, driven by the motivation to pursue legitimacy-seeking activities and build family legacy, family firms comply better with the CSR regulation. The compliance is further improved for firms belonging to family business groups. We further test our theoretical mechanism by examining the modes of CSR implementation and find that family business group firms and legacy firms tend to use substantive (direct or in-house) modes of implementation. Given the nature of our research setting where the CSR regulation as well as what qualifies for CSR is clearly defined and externally imposed, our study is able to overcome some of the limitations of prior research viz., endogeneity concerns, and inconsistencies in the operationalization of CSR.

Paper is Available to Meeting Registrants Only.

STR: Temporal flexibility in the workplace and women's career progression

Author: **Luisa Gagliardi**, *Department of Management and Technology, Bocconi U.*

Author: **Myriam Mariani**, *Bocconi U.*

Author: **Stefano Breschi**, *U. Bocconi Milano*

Author: **Dirk Hovy**, *Bocconi U.*

This study analyzes whether the value placed by employers on temporal flexibility explains the gender gap in career progression. We use data for firms acquired by multinational companies, match them with employees' records from LinkedIn and distinguish between same- and different-time-zone acquisitions. Differences in time zone between acquirer and target firms increase the demand for and value of employees' temporal flexibility, which puts women at a disadvantage. We find that women are 1.7% less likely than men to be promoted in cross time zone acquisitions. The career progression gap rises up to 7.3% for meaningful time zones.

Paper is NOT Available. Please contact the author(s).

STR: The influence of target CSR performance on acquirer acquisition announcement returns

Author: **Julian Gabler**, *HSG U. of St. Gallen*

With this study, we examine the influence of a target's CSR performance on acquirer announcement returns. We posit that when targeting a company with superior CSR status, acquirers face lower information asymmetries and less opportunistic behavior during the acquisition process as well as post-acquisition access to valuable resources, resulting in a more positive investor reaction and thus higher acquirer announcement returns. We furthermore argue for the acquirer's own CSR performance being a contingency factor moderating the target CSR-acquirer performance relationship. We find empirical support for our hypotheses in a sample of 232 acquisitions announced between 2003 and 2013. Our work adds to research on acquisition performance, specifically how target characteristics influence acquisition outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1011** | Submission: **17024** | Sponsor(s): (STR)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 4:00PM - 5:30PMET (UTC-4)**

Non-market Strategy, Stakeholder Theory and Time Zone 2 *Non-market Strategy, Stakeholder Theory and Time Z*

Digital Session Chair: **Timothy Gubler**, *Brigham Young U.*

STR: Employee Dilemmas From Competing Organizational Goals: Insights from Emergency Medical Services   

Author: **Timothy Gubler**, *Brigham Young U.*
Author: **Haibo Liu**, *U. of California, Riverside*
Author: **Alexandru Roman**, *CSUSB*

The literature on multiple-goal organizations highlights the unique challenge of simultaneously meeting potentially conflicting profit and prosocial objectives. We study individual level performance effects on the delivery of a prosocial service in the presence of strong organization-level financial incentives. We examine these effects within the context of Emergency Medical Service (EMS) crews responding to 9-1-1 calls. Using data from 31 states reported to the US National Emergency Medical Services Information System, we find that even in the absence of direct individual benefits, EMS crews are responsive to the financial sustainability objective of their agencies by providing higher levels of service to patients with higher ability to pay. Specifically, we find that both private insurance and Medicare patients receive more procedures (4.6% and 1.5%) and have longer transport times (5.1% and 3.9%) than Medicaid patients controlling for time, call, patient, and condition characteristics. These differences reduce with call urgency and for agencies with a higher proportion of high ability to pay patients in the recent past but increase on busy days. The robustness of our findings derives from the quasi-random assignment of insurance across EMS units' runs and the fixed effects specification in our models and is supported by several robustness checks including instrumental variable analyses.

Paper is NOT Available. Please contact the author(s).

STR: How Organizational-Relationship-Based Political Connection Influences Debt Financing

Author: **Nan Zhang**, *School of Management, Xi'an Jiaotong U.*
Author: **Qiao-zhuan Liang**, *School of Management, Xi'an Jiaotong U.*
Author: **Huiying Li**, *School of management, Northwestern Polytechnical U.*
Author: **Xiao Wang**, *Xi'an Jiaotong-Liverpool U.*

In emerging economies, political connections may play an important role in acquisition of financial resources, which have become a focus of academic research. However, the existing literatures of political connection's effect on debt financing mainly focus on the interpersonal-relationship-based political connection—relatively less legitimate and thus fragile especially under the circumstance of anti-corruption campaigns in China, neglecting the organizational-relationship-based political connection (established by corporate party organization) that comparatively have more legitimacy and stability. This study is among the early efforts on investigating how organizational-relationship-based political connection influence private firms' debt financing in China. With 11061 firm-year observations of China's A-shared listed private firms between 2010 and 2017, we found that organizational-relationship-based political connection has a significantly positive effect on private firms' debt financing. Moreover, this effect is weakened in regions with better developed institutional environments, whereas strengthened when the firms are supported by the industrial policy. This study advances our understanding of the connotation of political connections and provides a new perspective for investigating determinants of private firms' debt financing in the context of an emerging economy.

Paper is NOT Available. Please contact the author(s).

STR: ESG Performance and Labor Productivity: Exploring whether and when ESG affects firm performance 

Author: **Nathan Barrymore**, *U. of Maryland R.H. Smith School of Business*
Author: **Rachelle Sampson**, *U. of Maryland*

We explore whether positive ESG (environment, social, and governance) performance causes changes in labor productivity. We use a random coefficient model to estimate the distribution of the ESG-labor productivity relationship across a large sample of US and European firms. The mean effect of ESG performance on labor productivity is statistically significant and positive in some sectors and significant and negative in others, while the variance of the relationship is always larger than the mean effect and statistically and economically significant. We find this variance is greater within than across sectors, suggesting significant firm-level variation in the returns to ESG. To examine the causal effect of revealing ESG performance, we examine the 2013 UK regulation mandating standardized greenhouse gas emissions reporting. We find that treated firms with better-than-expected ESG performance experienced an increase in labor productivity post-regulation, while treated firms with worse than expected ESG performance saw decreased labor productivity, relative to both pre-treatment trends and a control group. The combination of the correlational and regulatory studies suggests that positive ESG performance positively impacts labor productivity when institutional structures reveal ESG information to stakeholders but has both positive and negative correlations with labor productivity in a population of large firms.

Paper is Available to Meeting Registrants Only.

STR: Is Labor Productivity More Sensitive to Firm Philanthropy towards Welfare Shocks or Chronic Needs? 

Author: **Luis Ballesteros**, *George Washington U.*
Author: **Vontrese Deeds Pamphile**, *George Washington U.*

Do increases in labor productivity that follow from corporate philanthropy depend on the societal causes to which firms donate? Integrating insights from psychological research showing that individuals respond more charitably towards beneficiaries who experience a welfare loss (e.g., those afflicted by disasters) than beneficiaries in a chronic state of low welfare (e.g., those living in poverty), we develop and test the argument that employees exert more effort at work when their firm's philanthropy targets welfare shocks than when philanthropy targets chronic conditions. Using longitudinal data on corporate philanthropy from large U.S. companies, we present identification strategies that consistently support our argument. Our estimates suggest that, on average, a 6.63 percent greater increase in marginal labor productivity occurs when companies donate towards welfare loss after sudden shocks—such as epidemics, natural disasters, and terrorist attacks—vis-à-vis donations to chronic conditions like poverty and homelessness. This correlation survives accounting for a vector of joint fixed effects and time-varying controls as well as a battery of robustness checks. The findings suggest that the targets of philanthropic donations are important for the ways in which corporate giving acts as a non-pecuniary incentive.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Hidden Agency Costs

Digital Session Chair: **Jiyeon Kang**, *Pennsylvania State U.*

STR: Sinners or Saints? The Career Prospects Awaiting Directors Who Are Sponsored by Activist Hedge Funds 

Author: **Jiyeon Kang**, *Pennsylvania State U.*
Author: **Mark R. DesJardine**, *Penn State Smeal College of Business*
Author: **Donald C. Hambrick**, *Pennsylvania State U.*

We examine the career outcomes awaiting individuals who are sponsored as corporate directors by activist hedge funds (AHFs), a growing population in American business. According to the behavioral theory of corporate governance, which emphasizes the importance of social cohesion and rapport among business elites, AHF-sponsored directors will be penalized for violating these norms. According to agency theory, however, which emphasizes shareholder primacy, AHF-sponsored directors will be rewarded for their visible commitment to shareholder wealth-maximization. We test these competing theories on a sample of AHF-sponsored directors and a matched sample (generated by coarsened exact matching) of conventionally nominated and elected directors. We find partial support for both theories: AHF-sponsored directors (relative to conventional directors) subsequently attain more new directorships, as agency theory predicts, but in much smaller companies, as behavioral theory predicts. We discuss the practical and theoretical implications, as well as future research opportunities.

Paper is Available to Meeting Registrants Only.

STR: The High Cost of Cheap Talk: How Disingenuous Ethical Language Can Reflect Agency Costs. 

Author: **Didier Cossin**, *International Institute for Management Development - IMD*
Author: **Stephen Smulowitz**, *International Institute for Management Development - IMD*
Author: **Abraham Lu**, *International Institute for Management Development - IMD*

Does the ethical language that managers use matter? In contrast to previous research arguing that “talk is cheap,” we predict that managers could be opportunistically lying to stakeholders about their ethical intentions, in order to reduce pressure for corporate social responsibility (CSR). That is, disingenuous ethical communication from managers can be indicative of agency costs. We test this prediction by inductively creating a dictionary of cheap talk words using a matched sample of Code of Ethics from S&P 1500 firms committing a large restatement and non-restating firms. We show that firms increasing use of cheap talk words in their annual reports (10-Ks) is associated with decreasing CSR, but that classic agency theory prescriptions (i.e., monitoring and incentives) can reduce this effect. That is, the negative relation between cheap talk and CSR is reduced by internal monitoring (i.e., board independence), external monitoring (i.e., analyst coverage) and incentives (i.e., unexercisable option pay). We also show that exercisable option pay can actually make agency problems worse, by strengthening the negative relation between cheap talk and CSR. We contribute to the literature on the importance of managerial communication by predicting and showing the high cost of disingenuous ethical language.

Paper is Available to Meeting Registrants Only.

STR: Omitted Agency costs in Preemptive Voluntary CEO Departures

Author: **Shuo Yang**, *Kent State U.*
Author: **Asli Musaoglu Arikan**, *Kent State U.*
Author: **Ilgaz Tahir Arikan**, *Kent State U.*

Much like the Newton’s first law of physics, the first law of the agency theory is to assume that CEOs are likely to entrench themselves unless a force acts to remove or recruit them. Given that the principal-agent relationship generates conflicts of interest between the CEOs and the shareholders, corporate governance focuses on balancing retention and termination and the boards of directors (BODs) time their actions and inactions. This paper theorizes that the CEOs are not necessarily waiting for the BODs to make a move. Increased likelihood of preemptive voluntary departures is a potentially value-destroying implication of BODs with a history of CEO dismissals. Furthermore, we argue that CEOs actively manage their careers and time their exits from their current firms based on their own relative (compared to other CEOs) past performance, firm’s relative current performance, their expectations about the BODs likelihood of terminating their employment, CEO-labor market conditions, the riskiness of the stability in firm and industry performances. To this end, we empirically predict the likelihood of CEO preemptive voluntary departure and its value-destroying implications for firms. Main findings suggest that the BODs with a history of executive dismissals increase the likelihood of preemptive voluntary CEO departures. These departures decrease firm value due to unrealized CEO career performance.

Paper is Available to Meeting Registrants Only.

STR: Control and Trust as Facilitators of Performance and Satisfaction in Managing Virtual Team Members

Author: **Valentin Pfeffer**, *EBS U. für Wirtschaft und Recht*

In this article, we examined how control and trust used by virtual team managers to steer the members of virtual teams affect the individual performance and job satisfaction of the virtual team members. We distinguished between formal control and informal control as well as between cognition-based trust and affect-based trust. Answering this research question is important because research has not yet explained how managers of virtual teams can use formal and informal control as well as cognition- and affect-based trust to steer virtual teams. We collected survey data from 308 members of virtual teams in for-profit companies, which had not been done with this set of variables before. We used PLS-SEM to test our hypotheses. We found slight support for a positive effect of formal control on performance. Additionally, cognition-based trust was positively associated with performance while affect-based trust was positively associated with satisfaction. Our findings contribute to the research on virtual teams by providing a more differentiated view on control and trust in this setting. Furthermore, this study contributes to our understanding of the control-trust relationship on the interpersonal level and supports the notion that control can be beneficial for developing trust which was suggested in previous research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Time Horizons and Risk-taking

Digital Session Chair: **Liang Wen**, *U. Of Sydney*

STR: **Media influence and time horizons of strategic change**

Author: **Liang Wen**, *U. Of Sydney*
Author: **Jingyu Yang**, *U. Of Sydney*

This study draws on the behavioral theory of the firm (BTOF) to understand why and how different media coverage, conceptualized as the “soft” performance feedback, can drive firms’ search behaviors differently, leading them to make strategic changes in different domains. By decomposing multifaceted strategic changes into short versus long-term domain, we posit that negative media coverage fosters firms to conduct a problemistic search, which increases both the short- and long-term strategic changes in the firms, though at a different degree; while positive media coverage encourages firms to pursue a slack-driven search, which increases the firms’ long-term strategic changes aiming for future gains but decreases their short-term strategic changes. We find support for the hypotheses by analyzing a sample of 8,499 firm-year observations covering 2,452 listed companies in China from 2012 to 2017. Both theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

STR: **The influence of time, contracts, and audience on investment decisions in Major League Baseball**

Author: **Jay (Jinwon) Park**, *U. of California, Irvine*
Author: **Philip Bromiley**, *U. of California, Irvine*
Author: **Kyungmook Lee**, *Seoul National U.*

Attainment discrepancy (AD) studies emphasize situations where management believes options exist to raise performance over aspirations, or where low performance makes survival the relevant aspiration level. Sometimes organizations face performance sufficiently below aspirations that achieving aspirations in the time available becomes unreasonable, even though survival is not at risk. We develop hypotheses regarding the influence of negative AD on investment decisions in such situations, and how time pressures and alternative forms of performance pressure may moderate the influence of negative AD on investment. Using Major League Baseball game data from 2007 to 2016 and measuring investment by use of rookies yields the following results. First, negative AD increases investment. Second, the effect of negative AD on investment increases as time remaining to raise performance above aspirations declines. Third, the final year of a manager’s contract (a second indicator of time remaining to improve performance) and home game attendance (an alternative indicator of performance pressure) diminish the influence of negative discrepancy on investment.

Paper is Available to Meeting Registrants Only.

STR: **License to Fire? Unemployment Insurance and the Moral Cost of Layoffs**

Author: **Dongil Daniel Keum**, *Columbia Business School*
Author: **Stephan Meier**, *Columbia Business School*

Using staggered expansions of unemployment insurance (UI) benefits, this study examines moral costs as a constraint on managers’ layoff decisions and more generally, firm resource adjustment. UI not only reduces the burden for the unemployed but also the moral cost of layoffs to their managers. We show that expanding UI leads to larger layoffs in firms experiencing negative economic shocks. The licensing effects are stronger for weakly governed or financially unconstrained firms, whose managers have greater discretion to avoid moral cost and keep marginal workers on their payroll, and for non-Republican or internally promoted CEOs, who show stronger prosocial concerns and lay off fewer workers despite low performance. This study presents moral cost as a novel microeconomic channel through which UI affects layoff decisions, which can compromise its effectiveness as a social insurance program and an automatic stabilizer.

Paper is Available to Meeting Registrants Only.

STR: **The Non-Linear Effect of Strategic Dissent on Firm Performance**

Author: **Sicheng Luo**, *Business School, Sun Yat-Sen U.*
Author: **Hai-Trung Nguyen**, *Institute of International Business, National Cheng Kung U.*
Author: **Hao-Chieh Lin**, *National Sun Yat-Sen U.*

Previous research has found a mixed and ambiguous relationship between top management team (TMT) and firm performance if strategic dissent occurs within the team. This study examines how such differences in managerial cognitions both boost and constrain organizational success by using an integrated theoretical lens – the information-social categorization perspective. Moreover, a possible breakthrough resides in the reality that the impact of TMT strategic dissent varies with conditions under which TMTs operate their business. Thus, we provide a more nuanced understanding of contextual factors by identifying environmental dynamism and munificence. Our findings based on multisource data of 147 Taiwanese show that TMT strategic dissent exhibits a U-shaped effect on firm performance. We also reveal that firms more benefit from TMT strategic dissent when their TMTs confront with low level of dynamic environment and high level of munificent environment, respectively. The results contribute to upper echelons literature by exploring how a strategically diverse TMT affects firm performance based on different environments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1014** | Submission: **12340** | Sponsor(s): **(STR, RM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 4:00PM - 5:30PMET (UTC-4)**

Culture Clash in Organizations
Culture Clash in Organizations



Organizer: **Yeonsin Ahn**, *INSEAD*
Organizer: **Paul Vicinanza**, *Stanford Graduate School of Business*
Discussant: **Gino Cattani**, *New York U.*
Presenter: **Sujin Jang**, *INSEAD*
Presenter: **Anjali M. Bhatt**, *Harvard Business School*
Presenter: **Yeonsin Ahn**, *INSEAD*
Presenter: **Paul Vicinanza**, *Stanford Graduate School of Business*
Participant: **Catarina Fernandes**, *Emory U., Goizueta Business School*
Participant: **Amir Goldberg**, *Stanford U.*
Participant: **Henrich Greve**, *INSEAD*
Participant: **Hayagreeva Rao**, *Stanford U.*
Participant: **Yan Echo Zhou**, -

This symposium is designed to advance research on cultural clash, the dissonant interactions of members from separate cultures, within and beyond organizations. The literature has long established that culture clash degrades organizational performance. The papers in this symposium prod this assumption, examining its mechanisms and scope conditions, establishing when and how culture clash occurs. The first presentation examines how status disagreement emerges from diversity in collectivist orientation, undermining group productivity. The second presentation studies group assimilation and power asymmetries in a post-merger organization using computational linguistic analysis of email communication. The third presentation looks at culture clash among founding teams in start-ups, finding that founding teams with high interpersonal cultural diversity adopt industry-typical cultural scripts while founding teams with high intrapersonal cultural diversity cultivate distinctive cultures. Finally, the fourth presentation theorizes how extreme groups build strong cultural beliefs and attract new members by studying the proliferation of Covid-19 conspiracy theories on Twitter. Taken together, the papers in this symposium revisit old assumptions and theories of culture clash, updating them with innovative experiments, modern computational linguistic techniques, and novel data sets.

Perceiving Status through Different Cultural Lenses

Author: **Sujin Jang**, *INSEAD*
Author: **Catarina Fernandes**, *Emory U., Goizueta Business School*

A Language-Based Method for Measuring Inter-Group Boundaries and Assimilation

Author: **Anjali M. Bhatt**, *Harvard Business School*
Author: **Amir Goldberg**, *Stanford U.*

Agreeing to Be Different: Founding Team Cultural Diversity and Startup Cultural Atypicality

Author: **Yeonsin Ahn**, *INSEAD*

The Other Pandemic: #Coronahoax Conspiracy Theories

Author: **Henrich Greve**, *INSEAD*
Author: **Hayagreeva Rao**, *Stanford U.*
Author: **Paul Vicinanza**, *Stanford Graduate School of Business*
Author: **Yan Echo Zhou**, -

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1015** | Submission: **16602** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:30PM - 6:00PMET (UTC-4)**

SIM Division Business Meeting
SIM Division Business Meeting

Program Chair: **Colin Patrick Higgins**, *Deakin U.*
Program Chair: **Cristina Neesham**, *Newcastle U.*
Division Chair: **Andrew C Wicks**, *U. of Virginia Darden School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **1016** | Submission: **16179** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 4:45PM - 6:15PMET (UTC-4)**

What We've Learned after 100 Years of Knight

What We've Learned after 100 Years of Knight



Organizer: **Jacqueline Csonka-Peeren**, *Entrepreneurship*
Panelist: **Norris F. Krueger**, *Entrepreneurship Northwest*
Panelist: **David Matthew Townsend**, *Virginia Tech*
Participant: **Diemo Urbig**, *Brandenburg U. of Technology Cottbus-Senftenberg / Indiana U. Bloomington*
Panelist: **Mark D. Packard**, *U. of Nevada, Reno*
Participant: **Denis A. Gregoire**, *HEC Montreal*
Participant: **Moren Levesque**, *York U.*
Participant: **Jeffery S. McMullen**, *Indiana U., Bloomington*
Participant: **Jinyu (Anna) Long**, *California State U. San Bernardino*
Organizer: **Norris F. Krueger**, *Entrepreneurship Northwest*
Participant: **Russ McBride**, *U. of California, Merced*

Calling all scholars of risky decision-making! It has been 100 years since Knight wrote his seminal book “Risk, Uncertainty, and Profit” and concluded that profit comes from “true” uncertainty, or unmeasurable and unquantifiable risk. Join us in recognizing our application of the Knightian model of uncertainty in management research.

The academic world has long welcomed Knight’s (1921) theory about how the entrepreneur, broadly defined, can make profit by their willingness to bear “true” uncertainty over time. Knight describes how this profit can take various forms, including economic and/or social impact. Exactly 100 years later, where do we stand in accounting for “unmeasurable and unquantifiable risk” in our research? The goal of this caucus is to take stock of Knight’s model of uncertainty in management research. The desired outcome of the caucus is to share knowledge about the application of Knight’s model, and to identify and address research questions arising from its application. This caucus relates to various ongoing Academy of Management topics of interest, specifically the nature of Knightian uncertainty, risky decision-making, and experimental research. The caucus ties to AoM’s 2021 Annual conference theme, “Bringing the Manager Back in Management” because Knightian uncertainty is experienced by the entrepreneur, a manager within an entrepreneurial context. Note that “unmeasurable and unquantifiable risk” is not limited to entrepreneurship—it is also present outside of entrepreneurship; therefore, the caucus is anticipated to appeal to a broad audience of management researchers within AoM’s membership.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

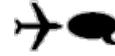


Diversity-oriented



Selected as a Best Paper

Succession and Retention in Public Service Organizations



Digital Session Chair: **Breck Wightman**, *Indiana U., Bloomington*

PNP: **Outsiders in Executive Succession: Institutional, Industrial, or Sectoral?**

Author: **Breck Wightman**, *Indiana U., Bloomington*

An important consideration in the executive succession process is the successor's origin. Traditionally, this has been defined as the difference between being promoted from within the organization—an insider—versus being externally recruited and hired—an outsider. More recently, this approach has been challenged by scholars who instead point to industry experience as the identifying characteristic of an insider. Specific to public organizations, scholars have theorized that the fit between the publicness of the organization and the prior public sector work experience of the new manager is a key distinguishing factor of the insider/outsider distinction. Among these differing conceptualizations of outsiders, which matter most for organizational performance? Using the presidential hires of public, doctoral-granting institutions of higher education in the U.S. from 2010-2018, this paper tests three measures of outsiders—institutional, industrial, and sectoral—in the executive succession process and their effects on organizational performance. Findings provide some evidence that only sectoral outsiders have any meaningful (positive and significant) influence on performance. However, being an outsider by all three definitions is associated with a large drop in performance two years after hire.

Paper is Available to Meeting Registrants Only.

PNP: **Succession Planning in Brazilian Public Organizations**

Author: **Nathalie Perret Gentil Dit Maillard**, *Faculty of Economics, Administration and Accounting - U. of São Paulo*
Author: **Joel Souza Dutra**, *U. of São Paulo (FEA/USP)*

To understand the advances in Succession Planning and its conditions in public administration, we established as the main purpose of this study analyze and to connect the stage of succession planning development within the HR Model adopted (operational or strategic). It is considered the assumption that there is a direct association between the development of HR model with the succession planning stage in organizations, in other words, the more strategic the HR practices, criteria, instruments and policies are the more advanced is the succession planning. It was decided to study the organizations of the Brazilian Development Association that gather the Development Finance Institutions in all country that follow as its guideline a Resolution for organizations to structure their succession planning. The research is a qualitative approach and two sequential studies were carried out to achieve the research objectives. As one of the results, the structured the HR practices are the more advanced is the succession planning and the more structured are the criteria used for the selection. It was also found that advances in this process, for example, although they do not adopt a fullness succession process, they have developed selection mechanisms that seek to minimize the risk of wrong choices and reserve a percentage of management positions to be filled by professionals from their internal staff.

Paper is Available to Meeting Registrants Only.

PNP: **Talent Retention: An Empirical Examination of a 21st Century United States Department of Agriculture**

Author: **James Ellis Jordan**, *UMSL School of Business*
Author: **Ekin K. Pellegrini**, *U. of Missouri, St. Louis*

Federal organizations are experiencing challenges retaining talented employees. Thirty-one percent of government employees will be eligible to retire by 2022, and as a result, government organizations need to timely examine employee expectations related to talent retention. Semi-structured interviews were conducted with twenty-five Generation X and millennial federal government employees to gain an in-depth understanding of their perceptions on talent retention in the federal government context. Supplemental quantitative data were collected on leader-member exchange (LMX). Federal government employees identified seven categories pertinent to talent retention: career growth, communication, job resources, leadership, learning and development, organizational pride, workplace culture. Some of these drivers of talent retention have been studied in previous research, however this is the first study that empirically identify these variables in the government context. Findings also identify two novel drivers of talent retention; organizational pride and 360 communication. Results extend prior research by providing new information on how to improve the effectiveness of government organizations, specifically related to retention. Based on the study's findings, we offer seven novel practical implications for government organizations attempting to improve talent retention.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1018** | Submission: **15496** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 5:00PM - 6:30PMET (UTC-4)**

Entrepreneurship Division Business Meeting *ENT Division Business Mtg*

Organizer: **April Franco**, *U. of Toronto*
Chair: **Peter G. Klein**, *Baylor U.*
Presenter: **Sarah Jack**, *Stockholm School of Economics*
Participant: **Jon C. Carr**, *North Carolina State U.*
Participant: **Dawn DeTienne**, *Colorado State U.*
Presenter: **Trenton A. Williams**, *Indiana U. - Kelley School of Business*
Moderator: **Diane McMeekin Sullivan**, *U. of Dayton*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1019** | Submission: **12529** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 5:00PM - 6:30PMET (UTC-4)**

From Consulting to Publication
from Consulting to Publication



Panelist: **Anthony F. Buono**, *Bentley U.*
Panelist: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Panelist: **Rida Elias**, *American U. of Beirut*
Panelist: **Rickie Moore**, *EMLYON Business School*
Panelist: **Anton Shufutinsky**, -
Moderator: **Veronique Zardet**, *U. of Lyon, LAE Lyon, MAGELLAN, ISEOR, FRANCE*

The objective of this Panel Symposium is to explore the challenges of engaging in consulting and research, with a goal of publishing in highly regarded academic journals. Part of the mission of the Academy of Management (AOM) is to ensure that our science-based knowledge is relevant and responsible, providing insights that make a valuable contribution to our society and its institutions. A core goal is to produce knowledge that is truly actionable—transcending purely scientific concerns and enabling organizations and their members to draw on these insights to make informed choices about practical problems and opportunities and to effectively implement solutions to these challenges. Consulting within organizations helps to uncover values for both research and practice – in essence, the foundation of the challenge of “bringing the manager back in management.” The panel will address a number of the challenges and opportunities in undertaking this dual effort of combining practice and scholarly research, including: • coping with the time pressures associated with consulting versus time of academic publication; • the challenge of capturing and disseminating data extracted from the field to both academics and practitioners; • the rigor-relevance debate in linking consulting and research; • our ongoing quest for actionable knowledge; • addressing critics from more traditional academic research methods; and • realizing the value of practitioner-scholar collaboration in our research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1020** | Submission: **13613** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 5:00PM - 6:30PMET (UTC-4)**

ASCENDING Careers: How People Develop Others in Organizations *ASCENDING Careers*



Organizer: **Bushra Sarah Guenoun**, *Harvard Business School*
Organizer: **Ting Zhang**, *Harvard Business School*
Discussant: **Frederik Anseel**, *UNSW Sydney Business School, Australia*
Presenter: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Min Ju Lee**, *U. of Texas at Austin*
Presenter: **Nuria Tolsa-Caballero**, *U. College London*
Presenter: **Rosalind M. Chow**, *Carnegie Mellon U.*
Participant: **Natalie Lynn Croitoru**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Terence McElroy**, -
Participant: **Paul Isaac Green**, *U. of Texas at Austin*
Participant: **Chia-Jung Tsay**, *U. College London*
Participant: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*
Participant: **Hayley Blunden**, *Harvard Business School*
Participant: **Francesca Gino**, *Harvard U.*

Developmental relationships (e.g., mentorship and sponsorship) in the workplace are associated with a variety of positive outcomes, including better job performance and higher job satisfaction (Allen et al. 2004; Ghosh & Reio, 2013; Underhill, 2005). However, more research is necessary to identify how to best optimize these relationships (e.g., Bozer & Jones, 2018; Kammeyer-Mueller & Judge, 2008). The five papers in this symposium each take a different approach to studying developmental relationships with the ultimate goal of contributing to a greater understanding of 1) the challenges that seekers and providers face in these relationships and 2) how to best initiate and foster developmental relationships in the workplace. These papers address the exchange of various forms of critical workplace support including advocacy, access to networks, and developmental feedback, and discuss how both the seekers and providers in development relationships can influence the extent to which these relationships produce beneficial outcomes.

Conceptualizing Seeking Behaviors as Goal Striving Activities

Author: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Natalie Lynn Croitoru**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Terence McElroy**, -

When My Mentor Becomes My Manager

Author: **Min Ju Lee**, *U. of Texas at Austin*
Author: **Paul Isaac Green**, *U. of Texas at Austin*

Demystifying natural talent: People learn more from “strivers” than from “naturals”

Author: **Nuria Tolsa-Caballero**, *U. College London*
Author: **Chia-Jung Tsay**, *U. College London*

How Sponsors Choose Gatekeepers

Author: **Rosalind M. Chow**, *Carnegie Mellon U.*
Author: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*

When Curiosity is Generosity: Social Curiosity Increases Advice Quality

Author: **Bushra Sarah Guenoun**, *Harvard Business School*
Author: **Hayley Blunden**, *Harvard Business School*
Author: **Ting Zhang**, *Harvard Business School*
Author: **Francesca Gino**, *Harvard U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1021** | Submission: **15546** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 5:00PM - 6:30PMET (UTC-4)**

The Non-Instrumental Aspect of Social Networks: Integrating the Intra- and Inter-personal Processes

The Non-Instrumental Aspect of Social Networks



Organizer: **Siyu Yu**, *New York U.*
Organizer: **Jiyin Cao**, *Stony Brook U.-State U. of New York*
Discussant: **Martin J. Kilduff**, *UCL School of Management*
Presenter: **Daniel Z. Levin**, *Rutgers U.*
Presenter: **Alessandro Iorio**, *Bocconi U.*
Participant: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Diane Kang**, *U. of Kentucky*
Participant: **Ajay Mehra**, *U. of Kentucky*
Participant: **Mohamed Hédi Charki**, *EDHEC Business School*
Participant: **Nabila Boukef**, *U. côte d'Azur, Skema, France*
Participant: **Theresa M. Floyd**, *U. of Montana*
Participant: **Stephen P. Borgatti**, *U. of Kentucky*

Because social network is seen as a form of capital, social network, and social capital research is often closely related. As a result, social network research has largely focused on the instrumental aspect of social networks, such as how it is related to access to information, promotion, and innovation. The purpose of this symposium is to go beyond this instrumental view and show-case four papers that investigate the non-instrumental implication of social networks. Specifically, the symposium discusses how network composition influences unethical behavior, how the nature of ties impacts cognitive capability (e.g. face memory), how psychological experiences of power and status lead to different brokerage strategies, and how homophily has different reputation implications for men and women. In addition, the symposium integrates both the intrapersonal (e.g., norm perception, face memory, the psychological experiences of power and status) and interpersonal processes (e.g., reputation) associated with social networks, whereas the previous literature has largely focused on the interpersonal processes (e.g., access to information and resources, trust, interpersonal perception).

Multicultural Network Increases Unethical Behavior By Enhancing Norm Looseness and Moral Relativism

Author: **Jiyin Cao**, *Stony Brook U.-State U. of New York*
Author: **Siyu Yu**, *New York U.*

Face Memory and Networks

Author: **Daniel Z. Levin**, *Rutgers U.*

To Bridge or not to Bridge? How Power and Status Affect Brokerage Processes

Author: **Alessandro Iorio**, *Bocconi U.*
Author: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*

Gender and Rank Homophily in Friendship Networks and the Reputation for Leadership

Author: **Diane Kang**, *U. of Kentucky*
Author: **Ajay Mehra**, *U. of Kentucky*
Author: **Mohamed Hédi Charki**, *EDHEC Business School*
Author: **Nabila Boukef**, *U. côte d'Azur, Skema, France*
Author: **Theresa M. Floyd**, *U. of Montana*
Author: **Stephen P. Borgatti**, *U. of Kentucky*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1022** | Submission: **13416** | Sponsor(s): **(MOC, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 5:00PM - 6:30PMET (UTC-4)**

Navigating the Tensions and Dynamics of Perfectionism in Organizations *Perfectionism in Organizations*

Organizer: **Joel Gardner**, *Boston College*
Organizer: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Organizer: **Lyndon Earl Garrett**, *Boston College*
Discussant: **Brian W. Swider**, *U. of Florida*
Presenter: **Joel Gardner**, *Boston College*
Presenter: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Presenter: **Anna Carmella Ocampo**, *EMLV Paris*
Presenter: **Jingyuan Tian**, *U. of Minnesota - Twin Cities*
Presenter: **Zhi Liu**, *Guanghua School of Management, Peking U.*

In modern organizations, work and workers are being monitored, tracked, and publicly scrutinized in new and diverse ways. Under the auspices of meritocracy, workers are increasingly ranked and compared—both with one another and against often unattainable performance standards. These conditions provide fertile ground for perfectionism among workers and leaders alike, which organizational scholars are increasingly recognizing as a critical part of many workers' experience. In this symposium we present four papers that explore the effects of perfectionism on workers' performance and wellbeing. Following the presentation, Brian Swider will lead a discussion on the challenge of perfectionism in the modern workplace and the opportunities for the future of scholarship on the topic. A particular feature of this symposium is its international composition, including researchers from Australia, China, England, and the United States.

Dehumanization as a Consequence of Extreme Perfectionism: A Qualitative Study of Professional Ballet

Author: **Joel Gardner**, *Boston College*
Author: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Author: **Lyndon Earl Garrett**, *Boston College*

The Moderating Role of Leaders' Emotion Regulation in Predicting Responses to Leader Perfectionism

Author: **Anna Carmella Ocampo**, *EMLV Paris*
Author: **Lu Wang**, *Australian National U.*
Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*

The Nature of Perfectionism and its Relations with Well-Being, Performance and Motivation

Author: **Jingyuan Tian**, *U. of Minnesota - Twin Cities*
Author: **Deniz S Ones**, *U. of Minnesota*

The Moderated, Curvilinear Relationship Between Leader Perfectionism and Employee Creativity

Author: **Linna Xu**, *Peking U.*
Author: **Zhi Liu**, *Guanghua School of Management, Peking U.*
Author: **Ming Ji**, *Guanghua School of Management, Peking U.*
Author: **Yuntao Dong**, *Peking U.*
Author: **Chia-Huei Wu**, *U. of Leeds*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Spirituality, Meaning and Ethics

Digital Session Chair: **Diego Arias Padilla**, *IESE Business School*

MSR: **The Role of Consciousness in the Evolution of Business as an Agent of World Benefit**  

Author: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Ignacio Pavez**, *U. del Desarrollo*

The call of our times is no longer for businesses that produce goods (the “widgets” of neo-classical economics) to satisfy material consumption, irrespective of the harm done to society. It is for an entirely new form of economic organizing, whose purpose of existence is to create positive-impact value, defined as “increasing economic prosperity while contributing to a healthy regenerative environment and improving human wellbeing”. It is a call for business as an agent of world benefit. The proposed research explores the factors for bringing back into management a manager who is more self-aware and conscious of how his or her actions impact the world around them. In line with MSR’s mission, we are searching for drivers of pro-social and pro-environmental behavior in organizations along with individual behavior that is more empathetic, caring, and in service of creating a better world.

Paper is Available to Meeting Registrants Only.

MSR: **The Wounded Healer: Feminist Leadership Nurtured by American Zen Buddhism**   

Author: **Tianyuan Yu**, *Mount Saint Vincent U.*

Within the field of gender and leadership studies there is a call for alternative theoretical and methodological innovations that would “enter uncharted territory” (Martin and Collinson, 2002: 255) and “navigate roads not yet taken” (Kark, 2004: 173). This study takes up the call by exploring gender and leadership in American Zen communities with a researcher-centered approach. I developed a Zen-informed feminist research methodology in the process of doing a field study at four major American Zen centers, three of which had been directly impacted by sex scandals of founding abbots. Based on research findings I propose a Zen-informed feminist leadership model in relation to my own emotional and spiritual transformation as a result of the research. The paper illustrates how a Zen-informed feminist research as well as Zen-informed feminist leadership can be healing, empowering and transformational.

Paper is Available to Meeting Registrants Only.

MSR: **Sustainable HRM and Spiritual Leadership: conceptual analysis and research agenda**

Author: **Adriana Cristina Ferreira Caldana**, *U. of Sao Paulo (FEA-RP/USP)*
Author: **Nayele Macini**, *FEARP- FEARP - Faculdade de Economia, Administração e Contabilidade de Ribeirão*

The objective of this study was to verify the relationship between the dimensions of Spiritual Leadership, the functional and competitive dimensions of Human Resources and Organizational Sustainability. The Systematic Review method was used to systematize the available knowledge, performing the theoretical alignment between the topics and evaluating the types of research integrating these themes. It started from the proposition that there is a theoretical alignment between the dimensions of Spiritual Leadership and the competencies necessary for the management of sustainability. After preliminary analyses, 49 articles resulted, which were used in the content analysis. The literature was classified according to the codes determined in advance, where it was possible to verify the most recurrent dimensions of each thematic axis. A research agenda was presented. Finally, it was possible to verify that there is a lot of space for the development of more in-depth studies, which focus specifically on the relationship of these thematic axes.

Paper is Available to Meeting Registrants Only.

MSR: **Meaningful moves: A meaning-based view of turnover intentions**  

Author: **Anirban Kar**, *Beedie School of Business Simon Fraser U.*
Author: **A R. Elangovan**, *U. of Victoria*
Author: **Sanaz Matinkoosha**, *Gustavson School of Business, U. of Victoria*
Author: **Richard Cotton**, *U. of Victoria*

Turnover is a major global concern with significant service and cost implications. Although inquiries have been made into the antecedents, dynamics, and consequences of turnover, there is a lack of fine-grained understanding of the psychological states that reflect the cumulative impact of different antecedents and immediately precede turnover intention. In our paper, we provide a brief overview of the turnover literature, probe the critical missing pieces, and develop a meaning-based view of turnover intention. We draw from the literature on meaning in the context of work, distinguish between meaning in work and meaning at work, and hypothesize about the relationships between high/low meaning in and at work on the type of turnover intention (quitting the organization and/or profession). We tested our hypotheses with data gathered from employees in the Adult Custody Division (ACD) of a provincial correctional system in Canada. Our analyses of the data (N=854) indicates support for the meaning-based view of turnover intentions, with meaning at work exhibiting strong predictive powers. This meaning-based view of turnover intention provides a richer and more nuanced understanding of turnover and offers employees, managers and leaders more tailored remedies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1024** | Submission: **10391** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 5:00PM - 6:30PMET (UTC-4)**

OB Division Making Connections Networking Event
OB Division Making Connections Networking Event

Participant: **Elizabeth Margaret Campbell**, *U. of Minnesota*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mistreatment and Spillover at Work

Digital Session Chair: **James J Lavelle**, *U. of Texas At Arlington*

OB: Customer Injustice and Service Employees' Responses: A Social Exchange Perspective

Author: **James J Lavelle**, *U. of Texas At Arlington*
Author: **Deborah Elizabeth Rupp**, *George Mason U.*
Author: **David Herda**, *Louisiana Tech U.*
Author: **Joohan Lee**, *U. of Texas At Arlington*
Author: **John Lauck**, *Louisiana Tech U.*

Recent research has uncovered the debilitating effect that customers' unfair treatment of service workers has for both employees and their employers. These studies have largely explained the effects of customer mistreatment through a conservation of resources (COR) theory lens, arguing that customer injustice depletes the regulatory resources of service employees, thereby impairing their well-being and ability to perform their job effectively. In our paper, we posit that the psychological process is more complex than this explication. That is, we argue that aspects of the employee-customer social exchange relationship must also be considered, and that such relational processes are critical above and beyond COR effects. After formulating our theoretical model, we offer time-lagged data from two studies of service workers supporting our hypotheses that customer injustice predicts employee turnover intentions (Study 1, N = 182) and citizenship behavior directed toward customers (Study 2, N = 337), and that these effects are mediated by perceived customer support and customer commitment, respectively, while controlling for COR effects. Incorporating insights from the customer service literature, we further demonstrate the role of display rule perceptions as a moderator of these sequential indirect effects.

Paper is NOT Available. Please contact the author(s).

OB: Understanding Deviance Spillover in Organizations

Author: **Caodie Peng**, *South China Normal U.*
Author: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Author: **Lin Wang**, *Sun Yat-Sen U.*

Drawing on moral disengagement theory, we developed and tested a dual-stage moderated mediation model to explore the spillover effect of workplace deviance as well as the boundary conditions of the spillover. A two-wave survey was conducted on 231 supervisor-subordinate dyads. Results showed that (a) employee deviance increased abusive supervision, which triggered supervisor-directed aggression; (b) supervisor's organizational embodiment strengthened the positive relationship between employee deviance and abusive supervision; (c) subordinate's perspective taking weakened the positive relationship between abusive supervision and supervisor-directed aggression; (d) the indirect effect of employee deviance on supervisor-directed aggression through abusive supervision is most pronounced when supervisor's organizational embodiment is high and subordinate's perspective taking is low. The findings suggest how organizational embodiment and perspective taking may influence the spillover effect among different forms of workplace deviance. Implications for how to handle the spillover effect of workplace deviance are also discussed. Key words: employee deviance; abusive supervision; organizational embodiment; perspective taking; spillover effect

Paper is NOT Available. Please contact the author(s).

OB: Perpetrated Incivility: Individual vs Contextual Antecedents – A Reflective Viewpoint

Author: **Yariv Itzkovich**, *Kinneret Academic College*
Author: **Ana Aleksic**, *Faculty of Economics & Business, U. of Zagreb*

The goals of the current study are twofold. Its first goal was to provide further insight into the primary antecedents of instigated workplace incivility. The current study shows whether context or personality explains better perpetration incivility. Its second goal was to construct and validate a new reflective measurement scale for measuring incivility based on the target's emotional experience rather than on the uncivil act's frequency. Data were analyzed using Partial Least Squares Structural Equation Modeling, which distinguishes between formative and reflective measurement scales and evaluates those, relying on robust measurement theory. Results indicated that both moral disengagement and the contextual variables could predict incivility perpetration. Yet it was found that contextual antecedents predicted instigated incivility better. Additionally, a new reflective scale – the Reflective Workplace Incivility Scale (RWIS) for measuring perceived incivility, was constructed and validated. The first contribution of the current article is integrating contextual and individual drivers into one model, contributing to understanding the precursors of instigated incivility. Such an integrative viewpoint in incivility research is overlooked, although its importance to a comprehensive understanding of incivility. The second contribution is related to the measurement of experienced workplace incivility. Studies thus far, have relied mostly on formative measures to capture the different aspects of incivility. Although these measures facilitated empirical research on workplace incivility, they were centred on the frequency of the uncivil incidents and less on the individual experience, which is the essence of the construct. All in all, incivility research from different viewpoints allows us to mitigate workplace exclusion and enhance inclusion in workplaces.

Paper is Available to Meeting Registrants Only.

OB: Interpersonal Mistreatments at Workplace: The Buffering Role of Psychological Capital

Author: **Inamul Haq**, *Monash U., Malaysia*
Author: **Usman Raja**, *Brock U.*
Author: **Muhammad Umer Azeem**, *U. of Management and Technology, Lahore, Pakistan*
Author: **Asma Shakil**, *Riphah International U.*

We explore how negative interpersonal behaviors such as workplace incivility and ostracism impact employee performance. We suggest that although these behaviors are considered indirect and less explicit as compared to bullying and harassment, they can have a highly damaging impact on employee performance. Incivility and ostracism can cause anxiety or emotional distress among the victims, which in turn may lead to reduced performance. In addition, we suggest that Psychological Capital (PsyCap) as a personal resource can help mitigate the negative impact of incivility and ostracism. Based on the Conservation of Resource (COR) theory, we conducted two studies using a multi-source, time-lagged design to test our hypotheses. The results of both studies supported our contention that incivility and ostracism lead to reduced performance. While anxiety mediated the relationship between incivility and performance, emotional exhaustion mediated the relationship between ostracism and performance. PsyCap moderated the mediated links in both studies

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1026** | Submission: **17062** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 5:00PM - 6:30PMET (UTC-4)**

Entry, Product Development, and Performance

Digital Session Chair: **Xuege (Cathy) Lu**, *Cornell U.*

STR: Should Firms Accelerate Product Development During Market Emergence? (WITHDRAWN)

Author: **Xuege (Cathy) Lu**, *Cornell U.*

This study challenges the notion that speeding products to market is beneficial by examining conditions under which accelerating product development as a strategy can be suboptimal. I argue that the extent to which acceleration enhances market evaluation is contingent upon (a) whether the product aligns with or deviates from market convention, and (b) the average market intensity on product development; both contingencies should be especially salient for new entrants during market emergence. Using a uniquely detailed dataset on the EnergyStar program of LED lightbulbs from 2010 to 2017, I find that although incumbent firms benefit from frequent product adaptation, new entrants may suffer from adopting such a strategy. To avoid being discounted by market audience, new entrants should (a) decelerate when introducing unconventional products, and (b) resist the temptation to rush when peer pressure for speed is strong. By presenting an alternative view on the implication of product development frequency, this study enriches understanding on winning strategies for firms competing in nascent market.

Paper is NOT Available. Please contact the author(s).

STR: Schumpeterian Fade: Has It Become Harder For Newer Firms To Join The Elite?

Author: **Andrew D Henderson**, *U. of Texas at Austin*

Author: **Temitope Oladimeji**, *U. of Texas at Austin*

Author: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*

A Schumpeterian perspective on sustained superior firm performance contrasts two classes of contestants. Entrepreneurs in newer firms take risks and pursue fresh discoveries in the hope of developing sustainable advantages. Meanwhile, the established elite work to renew their superiority and prevent Schumpeterian overthrow, sometimes by exercising dynamic capabilities. Analyses of US Compustat firms from 1967-2018 reveal temporal shifts in this battle. Newer entrants have become less likely to achieve sustained superiority and the ages at which firms first accomplish this have risen dramatically. In contrast, while the rate at which established firms renewed sustained superiority fell through the 1980s, it rose sharply thereafter. As the path to initial greatness has become rockier, the rich have increasingly stayed rich, evidence of Schumpeterian fade.

Paper is NOT Available. Please contact the author(s).

STR: Small Business Strategies during the different stages of unexpected events

Author: **GIANLUCA PUSCEDDU**, *U. degli Studi di Cagliari*

Author: **Ludovica Moi**, *U. of Cagliari*

Author: **Francesca Cabiddu**, *U. of Cagliari*

Although research on crisis management is long-established, scholarly attention in the context of small and medium-sized enterprises (SMEs) is still in its infancy. The purpose of this conceptual paper is to propose a first event sequence-based framework elucidating what kind of strategies are implemented by SMEs across the phases of crisis prevention, response, and recovery. Our study contributes to crisis management literature by investigating business strategies in SMEs in crisis times throughout the different stages, pointing out the prevention, response, and recovery phases' circularity. This research helps to understand what strategies could be more suitable according to specific moments during distress. From a managerial perspective, this research presents the significant results of a systematic literature review (SRL) in SMEs' strategies in crisis time. Keywords: Crisis management; disaster; recovery; resilience; Covid-19; Coronavirus; SMEs; business strategies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Problem Solving

Digital Session Chair: **Daniel Ehls**, *Helmut Schmidt U.*

TIM: A Field Experiment on the Role of Constraints in Creative Problem-Solving  

Author: **Daniel Ehls**, *Helmut Schmidt U.*
Author: **Karim R. Lakhani**, *Harvard U.*
Author: **Jacqueline Lane**, *Harvard U.*

The role of constraints in the problem solving process has been a central line of inquiry in the creativity and innovation literature with ongoing debates of whether constraints imposed on creative problem solvers diminish or enhance their efforts and outputs. We investigate this question by designing and executing a field experiment in collaboration with a world leading company in consumer electronics seeking creative solutions through a community crowdsourcing program to improve the wearing comfort of their popular headphones. We mobilized 1,833 problem solvers, 331 ideas and 435 community evaluators to rate the quality of the solutions, for a total of 2,473 evaluator-solution pairs. To make experimental comparisons, we exogenously varied the number of constraints faced by the community problem solvers to determine how exposures to constraints affected the number and quality of solutions. We find causal evidence that moderate levels of constraints increase both solution quantity and quality. Compared to problems framed with no constraints, having some constraints causally increases a solvers' likelihood of proposing a solution by 6% or 1.5 times. Turning to solution quality, we find that while constraints decrease the average novelty of solutions, they have no effect on the most novel and useful solutions. Lastly, we observe an inverse curvilinear relationship between the number of constraints and the most creative solutions, where problems with some constraints increase the likelihood of coming up with one of the most creative solutions by 3-4% compared to problems with no constraints. We discuss the implications of our findings to the creativity and problem-solving literatures.

Paper is Available to Meeting Registrants Only.

TIM: Intra-organizational Competition as a Source of New-To-The-World Innovations

Author: **Johann Peter Murmann**, *U. of St. Gallen*
Author: **Zhijing Zhu**, *U. of Nottingham, China*

Chinese firms have been widely seen as imitative. This historical case study explores what organizational mechanisms allowed Tencent, a Chinese firm in the fast-changing instant messaging (IM) service sector, to achieve a new-to-the-world innovation with its WeChat smartphone app. Tracing the competitive dynamics in the Chinese IM sector from its inception, we found that Tencent was able to create the innovative WeChat product through a crisis-induced intra-firm competition dynamic that was embedded in variation-selection-retention evolutionary processes spanning the market, the firm and the business unit levels. Building on the intra-firm competition and evolutionary literatures, the paper shows that three business units simultaneously competed and cooperated in developing alternative IM products while allowing the market to select the winner. The competition dynamic took place in three key areas — technology, product promotion, and complementary assets of suppliers. The relative balance between competition and cooperation changed over time, and top management guidance and firm-level routines were essential in managing the challenges of competition within the firm.

Paper is Available to Meeting Registrants Only.

TIM: How Does Education Influence Individual Innovation Behavior? A Mediation Model

Author: **Jonathan Liebenau**, *London School of Economics and Political Science*
Author: **Biao Huang**, *LSE*

Although individual innovation and education economics are analyzed in many publications separately, the mechanism of how education influences individual innovation is missing. We analyze individual innovation for 2,078 employees in 3,976 value engineering projects (VEPs) over 6.5 years and build multilevel models to explain how education measured by earned degrees of employees improves innovation performance. Activeness, creativity and teamwork act as mediators and then contribute to enhance individual innovation performance, measured by three indicators: 1) the total number of VEPs which the employee proposed as an applicant, 2) the total numbers of VEPs which the employee joined as either an applicant or a follower, 3) the total number of patent applications from the VEPs which the employee joined. This mediation effect is statistically significant in two models whose dependent variables (DVs) are the first and second indicator respectively and there is direct association in the third model whose DV is the third indicator. This triangulation shows how education has a positive relationship with individual innovation performance with reliability and validity. We show that employees in science or engineering are more innovative, which contributes to explain the “engineer dividend” in China and how managers can improve innovative practices.

Paper is Available to Meeting Registrants Only.

TIM: Price elasticity of demand for consumer innovation

Author: **Tobias Ebbing**, *Hamburg U. of Technology*
Author: **Christian Luethje**, *Technical U. of Hamburg*

Consumer innovators increasingly engage in commercial distribution of their products. This work investigates how labelling the source of innovation as consumer made affects the price elasticity of demand. Our core results draw from a large-scale matched sample of 2754 pairs of consumer innovation branded and regular product sales data from a video game marketplace. The underlying processes are examined in a factorial survey with quantitative and qualitative parts. In low price areas, customers can relate to the unique motivational set of consumer innovators, who do not primarily innovate out of commercial interest. Knowing about their ulterior motives, customers do infer less non-monetary innovation effort reductions when prices are low. Negative low-price effects on demand are dampened. At high prices, customers are more trusting towards consumer innovators that their prices are justified by higher development effort rather than profit interest. This fosters price acceptance and reduces the perceived sacrifice of high consumer innovation prices compared to regular supply. Customers further notice superior creativity of consumer innovators and the hardships of individual product development. Consequently, compared to regular supply, the demand for consumer innovation labelled products is less sensitive to low or high prices. We render conclusions for consumer innovators' pricing, marketplaces and policy makers. Attesting customers' awareness of consumer entrepreneurial backgrounds and that it moderates marketing measures, we suggest further research in the area of consumer innovation marketing.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1028** | Submission: **11532** | Sponsor(s): **(GDO, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 5:30PM - 7:00PMET (UTC-4)**

New Pathways to Understanding and Promoting Gender Equality

New Pathways to Promoting Gender Equality



Presenter: **Ashley E. Martin**, *Stanford Graduate School of Business*
Chair: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Presenter: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Chair: **Evan P. Apfelbaum**, *MIT Sloan School of Management*
Participant: **Michael Norton**, *Harvard U.*
Presenter: **Joyce He**, *U. of California, Los Angeles*
Participant: **Sonia Kang**, *U. of Toronto*
Participant: **Nicola Lacetera**, *U. of Toronto*
Presenter: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Participant: **Ike Silver**, *The Wharton School, U. of Pennsylvania*
Participant: **Edward Chang**, *Harvard Business School*

Despite making important strides, gender inequality remains a significant problem. Men still enjoy higher status than women and the belief that society values masculinity more than femininity prevails. Occupational segregation by gender also continues to persist and diversity efforts to promote gender equality are found to be largely ineffective in attracting and retaining women in organizational settings. It also remains unclear how the new perspective of gender as a continuum influences the broader notion of gender equality. This symposium includes four empirical papers that seek to address some of these limitations. Specifically, drawing on the empirical findings of the four included studies, this symposium proposes new pathways to understanding gender amidst a “gender revolution” (Brooks, 2019) and promoting gender equality in contemporary organizations and society. These studies have theoretical implications for advancing our understanding of gender equality in management research, as well as, practical implications for organizations striving to mitigate biased judgment and improve their diversity levels.

Gender Relativism: How Context Shapes the Perception of What Is Considered “Male” and “Female”

Author: **Ashley E. Martin**, *Stanford Graduate School of Business*

Men and Women’s Asymmetric Responses to Learning What They Like is Gender Incongruent

Author: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Author: **Evan P. Apfelbaum**, *MIT Sloan School of Management*
Author: **Michael Norton**, *Harvard U.*

Opt-out Framing Increases Men’s Applications for Awards in Female-Typed Tasks

Author: **Joyce He**, *U. of California, Los Angeles*
Author: **Sonia Kang**, *U. of Toronto*
Author: **Nicola Lacetera**, *U. of Toronto*

Do Concrete Diversity Goals Attract or Repel Job Applicants? Evidence from the Field

Author: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Author: **Ike Silver**, *The Wharton School, U. of Pennsylvania*
Author: **Edward Chang**, *Harvard Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1029** | Submission: **11588** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 5:30PM - 7:00PMET (UTC-4)**

Between Me and You: Exploring External Contextual Factors in Employee Interactions



Contextual Factors in Employee Interactions

Discussant: **Suzanne S. Masterson**, *U. of Cincinnati*
Presenter: **Kathleen Keeler**, *Ohio State U.*
Presenter: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Presenter: **Daniel M. Peat**, *U. of Cincinnati*
Presenter: **Jaelyn Perrmann**, *Northern Kentucky U.*
Presenter: **Marcia Lensges**, *Xavier U.*
Presenter: **Nathan Tong**, *U. of Hartford*
Presenter: **Joshua Knapp**, *U. of Wisconsin, Whitewater*

One of the crucial actions that makes organizations successfully function is the interaction of their employees. Often, workers must interact with one another frequently in order to achieve organizational objectives and goals. However, numerous external contextual factors can influence the nature and quality of these workplace interactions. In turn, these interpersonal interactions have consequences for organizational productivity, collaboration, OCB, and other goals and outcomes. In this symposium, three presentations will explore several of these contextual factors. The first presentation examines the positive and negative consequences of background music in the workplace. The second presentation investigates how military veteran status in the workplace can have both positive and negative implications among workers. In the third presentation, the role of pet peeves is studied to better understand how they can influence how employees interact with one another and what work-related outcomes can result. This symposium will conclude with a discussant sharing her thoughts on the preliminary findings from the three presentations and implications for research and practice.

Consequences of a (Mis)fit between Employee Music Preferences and Daily Workplace Music

Author: **Kathleen Keeler**, *Ohio State U.*
Author: **Harshad Girish Puranik**, *U. of Illinois at Chicago*

Culture Shock and Paradox of Stigma and Social Aggrandizement of Military Veterans in Organizations

Author: **Daniel M. Peat**, *U. of Cincinnati*
Author: **Jaelyn Perrmann**, *Northern Kentucky U.*

My Coworker is Driving Me Crazy! An Exploration of Pet Peeves in the Workplace

Author: **Marcia Lensges**, *Xavier U.*
Author: **Nathan Tong**, *U. of Hartford*
Author: **Joshua Knapp**, *U. of Wisconsin, Whitewater*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1030** | Submission: **11399** | Sponsor(s): **(OB, CM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 5:30PM - 7:00PMET (UTC-4)**

**Trust the Feeling or Feeling the Trust: Understanding the Relationship
Between Trust and Emotions**
Trust the Feeling or Feeling the Trust



Chair: **Jonathan Lee**, *U. of New Hampshire*
Discussant: **Roy James Lewicki**, *Ohio State U.*

Trust and emotion are understood to be salient in organizations, and impactful in their functioning and life. Although it is understood and accepted that decisions to trust can be driven by emotions, and emotions can result when trust is honored and violated, the relationship between the two constructs has been surprisingly understudied. Our symposium aims to showcase cutting-edge research that will encourage further development and understanding of this relationship. The papers included incorporate the role of both experienced and expressed emotions. They consider how emotions contribute to the trajectory of trust from it being established, violated, and repaired through approaches that account for the ongoing, dynamic nature of the relationship. With the present collection of research, our symposium aims to better understand two topics critical to the management field and inspire more research in the field.

The Chicken or the Egg: Modelling Change in Trust and Emotion in New Coworker Relationships

Author: **Lisa Van Der Werff**, *Dublin City U.*
Author: **Charles Lance**, *Organizational Research & Development, LLC*
Author: **Martin R. Fellenz**, *Trinity College Dublin*
Author: **Sarah-Jane Cullinane**, *Dublin City U.*

Emotional Deception: When Self-Serving Deception Can Seem More Ethical Than Honesty

Author: **Polly Kang**, *NUS Business School*
Author: **Maurice Schweitzer**, *U. of Pennsylvania*

Sorry or Sorry You Got Caught? The Differential Mediators of Forced Versus Voluntary Apologies

Author: **Luke A. Langlinais**, *West Virginia U.*
Author: **Edward C. Tomlinson**, *West Virginia U.*

Emotions and Trust Repair: An Intrapersonal and Interpersonal Approach

Author: **Jonathan Lee**, *U. of New Hampshire*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1031** | Submission: **17104** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 5:30PM - 7:00PMET (UTC-4)**

Governance Effectiveness in International Markets

Digital Session Chair: **Yusen Dong**, *China Europe International Business School (CEIBS)*

STR: Co-evolution of ownership reform and corporate governance effectiveness in Chinese listed firms

Author: **Yusen Dong**, *China Europe International Business School (CEIBS)*
Author: **Han Ming Daniel Chng**, *China Europe International Business School (CEIBS)*
Author: **Wei Yang**, *U. of Glasgow*
Author: **Qing Ye**, *Zalando SE*
Author: **Jingyuan Li**, *Hong Kong U. of Science and Technology*

Corporate governance is one of the most widely studied topics in management and business ethics. However, the effectiveness of firms' corporate governance mechanisms has often been questioned. We adopt an institutional perspective to understand how firms' corporate governance mechanisms will only be effective when the prevailing institutional context adequately addresses the rights and incentives of controlling shareholders. Taking China's split-share structure reform in 2005 as a natural experiment, we examine whether shareholder monitoring, board monitoring, executive turnover, and executive compensation can mitigate the risk of organizational distress before and after the reform. Using matched samples of distressed and non-distressed Chinese public-listed firms, we observe that controlling and institutional ownership, executive turnover, and executive compensation reduce the likelihood of organizational distress only after the reform while board monitoring remains ineffective. Our theory and results offer important insights into how the effectiveness of firms' corporate governance mechanisms co-evolves with prevailing institutional contexts in an emerging economy and how the principal-agent and principal-principal problems are integrally linked.

Paper is Available to Meeting Registrants Only.

STR: UK Pension Fund Investment Myopia: Trustees' Temporal Narratives and Uses of the Past (WITHDRAWN)

Author: **Anna Tilba**, *Durham U. Business School*
Author: **John Wilson**, *Newcastle Business School, Northumbria U.*

In this exploratory study we utilise theorization about time through 'rhetorical history' narratives to examine organisational uses of the past and how pension fund trustees manage the tension between short- and long-term investment strategies. We identify and elaborate on distinctive temporal narratives of systemic, organizational and trusteeship role legacies that appear to contribute to organizational inertia and myopic investment, which seems to exacerbate investment short-termism even further. Theoretically, our study offers an alternative perspective to the established view of 'rhetorical history' as a positive force on strategic decision-making. We argue that there is a need to understand better how uses of the past affect strategic management within organizations, focusing on the negative as well as the positive. Practically, although rhetorical history is seen as a tool that managers can use to mobilize the resources necessary to motivate change, we demonstrate how this tool can also provide a comfort to those who resist change, reinforcing entrenched behaviour and acting as a constraint on progress. In the context of the ongoing policy attempts to change and improve the culture and conduct within financial services in the UK and globally, policy makers need to instil in trustees and in the wider investment community the desire to change dominant narratives as a means of fashioning a more sustainable future.

Paper is NOT Available. Please contact the author(s).

STR: Organizational Stigma: Literature Review, Synthesis and Research Propositions

Author: **Lu Ye**, *U. of Melbourne*
Author: **Helen Wei Hu**, *U. of Melbourne*

Organizational stigma has drawn increasing attention from management scholars in recent years, while the theoretical clarity is lagging behind and potential insights remain trapped within different research domains. Here, we review the literature on organizational stigma, provide a synthesis of organizational stigma's foundational concepts, its key constructs, and propose potentially promising ideas to moving the research forward. Specifically, focusing on the audience and organization perspectives, we develop a comprehensive framework to capture antecedents and consequences of organizational stigma. Further, we propose boundary conditions to understand the dynamics of the framework. By conducting this review, our framework provides conceptual clarity of organizational stigma and offers avenues for future research.

Paper is Available to Meeting Registrants Only.

STR: Rare and Valuable: Female Board Directorship in the Middle East and North Africa

Author: **Julia Barbar**, *U. of St. Gallen*
Author: **Canan Mutlu**, *Kennesaw State U.*
Author: **Marc Van Essen**, *U. of South Carolina*

Amassing unique hand-collected data for 1197 publicly-listed MENA firms from 2016, we explore the predictors of female board assignments at the firm, industry, and country level and also examine the impact of female directors on firm performance. We rely on the institutional logic and legitimacy concerns to explain the predictors of female board directorship and find that foreign ownership, firms in industries with larger female employment bases, and gender parity promote female board directorship. We find, though, partial empirical support that smaller firms as well as family- and state-owned firms assign more board seats to female directors. Supporting the upper echelons view of board gender diversity, we find that female directors have a positive impact on firm accounting performance. However, reflecting a market bias against female representation in corporate hierarchy, we find a negative impact on firm performance in terms of market measures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **1032** | Submission: **17621** | Sponsor(s): **AAA**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 6:00PM - 7:30PMET (UTC-4)**

The Big Scam? What's Wrong with Business Schools, Business School Faculty, and the Study of Management *The Big Scam?*

Distinguished Speaker: **Sydney Finkelstein**, *Dartmouth College*
Program Chair: **Amy Hillman**, *Arizona State U.*

Industry after industry has seen disruption and transformation, yet business schools and business school faculty continue as they have for decades. The unfortunate result is our business model is dangerously out of tune with the expectations and demands of key stakeholders. The research we do seldom connects to the real challenges that managers encounter in their work, but even if it did these managers would barely know what the business school research enterprise is up to. The teaching we do continues to be seen by too many academics as a necessary evil, characterized by “commodity” teaching and a fundamental inattention to communicating and disseminating our ideas to wider audiences. And our employers – business schools – have enabled all of this via outmoded incentives systems and cultural norms while simultaneously ignoring warning signs of how our competitive advantage is eroding. The result: we are happily ensconced in our protective bubble while our schools, our jobs, and our research enterprise are in crisis.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership   

Digital Session Chair: **Yueyue Liu**, *Nanjing U.*

ENT: CEO Relationship-focused Leadership, Organizational Identification and Corporate Entrepreneurship 

Author: **Yueyue Liu**, *Nanjing U.*
Author: **Meng Xi**, *Nanjing U.*
Author: **FeiFei Li**, *Nanjing U. of Posts and Telecommunications*
Author: **Xiulin Geng**, *Nanjing U.*

Drawing on social information processing theory and uncertainty-identity theory, the paper builds a multilevel and integrated framework to simultaneously test the influences of CEO relationship-focused leadership behaviors and middle management team's organizational identification on corporate entrepreneurship. Paired data with vice presidents and middle managers from 192 companies in China was used to test our theoretical model. The results show that CEO relationship-focused leadership behaviors positively predict middle management team's organizational identification and corporate entrepreneurship, and middle management team's organizational identification mediates the positive relationship between CEO relationship-focused leadership behaviors and corporate entrepreneurship. In addition, external environmental uncertainty not only moderates the positive relationship between CEO relationship-focused leadership behaviors and middle management team's organizational identification, but also moderates the indirect effect of CEO relationship-focused leadership behaviors on corporate entrepreneurship through middle management team's organizational identification. This study enriches our understanding of process model and contextualization of CEO leadership behaviors influencing on corporate entrepreneurship.

Paper is NOT Available. Please contact the author(s).

ENT: Founder-CEOs' Transformational Leader Behaviors and Well-Being 

Author: **Feng Xu**, *South China Agricultural U.*
Author: **Linlin Jin**, *Guangdong U. of Technology*

Entrepreneurship literature postulates that entrepreneurs' transformational leader behaviors exert positive influences on followers and ventures. However, little is known about how leader behaviors may be conducive to entrepreneurs and what factors might impact the enactment of leader behaviors. Integrating transactional stress theory and the self-concordance model, this study found that transformational leader behaviors positively impacted entrepreneur well-being, while daily stress processes have negative, indirect effects on well-being by impairing leader behaviors. Further, there are individual differences regarding how experienced and novice entrepreneurs react to stressors, affecting leader behaviors and well-being. We discussed the theoretical and practical implications of these findings.

Paper is Available to Meeting Registrants Only.

ENT: Microfoundations of Entrepreneurial Leadership: The Case of Elite Women Entrepreneurs

Author: **Shezeen Hemani**, *PhD researcher, U. of Glasgow*
Author: **Dominic Michael Chalmers**, *U. of Glasgow*

We examine the microfoundations of entrepreneurial leadership to theorize how women entrepreneurs in socio-economically challenged contexts grow new ventures to scale. Using inductive multiple case study, we identify three individual attributes: psychological orientation, knowledge accumulation, and social identity; and four adaption responses: challenging stereotypes, engaging family men as stakeholders, activating elite networks, and showcasing opportunity potential to demonstrate how elite women entrepreneurs navigate enabling and constraining environments that shape entrepreneurial outcomes. We contribute to entrepreneurial leadership literature by expanding on a microfoundational perspective and provide a dynamic, processual and contextualized explanation for successful leadership.

Paper is NOT Available. Please contact the author(s).

ENT: Strategic Leadership in SMEs: The Mediating Role of Dynamic Capabilities  

Author: **Emmanuel Quansah**, *U. of Houston, Victoria*
Author: **Kaveh Moghaddam**, *U. of Houston, Victoria*
Author: **Stephanie Thomas Solansky**, *Texas State U.*
Author: **Yuan Wang**, *U. of Houston, Victoria*

Small and medium-sized enterprises (SMEs) play a vital role in the United States and throughout the global economy, spurring innovation and job creation. This study investigates the effect of strategic leadership practices on SME performance. We conducted a quantitative survey among leaders of 290 SMEs to examine their strategic leadership and how it affects SME performance. The mediating role of employee empowerment dynamic capability (EEDC) and resilient dynamic capability (RDC) are explored. The results suggest that strategic leadership effect on firm performance is fully mediated by employee empowerment dynamic capability as well as resilient dynamic capability. The contingency role of firm life cycle stages are also examined and empirical results support the notion that the mediating role of dynamic capabilities become more pronounced as SMEs transition from the early stages to later stages of their life cycle.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Organizational Success Avenues of Digitalization



Digital Session Chair: **Nicolai Etienne Fabian**, *U. of Groningen*

OCIS: Fake It till You Make It: The Value of Symbolic and Substantive Digital Actions

Author: **Nicolai Etienne Fabian**, *U. of Groningen*
Author: **John Dong**, *Trinity College Dublin*
Author: **Abhi Bhattacharya**, *U. of Alabama, Tuscaloosa*
Author: **Peter C. Verhoef**, *Groningen U. (RuG)*

Becoming digital is widely considered imperative for firms to stay relevant in the digital age and there is an increasing market pressure on firms to offer digital products and services themselves. However, becoming digital cannot easily be achieved as digital actions are costly and time-consuming. We suggest that firms need to reach a point of optimal distinctiveness that reconciles stakeholder's perceptions about their digital position in the market. Moreover, under high institutional pressure, some firms opt for symbolic rather than substantive compliance while others do the other way around or both. By combining the optimal distinctiveness literature and impression management theory, we shed light on how firms may decouple symbolic actions (what they say about what they do for digital transformation) from substantive digital actions (i.e., what they actually do for digital transformation). We posit that different configurations of symbolic and substantive actions might have different impacts on firm value in the financial market. We test our propositions based on a panel dataset from 145 firms between 2010 and 2019 and find that only the combination of both symbolic and substantive digital actions leads to greater firm value. Our findings suggest that for digital transformation the value creation of digital transformation is embedded in a broader institutional environment and both substantive changes and communication of those efforts are needed to improve market valuation.

Paper is NOT Available. Please contact the author(s).

OCIS: Role of Digital Technology in Product Meaning Innovation: A Design Perspective

Author: **Haoyue Gu**, *Ivey Business School*
Author: **Yasser Rahrovani**, *U. of Western Ontario*
Author: **Robert Austin**, *Ivey Business School*

Digital technology is an important source for digital product's design and innovation. Many IS researchers have studied the role of digital technology in innovating product's functions and aesthetics. Yet fewer have studied the role of digital technology in innovating in a third design element—meaning—in product design and innovation. “Meaning” refers to a product's symbolic, psychological, and cultural associations that were proposed by designers, which together significantly alter users' perceived experience of the product. Innovation with digital technology in product meaning, a source of new values for using a product, is different from innovation in functions and aesthetics. This fact has practical, as well as scholarly implications: without a robust vocabulary to discussing meaning innovation, the literature implicitly assumes innovation with digital technology happens in only functions and aesthetics despite the importance of innovation in meaning. Further, designers and companies may miss a valuable opportunity to earn higher returns. Thus, taking a design perspective, we leverage design and management theories to study how designers use digital technology to innovate in product meaning. We plan to use multiple case studies, expert panels, and semi-structured interviews. Initial findings based on twenty-hour pilot interviews and potential contributions are discussed.

Paper is Available to Meeting Registrants Only.

OCIS: Necessary-but-not-sufficient service provider capabilities in digital transformational outsourcing

Author: **SUDIPTO MAZUMDER**, *Indian Institute of Management, Indore*
Author: **Swapnil Garg**, *Indian Institute of Management, Indore*

Evolution of business process outsourcing (BPO) and its significant transformation due to digital disruption has led to the emergence of Digital Transformational Outsourcing (DTO). Simultaneously, growth in BPO has led to a larger quantum of value creation activities shifting from the client to the outsourcing services providers (OSP). While together they make BPO performance contingent on OSP's dynamic capabilities, we have little understanding of what the capabilities are. On the one hand, BPO literature has studied capabilities in traditional contexts, and on the other hand, digital literature is yet to build an outsourcing focus. To address this gap in the literature, we employ a mixed-method approach to conduct an early investigation to identify OSP capabilities in DTO and study how these identified capabilities constrain OSP performance. Qualitative analysis of 21 expert interviews and cross-case comparisons of ten use cases of DTO, enabled the identification of six generic OSP capabilities i.e., consultative, orchestration, generation and sharing of insights, network building and management, knowledge access, and standardization that embraced nuances specific to DTO. We follow this up with a necessary-but-not-sufficient analysis using Necessary Condition Analysis (NCA) to understand how the individual capabilities constrain performance. Capabilities in insights generation and knowledge access were found to be necessary conditions for almost all levels of OSP performance while varying levels of the other capabilities emerged as bottlenecks for high to top performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1035** | Submission: **16626** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 6:00AM- 8:00AMET (UTC-4)**

Careers Division Social *Careers Division Social*

Organizer: **Denise Mary Jepsen**, *Macquarie Business School*
Organizer: **Mirit K. Grabarski**, *U. of Western Ontario*
Organizer: **Megha Yadav**, *U. of Wisconsin, Milwaukee*

In the spirit of promoting camaraderie amongst our members to help us all feel more connected, we plan on having a social gathering where you can catch up and chat with your CAR friends via Gather.town. This is an informal social event that is open for everyone who wants to join!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Putting Your Best Foot Forward: Understanding Missteps and Misperceptions in Impression Management

Putting Your Best Foot Forward



Organizer: **Kelly Nault**, *INSEAD*
Discussant: **Nadav Klein**, *INSEAD*
Presenter: **Daniel Stein**, *U. of California, Berkeley*
Participant: **Derek Schatz**, *Accenture*
Participant: **Juliana Schroeder**, *U. of California, Berkeley*
Presenter: **Emily Prinsloo**, *Harvard Business School*
Participant: **Irene Scopelliti**, *Cass Business School, City U. London*
Participant: **Joachim Vosgerau**, *Bocconi U.*
Participant: **George Loewenstein**, *Carnegie Mellon U. - Dietrich College of Humanities and Social Sciences*
Participant: **Ovul Sezer**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Aastha Mittal**, *Haas School of Business, UC Berkeley*
Participant: **Peter Belmi**, *U. of Virginia*

Impression management is the process by which individuals attempt to influence the perceptions others have of them. These tactics are common in everyday social interactions, but can be particularly useful in professional spheres to influence others' perceptions of employees' competence and likeability, and therefore their chances of being hired, favorably evaluated, or earning higher salaries. Despite the usefulness of such tactics in gaining opportunity in organizations, strategic self-presentation techniques to manage the impressions others have of oneself can often have negative consequences. The current symposium seeks to advance the study of impression management in the organization by examining in a more nuanced fashion the perceptual consequences of impression management strategies. The proposed symposium consists of four empirical papers addressing when impression management goes awry. These papers examine questions related to the tactics individuals use to gain status in groups (presentation 1), the disclosure of failures as a strategic self-presentation technique (presentation 2), the use of detailed professional introductions to create opportunities for social connection (presentation 3), and the misperceptions between majority and minority groups about each other's emotional reactions to equity-based issues (presentation 4). Together, via experimental studies using diverse samples, these papers address questions pertaining to when common impression management strategies are advantageous, and when they can be detrimental to individuals.

The Mistaken Preference for Overclaiming Contributions in Groups

Author: **Daniel Stein**, *U. of California, Berkeley*
Author: **Derek Schatz**, *Accenture*
Author: **Juliana Schroeder**, *U. of California, Berkeley*

Disclosures of Successes and Failures as Social Utility

Author: **Emily Prinsloo**, *Harvard Business School*
Author: **Irene Scopelliti**, *Cass Business School, City U. London*
Author: **Joachim Vosgerau**, *Bocconi U.*
Author: **George Loewenstein**, *Carnegie Mellon U. - Dietrich College of Humanities and Social Sciences*

It's the Journey, Not the Destination: Process Introductions Increase Warmth and Preserve Competence

Author: **Kelly Nault**, *INSEAD*
Author: **Ovul Sezer**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Nadav Klein**, *INSEAD*

Outgroup Members Exaggerate Other's Negative Affective Reactions Toward Majority-Group Privilege

Author: **Aastha Mittal**, *Haas School of Business, UC Berkeley*
Author: **Peter Belmi**, *U. of Virginia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1037** | Submission: **12900** | Sponsor(s): **(TIM, OMI, STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 6:30PM - 8:00PMET (UTC-4)**

New Perspectives on Industry Evolution: Bridging Socio-cognitive View and Demand-side Factors



Demand-side perspectives on industry evolution

Organizer: **Mara Guerra**, *ETH Zürich*
Organizer: **Amy Zhao-Ding**, *Technical U. of Munich*
Participant: **Vibha Gaba**, *INSEAD*
Presenter: **Andrew Boysen**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Callen Anthony**, *New York U.*
Participant: **Andrew Nelson**, *U. of Oregon*
Discussant: **Mary Tripsas**, *U. of California, Santa Barbara*

Existing work on industry evolution has largely taken a linear and monolithic view. Based on empirical observations that industries and technologies evolve following more complex patterns, this view has begun to be called into question. Recent studies have proposed more nuanced views on industry evolution, and demand-side factors are becoming increasingly relevant in explaining these dynamics. In this symposium, we extend the demand-side perspective by bringing in a socio-cognitive element, in which customers view technologies as tools to achieve their goals, envision different functional uses, and apply heterogeneous criteria to evaluate products. The papers included in this symposium showcase that customer perception over product features and usage scenarios, their co-usage and sense-making of old and new technologies provide explanations for firm behaviors and technology trajectories. Taken together, the four papers underscore the role of customers perceptions in explaining industry evolution in diverse empirical contexts. Our goal is to encourage future research to join us in further exploring these relationships and strengthening the theoretical underpinnings of complex evolutionary patterns.

Entry into misfit markets: evidence from the solar photovoltaic industry

Author: **Mara Guerra**, *ETH Zürich*

Functionality, Demand Heterogeneity and Product Positioning in Nascent Markets

Author: **Amy Zhao-Ding**, *Technical U. of Munich*
Author: **Vibha Gaba**, *INSEAD*

The enemy of my enemy: Indirect complements and technology adoption

Author: **Andrew Boysen**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Back to the Future: Innovation, cultural disruption and the resurgence of analog synthesizers

Author: **Andrew Nelson**, *U. of Oregon*
Author: **Callen Anthony**, *New York U.*
Author: **Mary Tripsas**, *U. of California, Santa Barbara*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Issues of Effective and Ethical Leadership in Public Service Organizations



Digital Session Chair: **Stephen Teo**, *Edith Cowan U.*

PNP: **Ethical Leadership and Employees' Willingness to Report Unethical Behavior**      

Author: **Swee-Hoon Chuah**, *U. of Tasmania*
Author: **Diep Nguyen**, *Edith Cowan U.*
Author: **Stephen Teo**, *Edith Cowan U.*
Author: **Christine Soo**, *U. of Western Australia*

We provide empirical and theoretical insights to explain the mechanisms which enhance or suppress the impact of ethical leadership on employees' willingness to report unethical behavior. The present study extends the social information processing perspective by including individual and organizational influences (such as employee perceptions of unethical behavior, ethical climate, and the enforcement of a code of conduct) to examine how these factors influence how ethical leadership influence employees' willingness to report unethical behavior. Utilizing the two scenario-based experiments, we found that employees' perceptions of unethical behavior influence their willingness to report wrongdoings irrespective of their supervisor's ethical leadership behavior. Also, employees' willingness to report unethical behavior when organizations promote ethical leadership and enforce a code of conduct within a principled climate. We elaborate on the implications of these results to illuminate how organizations could encourage reporting behavior among employees.

Paper is Available to Meeting Registrants Only.

PNP: **High-Performance Work Systems and Ethical Leadership: A Case Study in a Pakistani Public Hospital**

Author: **Muhammad Faisal**, *School of Management, College of Business, RMIT U.*
Author: **Pauline Stanton**, *RMIT U.*
Author: **Michael Muchiri**, *RMIT U.*

This paper explores the relationships between contemporary human resource management (HRM) practices, ethical leadership, and employee attitudes and behaviours based on a case study research in a large tertiary care public hospital in Lahore, Pakistan. The study examined the extent to which high-performance work systems (HPWS) influenced employees organisational citizenship behaviour (OCB) through affective commitment (AC). Further, we examined how ethical leadership moderated the mediating relationship between HPWS and affective commitment to influence OCB. Survey data were gathered from 548 front-line doctors and nurses. Our findings suggest that first, AC positively mediated the relationship between HPWS and OCB in that when employees perceive and experience some level of HPWS they are more likely to experience affective commitment and in turn more likely to exhibit organisational citizenship behaviours. Second, AC positively mediated the relationship between EL and OCB. Similarly, those employees who experience ethical leadership are more likely to feel committed to the organisation and practice OCB. Third, we did not find the support for ethical leadership as a moderated mediation between HPWS and affective commitment to influence OCB. Finally, we discuss these findings and draw conclusions which highlight theoretical, managerial and practical implications for the public healthcare sector. Keywords: High-performance work systems, ethical leadership, affective commitment, organisational citizenship behaviour, public healthcare, Pakistan.

Paper is Available to Meeting Registrants Only.

PNP: **How do supervisors foster job satisfaction among public sector employees?**

Author: **Nhung Nguyen**, *Virginia Tech*
Author: **Tuan Trong Luu**, *Swinburne Business School, Swinburne U. of Technology*

Though the role of supervisors in leveraging public sector employees' job satisfaction has been empirically established, the mechanisms underlying this relationship have not been fully understood. Drawing upon conservation of resources theory, we theorize co-worker support and perceived reasonable workload as a two-phase mediation mechanism to link supervisor support to job satisfaction. Furthermore, based on complementary resources perspective, we propose that tangible job resources enhance the effects of supervisor support and co-worker support on reasonable workload perceived by employees. Results from structural equation modelling analysis with data from the 2019 U.S. Federal Employee Viewpoint Survey support our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Improving the Use of Advanced Quantitative Methods



Digital Session Chair: **Chi Hon Li**, *Texas A&MU*.

RM: **Curbing Claims Of Causal Direction Stemming From A Technique With Panel Data (WITHDRAWN)**

Author: **Christopher Dishop**, *Michigan State U.*
Author: **Rick DeShon**, *Michigan State U.*

A growing number of researchers in organizational science have begun using a statistical routine to support inferences of causal direction. The technique involves partialling a prior observation of the outcome variable, and doing so it thought to mitigate concerns of reverse causality. We review the technique and then evaluate its ability to discriminate directional effects using Monte Carlo simulations. Our results demonstrate that directional inferences cannot be established using this statistical approach and therefore suggest caution when directional inferences are based on statistical modeling only. We recommend that researchers emphasize assumptions and their justifications when making inferences rather than statistics alone.

Paper is NOT Available. Please contact the author(s).

RM: **The Application of the Difference-in-Differences Model in Strategic Management Research**

Author: **Chi Hon Li**, *Texas A&MU*.
Author: **S. Trevis Certo**, *Arizona State U.*

Sage Publications/RM Division Best Student Paper Award

Difference-in-differences (DD) models allow researchers to estimate changes between treatment and control groups after exogenous interventions or shocks. We reviewed research in strategic management and found that the use of DD models increased from 1 study in 2006 to 27 studies in 2020. Our review also found, however, that strategy researchers often overlook the two most important assumptions of DD models: as-if random assignment (i.e., endogeneity) and parallel trends (i.e., differences between two groups over time without the intervention). Specifically, we found that only 41% and 51% of the articles assess the validity of these two assumptions respectively. Such findings explain in part why strategy scholars have often inappropriately used DD models to examine endogenous treatment variables, such as corporate governance practices, international strategies, and corporate-level strategies. We develop simulations and find that violations of the model's assumptions bias parameter estimates. Our primary finding is that DD models do not resolve endogeneity concerns and are biased if the treatment is endogenous. We use our simulation results to provide straightforward recommendations to strategy scholars employing DD models.

Paper is NOT Available. Please contact the author(s).

RM: **Advancing Causal Inference: Differences-in-Differences vs. Bayesian Structural Time Series Models**

Author: **Jin-Su Kang**, *National Chiao Tung U.*
Author: **Stephen Thomas Downing**, *U. of Missouri*
Author: **Nabangshu Sinha**, *National Chiao Tung U.*
Author: **Yi-Chieh Chen**, *National Yang Ming Chiao Tung U.*

As competition becomes fierce and competitive environments change more dynamically than ever, understanding the implications of any strategic decision has become important for firms to maximize the effect of their resource allocation. Thus, evaluating the causal inference of strategy implementation is critical for strategists, yet few studies address practitioners' needs in this manner. While a few studies have prioritized the need for causal inference by employing the differences-in-differences (DD) method in management research, the inherent limitations of this method pose problems for the suitability and reliability of its results. Thus, this study aims to introduce a new approach for causal inference in management research, the Bayesian structural time series (BSTS) model. The BSTS analysis enables us to investigate causal inference from existing whether or not to when and how long. Using customer data from a Korean e-commerce platform, we show why BSTS can be superior to DD thereby providing a basis for subsequent use of causal inference studies delivering practical management implications.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Complexity of Interpersonal Relationships at Work

Digital Session Chair: **Sven Horak**, *St. John's U.*

HR: Collegiality and Co-Worker Relationship Quality at the Workplace

Author: **Sven Horak**, *St. John's U.*
Author: **Andreas Klein**, *Niederrhein U. OAS*
Author: **Henning Ahlf**, *WESTPHALIAN U. OF APPLIED SCIENCES*
Author: **Bindu Arya**, *U. of Missouri, St. Louis*
Author: **Shiming Xia**, *Doshisha Business School*

Regarding collegiality as a central element in today's globalized work environment, we provide insight into its influence in enhancing co-worker relationship quality. Utilizing social exchange theory to examine how interpersonal factors influence co-worker relationship quality among a group of 346 white-collar employees, we find that although co-worker commitment positively influences co-worker relationship quality, there is no indication that coworker-trustworthiness has a direct effect on co-worker relationship quality. Our findings suggest that the importance of trustworthiness in the workplace may have been overestimated. Our work therefore suggests that co-worker commitment appears to be the central construct contributing to better co-worker relationships.

Paper is Available to Meeting Registrants Only.

HR: Reactions to Impression Management Behavior: Effects of Situational Strength and Attributions

Author: **Lynn A. McFarland**, *Darla Moore School of Business, U. of South Carolina*
Author: **William Benjamin Ward**, *U. of South Carolina*
Author: **Silvia Clark**, *Darla Moore School of Business, U. of South Carolina*

Although impression management research has yielded great insights, there are a number of discrepancies in prior research. It is likely that these discrepancies are due, in part, to a lack of an explicit consideration of the context in which impression management behavior occurs. This study seeks to advance impression management theory and research by examining the effects of context on the consequences of impression management behavior. Specifically, based on an integration of attribution theory and research on situational strength, we propose that the context in which impression management occurs has implications for how others perceive an individual's impression management use; thereby affecting important outcomes (e.g., evaluations of the individual). As predicted, we find that strong situations (characterized by high evaluative potential) are more likely to prompt external attributions for ingratiation behaviors. Further, the attributions observers make for workplace behavior relate to evaluations of the ingratiation. Altogether, this research helps reconcile discrepancies in past research and offers a more nuanced understanding of the consequences of impression management behaviors in the workplace.

Paper is Available to Meeting Registrants Only.

HR: How Organizational Politics and Subjective Social Status Moderates Job Insecurity-Silence Relations

Author: **SuJin Son**, *Chosun U.*
Author: **Tae Seok Yang**, *Associate Professor of Management (OB/HR), Western Illinois U.*
Author: **JUNSUPARK**, *Sungkyunkwan U.*

Drawing from the conservation of resource theory, this study examines the relationships between job insecurity and two types of employee silence (i.e., acquiescent silence [AS] and defensive silence [DS]) and the potential role of perceived organizational politics in this relationship. It predicts that the subjective social status of employees moderates the two-way interaction effect of job insecurity and perceived organizational politics on these two types of silence. Using data of 350 employees in South Korea, we found that the relationship between job insecurity and employees' AS is stronger for individuals who perceive their organizations to be highly political. The study's results also indicated a three-way interaction between job insecurity, perceived organizational politics, and employees' subjective social status on employees' AS, such that in a highly political work environment the relationship between job insecurity and employees' AS is stronger, especially for employees with low social status. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

HR: The Initiative Paradox: Relational Crafting, Social Undermining and Workplace Loneliness

Author: **Yu Kang**, *U. of Electronic Science and Technology of China*
Author: **Lu Chen**, *U. of Electronic Science and Technology of China*
Author: **Kaixuan Tang**, *U. of Electronic Science and Technology of China*
Author: **Yilin Xiang**, *U. of Electronic Science and Technology of China*

Drawing upon the transactional theory of stress, we investigated the influencing mechanism between relational job crafting and workplace loneliness and its boundary condition from a social interaction perspective. A multiple-source, multi-wave field study was conducted with data collected from 267 employee-peer dyads in three Chinese firms. The results showed that there is an inverted U-shaped relationship between promotion-oriented relational crafting and loneliness via peer social undermining. Meanwhile, prevention-oriented relational crafting is positively related to loneliness through the mediating of peer social undermining. Moreover, impression management motive moderates the inverted U-shaped relationship between promotion-oriented relational crafting and peer social undermining. Implications of these findings for reducing workplace loneliness are discussed.

Paper is NOT Available. Please contact the author(s).

Author: **Ekta Johar**, *Indian Institute of Management, Ahmedabad*

Author: **Manjari Singh**, *Indian Institute of Management, Ahmedabad*

Our study attempts to bridge the gap in the management literature with respect to the impact of social networks on HRM systems in the Asian context. We specifically examine the formation and the influence of social ties in the Indian scenario. Based on a comprehensive review of the literature, we have developed a conceptual framework which contextualises the fictive kinship ties from the sociocultural as well as the professional perspectives. The sociocultural perspective incorporates intrinsic features such as caste, regionalism, etc. and their extrinsic manifestations through cultural artefacts. The fictive kinship ties from professional perspective include educational and corporate alumni networks. The framework further illustrates the influence of these fictive kinship ties on various HRM processes and decision making within the organisation. The theoretical and practical implications of the framework have been discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Under-represented Voices

Digital Session Chair: **Jungwon Min**, *Sophia U.*

SIM: Black Companies Love You, the Challenge-seekers: A Symbolic Disguising of Black Companies in Japan

Author: **Jungwon Min**, *Sophia U.*

Symbols can be used to mask or embellish firms' unfair or exploitative labor practices. This study defines this abuse of symbolic management of exploitative firms as symbolic disguising and examines it in the context of black companies in Japan. Black companies refer to firms that coerce employees into overly harsh or hostile working conditions in Japan. This study argues that to avoid being categorized as a black company, exploitative firms, defined as those imposing long overtime hours and low wages, engage in symbolic disguising in recruitments: they frame their ideal candidate profile (ICP) statement with a symbolic word that can sugarcoat their demanding working conditions. To test this argument, this study analyzed ICP statements of 1 238 Japanese firms between 2006 and 2017 based on topic modeling. The results show that exploitative firms tend to frame their ICP statement describing challenging work. This tendency is particularly evident for those with few employees or a high ratio of female employees. The results provide new insights into the literature on symbolic management: the dark side of symbolic management.

Paper is NOT Available. Please contact the author(s).

SIM: Historical hangover as a driver of power differential: A case study of the Niger Delta.

Author: **Alim Abubakre**, *Coventry U., School of Strategy and Leadership*
Author: **Ismail Adelopo**, *U. of the West of England*
Author: **Denise Baden**, *Southampton Business School, U. of Southampton*

This study seeks to understand the drivers and implications of power differentials between Multinational Corporations (MNCs) and their stakeholders. While some studies have explored the dynamics of the relationship between powerful MNCs and weak stakeholders, very few studies have considered the role of history as a driver of the power imbalance to explain MNC behaviours in developing countries. This study explores history as a driver of power imbalance in favour of the Multinational oil companies (MNOs) when compared to a weak stakeholder that is the local community in Nigeria's upstream sector of its oil and gas industry. The key theme emerging from 75 interviews with managers of MNOs and stakeholders is 'historical hangover'. Historical hangover articulates how past legacies of MNOs' home countries strengthen the influence of MNOs in Nigeria, leading to a power imbalance in favour of MNOs over stakeholders such as the local communities. The consequence of the historical hangover leading to power imbalance are critical ethical challenges for society and leads to corporate social irresponsibility with impunity.

Paper is Available to Meeting Registrants Only.

SIM: Beautifying Struggle: Food Workers, Dehumanization, and Hope

Author: **Michael B. Elmes**, *Worcester Polytechnic Institute*

This paper considers the dehumanization of workers in the industrial food system and how their struggles could, from an ethical and aesthetic perspective, be made more beautiful. It begins with an overview of the literature on the nature of dehumanization, the nature of struggle in organizations, and aesthetic knowledge as ethics. It then considers the plight of one category of dehumanized food workers, meatpacking workers, and how they have suffered, particularly during the COVID-19 pandemic of 2020. It presents a farmworker organization, the Coalition of Immokalee Workers, that has succeeded in re-humanizing their struggle with growers and food retailers, improving pay and working conditions, and establishing a Fair Food certification process in the Southeastern U.S. The implications for how struggles in other dehumanizing contexts such as meatpacking might be beautified are explored as are the implications for future research.

Paper is Available to Meeting Registrants Only.

SIM: Back to the Roots: Indigenous Resurgence and Decolonization

Author: **Ana Maria Peredo**, *U. of Victoria*

In recent decades, we have witnessed increasing global Indigenous mobilization against extractivism. At the same time, we have witnessed efforts of Indigenous peoples aimed at cultural resurgence. In this paper, using a post-colonial lens, we analyze a case of resurgence in Canada. Colonization in Canada, as elsewhere, deprived Indigenous Peoples of their access to traditional land and resources, attempted to incorporate them into the capitalist economy, and in the process established their dependent relationship in a welfare state. We argue that resurgence efforts of T'Sou-ke First Nation to build a program aimed at recovering independence and based in renewable energy, domestic food production and cultural revitalization are the basis for decolonization. The resurgence initiatives in this Indigenous nation enlarges our understanding of the dynamics of colonialism in a settler society.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1042** | Submission: **17572** | Sponsor(s): **(CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00PM - 9:30PMET (UTC-4)**

Work-Family Interface Dynamics

Digital Session Chair: **Mina Beigi**, *Southampton Business School, U. of Southampton*

CAR: Do behavioral intentions matter? A diary study on work-related ICT-use after work hours 

Author: **Niels Gadeyne**, *U. of Leuven (KU Leuven), Belgium*
Author: **Marijke Verbruggen**, *KU Leuven*

This paper draws upon the theory of planned behavior (TPB) to study daily work-related ICT-use after work hours. The focus of this paper is threefold. First, little is known about what drives daily fluctuations in employees' work-related ICT-use after work hours. Building on TPB, we study daily behavioral intentions to engage in work-related ICT-use as an antecedent of such ICT-use. Second, in line with TPB, we propose that behavioral intentions serve as a mediator in – and thus helps explain – the relations between previously found antecedents (i.e. norms and preferences) and daily work-related ICT-use after hours. Third, we extend earlier research on moderating factors on the effects of such ICT-use by exploring whether daily behavioral intentions buffer adverse effects of daily work-related ICT-use after hours. We tested our hypotheses using a daily diary study with two measurement points a day during 5 days. In total, 186 employees filled out the diary study during, on average, 4.21 work days. Results of this study indicate that daily intentions to engage in work-related ICT-use after hours predict such ICT-use later, and moreover, that behavioral intentions mediates the relation between both integration preferences and norms and actual work-related ICT-use after hours. Jointly, this findings suggest that the theory of planned behaviors serves as a valid perspective to study daily work-related ICT-use after hours. Moreover, contrary to expectations, on days employee's have higher behavioral intentions, the adverse effects of work-related ICT-use after work hours on both work-to-home conflict and psychological detachment are amplified rather than buffered.

Paper is Available to Meeting Registrants Only.

 **CAR: Keep Calm and Work from Home: Strategies Used by Dual-Earner Households with School-Age Children**  

Author: **Mina Beigi**, *Southampton Business School, U. of Southampton*
Author: **Melika Shirmohammadi**, *U. of Houston*
Author: **Wee Chan Au**, *Monash U., Malaysia*
Author: **Chira Tochia**, -
Author: **Azadeh Hashemian**, -

Carolyn Dexter Award Nominee

We examine how dual-earner couples with school-age children who worked from home during the COVID-19 lockdown adjusted to the changes it brought to their lives. To do so, we conducted a qualitative study of 28 dual-earner households who had at least one school-age child, resided in China, Iran, Malaysia, the United Kingdom, or the United States, and worked from home during the lockdown. In each household, we interviewed the parents (56 in total), and we asked at least one child to draw their work-from-home experience and narrate the drawing. Informed by resource-based work-home interface and family stress models, we outline the resources and demands generated by working at home as a family, as well as the strategies families employed to manage their collective work-from-home. Families adopted collaborative, attentive, and relational strategies to fit their demands and their resources, while using delegative and negligent strategies to manage their unmet demands. We extend the work-from-home scholarship to a collective level, and wed it with the family stress model to explain the dynamics of collective work-from-home. At a practical level, the strategies presented in our work can inform employers of dual-earner couples and families experiencing similar dynamics.

Paper is Available to Meeting Registrants Only.

CAR: What do we want now or later? Work-family decisions in a dual-earner context. 

Author: **Elisabeth Abraham**, *KU Leuven*

Dual-earner couples regularly make work-family decisions; i.e., decisions to deal with conflicts between work and family. Such decisions occur on a daily basis (e.g. when a family event interferes with a work deadline), but they can also relate to more long-term – or anchoring – choices about how to combine career and family plans (e.g. whether to work part-time, move elsewhere, ...). Existing work-family research has mainly explored decision-making as a rather coherent and logical process. However, human choices are also characterized by automatic thinking processes, which are inherently prone to cognitive errors and can lead to suboptimal outcomes. In this theoretical paper, we argue that work-family conflict and dual-earner decision-making elicit specific conditions of uncertainty and complexity, making automatic thinking more likely. By drawing on behavioral decision-making literature, we develop several research propositions on how cognitive biases can impact short- and long-term decisions in a dual-earner context. We theorize that in the short run, individual partners tend to focus on avoiding immediate costs, choosing options that are not necessarily in line with couple commitments. For long-term decisions, partners may disproportionately focus on potential losses or coping challenges, thereby missing out on desirable work-family choices for the couple as a whole. Our propositions may guide work-family researchers to think about and include cognitive biases in their future studies.

Paper is Available to Meeting Registrants Only.

CAR: Do I Have a Better Family Life When Working With a Humorous Leader? A Dual Pathway Investigation 

Author: **Angela Jie Xu**, *Jinan U.*
Author: **Lei Wang**, *Dongbei U. of Finance and Economics*
Author: **Fufu Sun**, *Shanghai U. of Finance and Economics*

Managing positive employee work-family interface has been an essential responsibility for today's leaders. Meanwhile, humor emerges as a popular and cost-effective leadership practice. Nevertheless, the impact of leader humor on employees' family domain is largely unknown. Drawing upon work-family resources model, we propose that leader humor leads to information inadequacy, which is harmful to employee work-to-family enrichment on the one hand. On the other hand, it arouses employees' positive affect, which is beneficial for their family pursuits. We further contend that quality information and affect resources exchanged with teammates (indicated by team-member exchange, TMX) would weaken the dual impact of leader humor on employee work-to-family enrichment. A three-wave data from 285 full-time working employees evidenced the information loss and positive affect gain pathways linking leader humor to employee work-to-family enrichment. TMX was found to buffer leader humor's detrimental effect on information adequacy but not sway its beneficial effect on positive affect, which in turn facilitates employee work-to-family enrichment. Important theoretical and practical implications are provided regarding how organizations can capitalize on leader humor and encourage positive employee work-family interface.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1043** | Submission: **11497** | Sponsor(s): **(ENT, STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00PM - 9:30PMET (UTC-4)**

Innovation, Entrepreneurship, and The Supply of Scientific and Inventor Human Capital

Innovation and Entrepreneurship



Panelist: **Lee Fleming**, *U. of California, Berkeley*
Panelist: **Matt Marx**, *Cornell U.*
Panelist: **Benjamin Balsmeier**, *U. of Luxembourg*
Panelist: **Seungryul Ryan Shin**, *Seoul National U.*

This panel symposium assembles four papers and researchers at the intersection of research on innovation, entrepreneurship and scientific human capital. We first discuss the localization of knowledge and how physical presence and proximity of inventors influence knowledge flows within and across technology classes. Then, the value of scientific human capital, specifically inventors and scientists, is discussed in the aspects of innovation and entrepreneurship. We extend the discussion to where the supply of scientific human capital comes from. Each panelist introduces relevant findings that are based when possible on strong identification, including exploitation of inventor death events, a shift-share instrument based on historic census data for regional mobility of human capital, and field experiment on STEM students. Avenues for future research will be discussed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1044** | Submission: **15575** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00PM - 9:30PMET (UTC-4)**

Understanding Workspace Aesthetics: A PDW Proposal

Workspace Atmospherics



Participant: **Tom Stafford**, *Louisiana Tech U.*
Participant: **Neal M. Ashkanasy**, *U. of Queensland*
Participant: **David Boggs**, *Eastern Illinois U.*
Participant: **Oluremi B. Ayoko**, *U. of Queensland*
Participant: **Joe Story**, -

Sustainable competitive advantage depends on the human capital of an organization, and firms make significant capital investments in aesthetically appealing workplaces as much to motivate existing workers of the firm as to serve as a visible workplace benefit to attract recruits. In the literature and in managerial practice, there are periodic considerations of the influence of workspace aesthetics have on worker motivations, but there is little yet that is programmatic on the topic in the field of management, since the investigation of workspace aesthetics spans several functional and theoretical disciplines including psychology, sociology and management theory. This PDW proposes to bring together several of these disciplines in a panel which will lead to a discussion of the increasingly important role of workspace design and aesthetic qualities in the increasingly “open” offices inhabited by the modern workforce. Factors of critical consideration include the need to retain personal identity in the increasingly open office plans of the modern workforce, and sometimes the industrial psychology sensibilities of organizational behavior are the appropriate lens through which to observe emerging trends and practices. In other cases, sociological theory and research methods bring value. In yet others, social cognition perspectives on judgment and motivation is also cogent. This PDW proposes to bring leading thinkers in several of these areas together to inform attendees on new trends in workspace design, as well as stimulate debate on the emergent field of workspace aesthetics as a field of study within the larger perspective of organizational behavior research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gossip, Envy & Bragging

Digital Session Chair: **Trevor Spoelma**, *U. of New Mexico*

OB: Cross-Domain Effects of Negative Workplace Gossip on Employee Life Satisfaction

Author: **Jun Xie**, *Guangdong U. of Foreign Studies*
Author: **Hanjing Chen**, *Guangdong U. of Foreign Studies*
Author: **Qihai Huang**, *Huddersfield Business School, U. of Huddersfield, UK*
Author: **Jessica (Yongyi) Liang**, *school of management, Jinan U.*

Drawing upon psychological detachment theory, the present study investigates the cross-domain effects of negative workplace gossip on life satisfaction by examining the mediating role of psychological detachment difficulty and the moderating role of family-supportive supervisor behaviours (FSSB). The results from a three-wave field survey of 329 employees in China indicate that perceived negative workplace gossip is positively related to the target employees' detachment difficulty and that detachment difficulty mediates the relationship between perceived negative workplace gossip and life satisfaction. Moreover, FSSB negatively moderates the relationship between perceived negative workplace gossip and detachment difficulty, such that the relationship is weaker when FSSB is higher. Furthermore, FSSB also negatively moderates the mediating effect of detachment difficulty between perceived negative workplace gossip and life satisfaction, such that the indirect effects are weaker when FSSB is higher. The theoretical and managerial implications of these findings are discussed.

Paper is NOT Available. Please contact the author(s).

OB: More than idle talk: Examining the effects of positive and negative team gossip

Author: **Trevor Spoelma**, *U. of New Mexico*
Author: **Andrea L. Hetrick**, *U. of New Mexico*

Supported by meta-analytic evidence, the general consensus in the teams literature is that the more a team communicates, the better. However, one type of communication that appears at odds with this view is gossip—a behavior traditionally viewed as harmful in organizations. We propose that one way to uncover potential benefits of gossip in teams is to focus on the valence (positive or negative nature) of the gossip. Drawing on expectancy theory, we propose team gossip indirectly influences team performance through social loafing because it plays a key role in shaping beliefs about effort in team contexts; effects determined by team gossip valence. We hypothesize that positive team gossip decreases social loafing, whereas negative team gossip increases it. In turn, we expect that through social loafing, positive team gossip has a positive indirect effect on team performance, whereas negative team gossip has a negative indirect effect. We test these predictions in a sample of 63 self-managing teams. We find support for our predictions regarding positive team gossip but not regarding negative team gossip. Our findings point to the potential benefits of gossip and highlight why efforts to abolish gossip in organizations may impair team effort and performance.

Paper is NOT Available. Please contact the author(s).

OB: Do not ask, but you shall receive: Newcomer reactions to receiving negative gossip about supervisors

Author: **Daroon Jalil**, *PhD student at Old Dominion U.*
Author: **Xiaohong Xu**, *Old Dominion U.*
Author: **Lixin Jiang**, *U. of Auckland*

As research regarding the targets and initiators of workplace gossip is gaining traction, one perspective that remains overlooked is the gossip receiver. Organizational newcomers, who use social information to navigate an unfamiliar organizational terrain, are a particularly relevant population to study the impact of receiving negative gossip. We propose a parallel moderated mediation model in which receiving negative gossip about supervisors has contradicting effects on newcomer job anxiety through perceived social inclusion and negative rumination, and agreeableness as a boundary condition of the effects of receiving negative gossip about supervisors. We collected data from 202 newcomers using a four-wave time-lagged design and found that receiving negative gossip about supervisors increased newcomer job anxiety via negative rumination but did not decrease job anxiety via perceived social inclusion. Further, agreeableness moderated the effect of receiving negative gossip about supervisors on negative rumination (but not perceived social inclusion) such that the effect of receiving negative gossip about supervisors on negative rumination was stronger for less agreeable newcomers. Lastly, the indirect effect of receiving negative gossip about supervisors on job anxiety via negative rumination was stronger for less agreeable newcomers. Theoretical and practical implications specific to gossip and newcomers are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Approach or Avoidance: Contrasting Effects of Envy-Related Coping Strategies

Author: **Timea David**, *Institute of International Business, National Cheng Kung U.*
Author: **Hsi-An Shih**, *National Cheng Kung U.*

High performing employees are often expected to take initiative and engage in extra-role activities. But the harmful consequences of coworker envy stemming from outperformance might discourage employees to take initiative—a disrupting factor that management scholars yet to fully understand. With the present research, we hope to address this deficiency and provide a deeper analysis of the envy-proactivity link. We draw upon regulatory theories and examine how approach and avoidance motivations of envied employees drive distinct patterns of their envy appraisal and subsequent coping strategies. Our findings suggest that the extent to which individuals focus on the potential negative impact of envy on themselves, drives the selection of avoidant coping strategies, which hinders proactivity. However, concern towards the envier stimulate approach motivated coping strategy, which in turn can enhance proactive behaviors. Our pilot study conducted among international working professionals provided initial evidence that self-oriented concern in the face of envy stimulate distancing behaviors (avoidance motivation), whereas other-oriented concern prompts envied individuals to engage in courtesy (approach motivation). Study 2 demonstrated that these two mechanisms have contrastive effect on proactivity: the serial mediation was negative through self-oriented concern and distancing, but positive through other-oriented concern and courtesy. An experimental design in Study 3 further strengthen the robustness of these findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1046** | Submission: **15509** | Sponsor(s): **(OB, HR, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00PM - 9:30PMET (UTC-4)**

Appreciating The Relational Nature of Gratitude in the Workplace

Appreciating Gratitude in the Workplace



Organizer: **Lauren Rachel Locklear**, *Texas Tech U.*
Discussant: **Russell Cropanzano**, *U. of Colorado, Boulder*
Presenter: **Jiaqing Sun**, *U. of Illinois at Chicago*
Presenter: **Lauren Rachel Locklear**, *Texas Tech U.*
Participant: **Mark G. Ehrhart**, *U. of Central Florida*
Participant: **Hayley Morrison**, *U. of Central Florida*
Participant: **Alexander Madsen Sandvik**, *NHH Norwegian School of Economics*
Participant: **Steven Whiting**, *U. of Central Florida*
Presenter: **Liuba Belkin**, *Lehigh U.*
Participant: **Dejun Kong**, *U. of South Florida*
Presenter: **Katina Sawyer**, *George Washington U.*
Participant: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Participant: **Michelle K Duffy**, *U. of Minnesota*
Participant: **Kristin L. Scott**, *College of Business, Clemson U.*
Participant: **Elizabeth A. Adair**, *California State U., Monterey Bay*

The field of organizational psychology is currently in what some scholars have referred to as an affective era (Judge et al., 2017) and have called for examinations of discrete emotions at work. In response to these calls, the subject of gratitude has recently received attention in management research. Though knowledge has accumulated regarding the moral and well-being functions of gratitude, much less is known of the relational functions of gratitude in organizations. Therefore, the purpose of this symposium is to explore the relational nature of gratitude through examinations of expressed, felt, and normative gratitude within-persons, dyads, and groups. Specifically, this symposium demonstrates the many ways gratitude can enhance relationships at work and foster positive employee behaviors. This symposium consists of four papers. The first paper investigates employee outcomes of receiving gratitude from supervisors. The second paper examines the emergence and impact of gratitude norms in teams. The third study examines leader and follower self-transcendent emotions in the COVID-19 pandemic. Finally, the last paper explores how mindfulness can influence greater helping behavior at work by stimulating state gratitude. Together, these papers advance understanding of the positive impact of gratitude on employee relationships and positive behaviors. We believe that this symposium showcases the importance of gratitude in organizations and will motivate future research in this area.

This session will be live and an open meeting-style session. Please note that the session will also be recorded.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1047** | Submission: **13929** | Sponsor(s): **(OMT, CMS, ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00PM - 10:00PMET (UTC-4)**

**System Change, not Climate Change: Opportunities and Constraints
in Current and Alternative Systems**
System Change, not Climate Change



Organizer: **Ana Maria Peredo**, *U. of Victoria*
Panelist: **Paul S. Adler**, *U. of Southern California*
Panelist: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Panelist: **Pratima Bansal**, *Ivey Business School*
Panelist: **P Devereaux Jennings**, *Alberta School of Business*
Panelist: **John M. Jermier**, *U. of South Florida*
Facilitator: **Zlatko Bodrozić**, *U. of Leeds*
Participant: **Ana Maria Peredo**, *U. of Victoria*

In the past few decades, we have seen the gradual emergence of organization and management research that addresses what firms can do to mitigate climate change and other environmental dangers. As others have noted, much of our field's research has focused on the firm level, aiming to explore how firm-level choices can help or harm the environment. Rich as this research has been, however, the broader system—the rules of the game—limit what firms can do in the face of the climate crisis. So management scholarship must move beyond its current focus on firm-level and individual-level behavior, to focus more attention on the broader system that sets the rules of the game. The environmental crisis is, in this sense, similar to other 'grand challenges' whose scale and urgency have pushed numerous thought-leaders in our field to urge us to broaden our focus. To understand and respond to the climate emergency, we need to focus on the political-economic-cultural systems within which firms and individuals operate and on what plausible, different systems could better support local efforts to respond to environmental challenge. The overall goal of this PDW is to help our field develop the conceptual tools we need to understand our challenges at the system level and to contribute to the policy debates at that level. To accomplish this, the PDW will feature speakers offering a range of views. It will also create space for dialogue among them and with other participants.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1048** | Submission: **10937** | Sponsor(s): **(RM, OB, HR, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00PM - 9:30PMET (UTC-4)**

What Is Trustworthy MTurk-Based Research? Recommendations for Authors and Reviewers



Recommendations for Trustworthy MTurk Research

Participant: **Isabel Villamor**, *George Washington U.*

Participant: **Ravi Ramani**, *Morgan State U.*

Participant: **Herman Aguinis**, *George Washington U.*

Amazon's Mechanical Turk (MTurk) is the most pervasively-used online marketplace for conducting research in management and related fields. However, there are significant concerns that call into question the validity of research conclusions based on MTurk data (e.g., Barends & de Vries, 2019; Hydock, 2018; Zack, Kennedy, & Long, 2019). Accordingly, the goal of our professional development workshop (PDW) is to offer best-practice recommendations regarding how to design, implement, and report MTurk studies. Our recommendations are aimed at researchers planning on using MTurk as well as those who evaluate manuscripts describing MTurk-based research (i.e., journal reviewers and editors). Based on a review of 146 sources, our PDW will provide a summary of MTurk's practical and logistical benefits and a detailed analysis of 10 particularly salient features of MTurk research and their concomitant threats to internal, external, construct, and statistical conclusion validity (e.g., participant inattention and misrepresentation, vulnerability to web robots, MTurker non-naïveté, perceived researcher unfairness). We will then offer 10 best-practice recommendations to address those threats during research planning, research implementation, and reporting of results (e.g., decide qualifications used to screen MTurkers, formulate compensation rules, approve or deny compensation). Also, our session will offer participants opportunities to discuss specific questions or concerns they have about conducting research on MTurk. Finally, we will provide a hands-on demonstration of how to implement each of these recommendations and conduct an MTurk study that minimizes the validity threats of associated with this data collection method.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1049** | Submission: **11252** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 8:00PM - 9:00PMET (UTC-4)**

STR Social - US PM Time Zone (all global regions invited)
STR Social - US PM Time Zone

Participant: **Michael J. Leiblein**, *Ohio State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Nonmarket Strategy in the Global Context

Digital Session Chair: **Wen Helena Li**, *U. of Technology, Sydney*

STR: Firm–Government Geographic Distance and Firm Philanthropy in China

Author: **Wei Liu**, *The U. of Sydney*

Author: **Wen Helena Li**, *U. of Technology, Sydney*

This study examines the impact of a firm's geographic distance to its local government on the firm's philanthropic giving in an emerging economy. Drawing on the geography strategy literature and the literature conceptualizing corporate social responsibility (CSR) initiatives as signals to relevant stakeholders, we posit that a firm located distantly from its local government tends to make more philanthropic donation to signal its goodwill, with the hope to overcome the geographic distance-induced information asymmetry, so that it can retain reciprocity in its social exchange with the government. More important, this positive relationship between firm-government geographic distance and government-oriented philanthropic donation becomes weaker when the firm has political connections or the local media in the region is well developed, both of which can attenuate the information asymmetry tied to geographic distance. We find support for our hypotheses by analyzing two complementary samples: the cross-sectional sample of 1,088 privately owned firms from the Chinese Private Enterprise Survey in 2000 and the panel data of 6,247 firm-year observations from Chinese publicly listed private firms between 2010 and 2015. Both the theoretical and policy implications of our findings are discussed.

Paper is Available to Meeting Registrants Only.

STR: The Insurance Mechanism of CSR: Evidence from the Anti-Corruption Code of Conduct in Russia (WITHDRAWN)

Author: **Yulia Muratova**, *Aarhus BSS, Aarhus U.*

CSR initiatives help firms to establish goodwill with stakeholders and yield insurance-like benefits in the case of a negative event. However, the exact mechanism shaping this process is unclear. This study aims to contribute to the exploration of the mechanism linking CSR initiatives with corporate outcomes, by empirically focusing on a relationship between the adoption of an anti-corruption code of conduct and lawsuits against signatory firms in Russia. By deploying a difference-in-difference methodology, this study finds that a firm's anti-corruption efforts increase the number of lawsuits against the firm. Empirical evidence suggests that this is due to two mechanisms: transparency and non-conformity with stakeholder expectations. The findings have implications for the CSR literature and anti-corruption policies in emerging markets.

Paper is NOT Available. Please contact the author(s).

STR: Corporate Political Influence around the World

Author: **Daniel Blake**, *IE Business School*

Author: **Srividya Jandhyala**, *ESSEC Business School*

The extent of corporate political influence – the ability of firms to obtain favorable policies from politicians – varies significantly across countries. Drawing on selectorate theory, a perspective developed in political science, we argue that political leaders' proclivity to alter public policies in response to firms' demands reflects the size of the winning coalition whose support they need to remain in power. In countries with small winning coalitions, political leaders trade preferential policies for a share of the rents, which allows them to stay in power by buying the support of a small coalition. Because this is inefficient in countries with large winning coalitions, leaders prioritize the provision of public benefits and are less likely to concede to firms' preferential policy demands. We hypothesize that the negative relationship between the size of a country's winning coalition and corporate influence is observed for firms that offer goods of political value, particularly, large, foreign, and politically connected firms. Analysis of survey data of up to 9918 firms across 37 developing and emerging market countries provides support for our arguments. Our study advances extant research by providing a theoretical framework for comparing corporate influence and the supply side of political markets across countries.

Paper is Available to Meeting Registrants Only.

STR: Resource dependence roles of business and political directors: China's anti-corruption campaigns

Author: **Yue Wang**, *Jones Graduate School of Business, Rice U.*

Author: **Hong Zhang**, *Wuhan U.*

How firms change board composition to manage multiple resource dependence relations with external forces? Standing from the viewpoint of resource dependence theory, we argue for two types of directors, political directors and business directors, and how they link firms with two external environments, the market environment and the political environment. In the context of Chinese anticorruption campaigns, using a difference-in-difference (DID) approach, we find that firms affected by the anticorruption campaigns are more likely to increase the number of business directors and decrease the number of political directors on board after the movement. We also find a moderation effect that the positive influence of the campaigns on business directors are stronger for state-owned companies, while the negative effect on political directors are weaker for firms in a region with a high degree of marketization. The moderation reveals the interactive relations between firms' dependence on the market and its dependence on the government. These findings contribute to the literature on firms' board composition, resource dependence theory and non-market strategies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Risk, Crises, and Turnaround

Digital Session Chair: **Wein-Hong Chen**, *National Dong Hwa U.*

STR: Sources of Enterprise Resilience in Times of Global Crisis: A Fuzzy Set Analysis  

Author: **Wein-Hong Chen**, *National Dong Hwa U.*

Global crises have become more evident in the twenty-first century and witnessed success and failure of enterprises. Along with the rising occurrence of global crises, enterprise resilience becomes a hot topic among business scholars, consultants, and policy makers. This study adopts the set-theoretic methodology and explores configurations of resource slack, executive compensation, and CEO duality that contribute to or hamper enterprise resilience. The results reveal certain resource slack bundles combined with absence of CEO duality as sources of enterprise resilience. This study makes unique contributions by exploring sources of enterprise resilience, an under-explored but a rising area of interest in the field of business management.

Paper is Available to Meeting Registrants Only.

STR: Organizing for Value Creation and Managing Risk: Study of Indian Pharmaceutical Ecosystem 

Author: **Mayank Aggarwal**, *Indian Institute of Management, Ahmedabad*

Researchers and managers are increasingly looking at ecosystems as the locus of value creation for firms. But even with full information and rational expectations, inherent randomness and probabilistic nature of the value creation process create complexities for the firm. Firms maximize their value while minimizing the risk due to chance events. But how firms manage this risk? Why firms prefer a relationship with one firm and not another? We answer these questions by presenting a formal model of the firm's complementary interactions. Drawing from the possibilities of ideas and technologies available to firms to manage complementarities and avoiding extreme events, firms maximize their output by establishing and managing a complementary relationship. We empirically test the findings of the model in the context of the Indian pharmaceutical ecosystem. We find that firms minimize their risk by establishing relationships with multiple firms. The interactions with firms with high resource asymmetry and competitive relationships give rise to the highest complementarity. Our findings contribute to the literature on ecosystems and randomness and guide managers to create value in an increasingly interconnected industry ecosystem.

Paper is Available to Meeting Registrants Only.

STR: Financial Restatements in a Time of Turbulence, Leverage, and Rational Expectations  

Author: **Grigorios Livanis**, *Ohio U.*
Author: **J Michael Geringer**, *Ohio U.*
Author: **Aaron Wilson**, *Ohio U.*

Using agency theory and transaction cost economics as a conceptual foundation, this study uses backward- and forward-looking measures, sales instability and market leverage, to examine likelihood of financial restatement. We test hypotheses using a sample of 43,876 firm-year observations from 2005-2018, involving 5,397 firms and 3,991 restatements. As hypothesized, higher levels of sales turbulence as well as higher levels of market leverage increase likelihood of restatement. Although firms evidencing sales increases over prior years have lower likelihood of restatement, examination of interaction reveals this effect is reduced when such increases occur in the context of increased sales turbulence or increased levels of leverage.

Paper is Available to Meeting Registrants Only.

STR: Effective Turnaround for SMEs: Interaction between Insolvency Proceedings and Retrenchment Strategies

Author: **Rachid Achbah**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Author: **Marc Frechet**, *Jean Monnet U.*

Extant research on turnaround acknowledges that when a firm begins to experience financial difficulties, retrenchment is the most frequent response. Should this strategy be unsuccessful, the firm proceeds to legal treatment through insolvency proceedings. However, little is known about the fact how firms' can consider simultaneously or successively the use of out-of-court and in-court restructuring strategies. The goal of this study is to investigate the impact of the interplay between insolvency proceedings and retrenchment strategies on firm survival. We use a Cox proportional hazards model to predict survival probability on a sample of French SMEs. Our main findings are that the opening of insolvency proceedings has a significant and negative impact on firms' life expectancy. The influence of retrenchment differs whether it concerns employees or assets. Retrenchment in employees has a general and negative influence on firm's survival, but we find that this influence is even more pronounced in the presence of insolvency proceedings. In contrast, assets retrenchment increases firms' life expectancy. In this case, we observe that the insolvency proceedings increase this positive impact on survival likelihood. This research is likely to help researchers, legislators, and managers to better understand the effective use of retrenchment strategies within insolvency proceedings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Firm Innovative Performance

Digital Session Chair: **Tianjiao Xia**, *U. of East Anglia*

TIM: How Does Cross-national Knowledge Distance Influence Host Innovation?    

Author: **Tianjiao Xia**, *U. of East Anglia*
Author: **Xiaohui Liu**, *Loughborough U.*

How do advanced economy multinational enterprises (AEMNEs) leverage cross-national knowledge distance for their emerging market innovation? Drawing on an embeddedness perspective, we examine and extend the 'learning-by-hiring' and 'learning-by-exporting' logics for a better understanding of AEMNEs' innovation activities in a dissimilar knowledge context where strong cross-national differences persist. We predict that the recruitment of local talents and third-country exporting as two mediators that shape and filter AEMNEs' access and integration of geographically distant knowledge for their emerging market innovation. We further predict an inverted U-shaped effect of third-country exporting on AEMNEs' innovativeness and a crowding-out effect of the recruitment of local talents on third-country exporting as an innovation mechanism. Our analysis of 534 AEMNEs operating in China offers support for our conjectures. Our study offers important implications on how to manage multiple embeddedness across AEMNEs' global networks for their innovation to flourish in emerging economies.

Paper is NOT Available. Please contact the author(s).

TIM: Strategic Roles and the Evolution of Innovation Units: A Process Model 

Author: **Lisa Canova**, *U. of Geneva*
Author: **Katherine Tatarinov**, *GSEM - U. of Geneva*
Author: **Tina C. Ambos**, *U. of Geneva*

Innovation units in large, dispersed organizations are often mandated to follow different rules and dynamics than the rest of the organization. But our understanding about how such units evolve over time and integrate with the organization is scarce. Taking an activity-based view, this paper addresses the question of: How do the strategic roles of innovation units within an organization evolve over time? Through a qualitative longitudinal single case study of an innovation unit in a globally dispersed organization, the study finds that the unit evolves and changes its strategic roles. We derive a process-based framework defining three drivers of evolution at the micro, meso and macro level, which result in different strategic roles (culture building, network building and platform building) across three phases. A key feature of these strategic roles is the inherent misalignment with the organization. This study contributes to our understanding of the evolution of strategic roles of innovation units in large global organizations. We provide a refined theoretical perspective on misalignment as a key feature of the innovation unit's strategic role which shapes its relationship with the organization.

Paper is Available to Meeting Registrants Only.

TIM: Am I Better Off Alone? Firms' Innovation Performance and Knowledge Alliances  

Author: **Youstina Masoud**, *UMass Amherst*

In this paper, we introduce firms' innovation comparison as a major antecedent to the intensity of firms' alliance formation. We define innovation comparison as the difference between firms' innovation performance and their aspiration levels. We build on the behavioral theory of the firm to explain the implications of negative innovation comparisons on firms' tendencies to engage in alliances. We argue that when firms perform less than their innovation inspirations, they engage in more alliances to compensate for their lack of knowledge, experience, and resources. Additionally, we examine the moderating role of TMT characteristics on this relationship. We focus on TMT's age, tenure, and functional diversity due to their effects on informational processing and environmental interpretations. A panel of knowledge intensive firms shows partial support to the proposed model. The proposed framework contributes to alliance literature by integrating the behavior theory of the firm to explain firms' behavior towards alliance formation. Additionally, we extend TMT literature by examining age, tenure, and functional diversity as boundary conditions to firms' ability to perform corrective actions in case of unfavorable performance.

Paper is Available to Meeting Registrants Only.

TIM: Multiple Strategies of Appropriating Value from Innovation: Ownership and Temporal Perspectives 

Author: **Pia Hurmelinna-Laukkanen**, *U. of Oulu*
Author: **Paavo Ritala**, *LUT School of Business and Management*
Author: **Jialei Yang**, *U. of Oulu*

The discussion on appropriability as a major determinant of firm competitiveness is relatively established in the fields of strategy and innovation management. The classic perspective of appropriability suggests that innovating firms seek individual value capture from activities that are specific to their organizations—excluding others, or at least keeping some control over their innovations. These widely held assumptions have led the appropriability discussion to fall short in explaining the latest developments in the changing business reality, such as the emergence of open forms of innovation and business models that abandon or are indifferent to control and ownership of resources. By theorizing appropriability along two axes, ownership and time, we recognize and articulate multiple strategies available for appropriating value from innovation. In particular, we identify four categories of innovation appropriability: primary, derivative, generative, and prospective, and identify their central features. This categorization contributes by enhancing a dynamic view on appropriability.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Work Groups and Teams

Digital Session Chair: **Lynn Shore**, *Colorado State U.*

HR: Enhancing Leader Inclusion While Preventing Social Exclusion in the Work Group

Author: **Lynn Shore**, *Colorado State U.*
Author: **Beth G. Chung**, *San Diego State U.*

In the last ten years research on inclusion has been increasing at a rapid pace. However, behaviors of the leader that increase employee experiences of inclusion or exclusion is not yet well understood. In this paper we present a model of leader inclusion and exclusion, and the roles the leader can play that increase or decrease these employee experiences. The roles we discuss are leader exclusion, leader inclusion, bystander, ally, role model, and advocate.

Paper is Available to Meeting Registrants Only.

HR: When does group efficacy deteriorate group performance? Implications of group competency

Author: **Hae Sang Park**, *Roosevelt U.*
Author: **Soo Young Shin**, *Yeungnam U.*

While social cognitive theory suggests that a group's efficacy belief enhances its performance, emerging theory and evidence have found that this relationship is more complex than it appears to be. We propose that the relationship varies according to the level of group competency. Using data from 389 employees in 41 work groups of a manufacturing company in South Korea, we examined the moderating effects of group average competency and group minimum competency on the relationship between group efficacy and performance. Supporting the social cognitive theory, group efficacy is positively related to group performance that was rated by group members. The results also show that both moderating effects are significant. Specifically, the relationship between group efficacy and performance is stronger when members are generally incompetent. This result shows an evidence of Dunning-Kruger effect, which refers to an illusory tendency that people with low ability tends to overestimate their performance. However, when the group minimum competency, which could be interpreted as a potential bottleneck of the group, is low, the relationship become negative. In other words, when the potential bottleneck is incompetent to the point that he or she significantly hampers the group processes, group efficacy lowers group performance.

Paper is Available to Meeting Registrants Only.

HR: Team cognitive diversity and creativity: The role of team intellectual capital and inclusive climate

Author: **Jiaojiao Qu**, *Taiyuan U. Of Technology*
Author: **Mingwei Liu**, *Rutgers U.*
Author: **Xia Cao**, *Shanxi U. of Finance and Economics*

Although the influence of diversity for organizations has attracted growing interests in recent years, it is still controversial. To mitigate the inconsistencies, this study focuses on cognitive diversity to unravel how and when it affects creativity. Drawing on the information/decision-making perspective, the resource-based view and the inclusion literature, we theorize and test a multi-level moderated mediation model of the relationship between team cognitive diversity and individual creativity. With a paired and time-lagged sample of 348 members and their 46 leaders from Chinese high-tech organizations, we find that team cognitive diversity is positively related to individual creativity; this positive relationship is mediated by team intellectual capital; and team inclusive climate moderates the indirect effect, such that the positive linkage between team cognitive diversity and individual creativity via team intellectual capital only occurs when team inclusive climate is high. These results deepen our understanding of the role of cognitive diversity, and shed light on the process through which, and the condition under which, cognitive diversity translates into creativity. We conclude by discussing the theoretical and managerial implications of our research.

Paper is Available to Meeting Registrants Only.

HR: Procedural Justice and Team Learning: Integrated Understanding Based on Social Exchange Theory

Author: **Sicheng Luo**, *Business School, Sun Yat-Sen U.*

The learning that occurs in teams is seen as crucial for organizations to survive and thrive in dynamic environment. Although team procedural justice has been found to impact team learning behavior, it is not clear how and when it is able to do so. Intra-team trust and team leadership have been considered to be important antecedents likewise. However, these factors are examined independently of each other, causing the lack of coherent knowledge on existing work of team learning. In this study, we use social exchange theory to integrate insights across studies on procedural justice, intra-team trust, and leader-member exchange (LMX) differentiation. The time-lagged, survey-based findings reveal that the positive relationship between procedural justice and team learning is mediated by intra-team trust. Yet, this is only true when LMD differentiation is weak, not when it is strong. We therefore provide initial patterns of interaction and discrimination among key factors that are related to team learning in ways that contribute to both theory and practice.

Paper is NOT Available. Please contact the author(s).

HR: Nonlinear effects of team abusive supervision on team members' knowledge hiding

Author: **Meiqin Jiang**, *College of Economic and Management, Huazhong Agricultural U*
Author: **Pengcheng Zhang**, *School of Management, Huazhong U. of Science and Technology*

Despite the necessity of knowledge exchange, the individual employees tend to hide their knowledge based on different, mixed or no motives. Drawing on the integration of balance theory and displaced aggression theory, we explained the role of leadership in influencing employee knowledge hiding. Specifically, we proposed a U-shaped relationship between team abusive supervision and member knowledge hiding in teams. Moreover, we proposed that economic and social leader-member exchange moderate the relationship between team abusive supervision and employee knowledge hiding. Our analysis based on 260 employees nested in 63 groups revealed that team abusive supervision and employee knowledge hiding indeed have a U-shaped relationship such that the moderate level of team abusive supervision triggers the minimum level of employee knowledge hiding. Economic LMX moderates the team abusive supervision-knowledge hiding relationship such that team abusive supervision will associate with less employee knowledge hiding when team has high level rather than low level of economic LMX. Moreover, social LMX moderates the team abusive supervisor-knowledge hiding relationship such that team abusive supervision will relate to more employee knowledge hiding when team has high level rather than low level of social LMX. The implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1054** | Submission: **17447** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00PM - 10:30PMET (UTC-4)**

Strategizing with Business Analytics

Digital Session Chair: **Sergey Stroppiana Tabankov**, *Warwick Business School*

OCIS: **Tensions Interrelation Across the Implementation Stages of Business Analytics**

Author: **Sergey Stroppiana Tabankov**, *Warwick Business School*
Author: **Mareike Mohlmann**, *Bentley U.*

Organizations face a series of tensions related to the implementation process of business analytics. It is therefore essential for organizations to be prepared for the rise of these tensions in order to manage them efficiently and to implement an effective plan of action. We divide the business analytics implementation process in three stages to render the entire process accessible to various stakeholders: (1) data collection and input data, (2) data analysis and computation, and (3) organizational output and data-driven learning. We map the chosen literature to each of the stages, identifying benefits and challenges, and the tensions derived from their coexistence. Instead of discussing the tensions in isolation per current literature, we examine how they interrelate and influence one another, advancing the existing knowledge on business analytics, thus providing a solid base for future empirical research.

Paper is Available to Meeting Registrants Only.

OCIS: **Cognitive Complexity, Digitized Analytics Capability, CEO Incentives and Competitive Aggressiveness**

Author: **T Ravichandran**, *Rensselaer Polytechnic Institute*
Author: **Liang Zhao**, *Lally School of Management, Rensselaer Polytechnic Institute*

The competitive dynamics research has shown that firms with more aggressive competitive behaviors exhibit better performance. However, limited studies have explored the antecedents of a firm's competitive behavior. In this study, we analyze the competitive behavior of firms through a cognition perspective and focus on two dimensions of cognitive complexity: (1) differentiation and (2) connectedness. Differentiation refers to the breadth or variety of environmental, strategic, and organizational concepts embedded in the cognitive framework, and connectedness refers to the development of connections and sophistication among the various concepts. We argue that the biases embedded in complex cognitive structures would influence a firm's competitive behavior, and digitized analytics capability and CEO incentives could modulate these biases. We test our hypotheses using data for 334 U.S. firms from 2008 to 2015. We find that highly differentiated cognitive structures will enable firms to increase competitive aggressiveness while highly connected ones will inhibit firms from taking competitive actions aggressively. Furthermore, we find that firms with higher digitized analytics capability would be capable of competing more aggressively when their cognitive framework is complex. Finally, we find that risk incentives could reduce shirking, and hence, positively moderate the relationship between differentiation and competitive aggressiveness but negatively moderate the relationship between connectedness and competitive aggressiveness. We discuss the theoretical and practical implications of our findings and draw guidelines for future research.

Paper is Available to Meeting Registrants Only.

OCIS: **Knowledge- and Resource-based Views Driving the Development of the Analytics Maturity Framework**

Author: **Olga Menukhin**, *The U. of Manchester*
Author: **Catherine Mandungu**, *The U. of Manchester*
Author: **Azar Shahgholian**, *senior lecturer*
Author: **Nikolay Dimitrov Mehandjiev**, *Alliance Manchester Business School, U. of Manchester*

Resource-based and Knowledge-based Views (RBV and KBV) have been used to underpin models predicting analytics' contribution to competitive advantage, growth and company performance. However, so far neither RBV nor KBV have been used to derive benchmark-oriented and holistic models of growth based on the capability maturity model (CMM). Here we address this gap and demonstrate how KBV and RBV can serve as a theoretical basis for our Analytics Maturity Framework (AMF). It is differentiated from existing analytics maturity models by using a firm theoretical foundation and providing guidance for future growth instead of simply diagnosing the existing maturity level. Indeed, AMF distinguishes two aspects of maturity: "state", assessing the present situation, and "management", analysing existing processes to establish the next stage of growth. AMF has been implemented as a web-based diagnostic tool and feedback from practitioners has indicated a strongly positive validation of its usefulness and applicability across sectors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1055** | Submission: **16716** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 9:00PM- 10:30PMET (UTC-4)**

ONE Social (Asia/Australia Time Zone)
ONE Social (Asia/Australia Time Zone)

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Subordinates' Responses to Dysfunctional Leadership



Digital Session Chair: **Yang Ouyang**, *The School of Economics and Management, Tsinghua U.*

OB: Servant Leadership and the Impact of Supervisor Affiliation on Pro-Group Unethical Behavior

Author: **Yang Ouyang**, *The School of Economics and Management, Tsinghua U.*

Author: **HUA HU**, *School of Economics and Management Tsinghua U.*

Author: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*

Based on social identity theory, this research aims to develop and test a model contending that the supervisor affiliation perceived by employees mediates the influence of servant leadership on employees' pro-group unethical behavior. Among a sample of 239 supervisor-employee matching data of four foreign-owned engineering enterprises, we found that supervisor affiliation mediated the positive effect of supervisors' servant leadership on employees' pro-group unethical behavior. The results also revealed that employees' moral attentiveness weakened the positive impact of supervisor affiliation on pro-group unethical behavior. The current study continues the momentum on business ethics research by advancing our understanding of antecedents of pro-group unethical behavior as well as how positive servant leadership affects such negative unethical behavioral outcome. This effort also extends research that shows mediating and moderating roles played by interpersonal contextual influence and individual difference. Implications of these results for theory, practice and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

OB: Justifying the Abuse: How Abusive Supervision Can Increase Supervisor-Directed Obligation

Author: **Andreas Wihler**, *U. of Exeter Business School*

Author: **Kai Christian Bormann**, *Bielefeld U.*

Author: **Dominic Gansen-Ammann**, -

Abusive supervision, which covers the sustained display of hostile leadership behaviors, is gaining increased academic attention in recent years. In the present study, we suggest that the persistence of abusive supervision may stem from short-lived positive outcomes of experiencing abusive supervision. Drawing from cognitive dissonance theory, we argue that targets of abusive supervision reduce the dissonance caused from experienced hostility by processing it as justified. Justified abuse then ignites pro-organizational reactions by increasing subordinates' supervisor-directed obligation. We also expect the positive indirect effect of abusive supervision on supervisor-directed obligation to be weaker in conditions of subordinate wrongdoing (low dissonance) and stronger in conditions of no wrongdoing (high dissonance). We test our assumptions across three studies in an applied setting via experience sampling and two experimental vignette studies. Consistent with our theorizing, we find that justified abuse mediates the effect of abusive supervision on supervisor-directed obligation. In addition, in line with cognitive dissonance theory, that the positive indirect effect is weaker when subordinates had committed a work-related mistake (low dissonance) and stronger when they had done nothing wrong (high dissonance). These results indicate that the consequences of abusive supervision are more nuanced than previously assumed.

Paper is Available to Meeting Registrants Only.

OB: Can Abusive Supervision Create Positive Work Engagement?

Author: **Eunji Huh**, *Korea Advanced Institute of Science and Technology (KAIST)*

Author: **Eun-Suk Lee**, *Chung-Ang U.*

Departing from previous research which shows that abusive supervision, as a salient job demand, induces detrimental employee outcomes, this study examines how to create constructive consequences of abusive supervision. To do so, we identify the boundary conditions to change the negative effect of supervisory abuse on employees' work engagement in a positive direction. We examine the interactive moderating effect of a personal resource (i.e., the positive causal attribution of abusive supervision) and a job resource (i.e., workplace friendship) on the relationship between abusive supervision and work engagement. Our findings indicate that abusive supervision increases employees' work engagement when they make a positive causal attribution of abusive supervision (i.e., interpreting their abusive supervisor's motives as promoting their job performance, rather than as intentionally harming them) and have favorable workplace friends. By revealing that supervisory abuse can enhance employees' work engagement when it is coupled with proper personal and job resources, this study offers a novel picture of abusive supervision. In addition, our study highlights that in order to identify constructive effects of abusive supervision, it is critical to delve into the interaction between resources from these two domains to deal with abusive supervision.

Paper is NOT Available. Please contact the author(s).

OB: Dysfunctional Leadership, A Systematic Literature Review and Research Agenda

Author: **Robert Matthias Modliba**, *Private U. Seeburg Castle*

Author: **Theresa Treffers**, *TUM School of Management, Technische U. München*

Over the last 20 years, there has been growing interest in the "dark" side of leadership. This pa-per systematically reviews the literature on dysfunctional leadership and synthesizes the diverse definitions, constructs, and measures. We identified 21 different constructs of undesirable su-pervisory behavior, including abusive supervision, destructive leadership, paternalistic leader-ship, and workplace bullying; disentangled their similar and different underlying dimensions, such as power asymmetry, the tendency to belittle others, and supervisor self-orientation; and analyzed 42 different construct operationalizations. We consolidated our findings in a compre-hensive dysfunctional leadership framework that includes the causes and consequences of dys-functional leadership on multiple levels and contextual and demographic factors as contingency factors. Based on this framework, we develop a research agenda that recommends dyad-related approaches to better understand the mutual causes of dysfunctional leadership and multilevel approaches to better understand the work- and person-related consequences of dysfunctional leadership.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Alliances: Behavioral, Relational, and Institutional Foundations

Digital Session Chair: **Theresa Bockelmann**, *Westfälische Wilhelms-U. Münster*

STR: CEO Career Variety As Behavioral Antecedent Of Organizations' Strategic Alliance Portfolios

Author: **Theresa Bockelmann**, *Westfälische Wilhelms-U. Münster*

Author: **David Bendig**, *Westfälische Wilhelms-U. Münster*

This study takes a behavioral perspective on the antecedents of strategic alliances. Considering the impact of CEOs on their organization's strategic choices and behaviors, career variety and its motives pose a particularly influential and interesting executive characteristic. By analyzing a multiyear sample of the S&P 500 companies, this study offers two main contributions to management research: 1. The study connects TMT research with strategic management research to reveal a TMT-based antecedent of a firm's composition of strategic alliance portfolios. 2. We introduce a novel concept to analyze and understand the influence of career variety as an observable characteristic. Results propose that while the alliance portfolio size increases with an increasing level of career variety of a CEO, mid-ranked executives are most capable of creating a balanced and ambidextrous strategic alliance portfolio as well as a healthy mix of competitive and non-competitive partnerships. These results contradict current market mechanisms revealed by previous studies, which point to an increasing market value of CEOs with greater career diversity.

Paper is NOT Available. Please contact the author(s).

STR: Trust Dynamics during Early Alliance Operation: The Role of Partner Engagement

Author: **Florian Kapmeier**, *ESB Business School, Reutlingen U.*

Author: **Jeroen Struben**, *EMLYON Business School*

Cooperative endeavors offer valuable strategic options for firms. Yet, many of them are failure-prone as partners must balance collective and private interest. While interpartner trust is considered central for alliance success, paradoxically, the role and dynamics of trust is still not understood. We synthesize a computational model, capturing relational dynamics of an alliance, encompassing coevolution of trust, partner contributions, and (relative) alliance interactions. Analyzing alliance dynamics using simulation we find and explore a tipping boundary, separating a regime of alliance failure and success. We identify implications for collaborative (aspirations) and private strategies (openness). Our analyses reveal that strategies informed by a static mental model of partner trust, contributions, and openness tend to yield subpar alliance results and hidden failure-risk. We discuss implications for management theory.

Paper is Available to Meeting Registrants Only.

STR: Alliance choices: A Behavioral Theory of Problemistic and Slack Searches under CEO Overconfidence

Author: **Fen Zhang**, *Xi'an Jiaotong U.*

Author: **Changhong Yuan**, *Xi'an Jiaotong U.*

Author: **Weiguo Fan**, *Tippie College of Business, U. of Iowa*

Author: **Yongchuan Bao**, *U. of Alabama in Huntsville*

How do firms configure exploration versus exploitation in alliance portfolios when facing behavioral heuristics? Based on the behavioral perspective, this study uses problemistic and slack searches as the behavioral explanation for exploration versus exploitation configurations in alliance portfolios. Simultaneously, it takes into account the moderating role of CEO overconfidence by considering the influence of decision makers' subjective interpretations on performance feedback and slack, during the decision-making process. It employed a feasible generalized least squares approach to regression to empirically test the model using data of 224 publicly traded firms in the United States (U.S.) comprising high-tech industries. The findings show that both, below-aspiration performance and absorbed slack, play positive roles in focusing attention on exploration rather than exploitation alliances. The results also show that CEO overconfidence intensifies the positive roles of below-aspiration performance and absorbed slack in the exploration alliance choice. This study contributes to extant literature by extending the behavioral theory to the choices of exploration versus exploitation in alliance portfolio configurations, and filling the limited attention on managers' subjective interpretation of behavioral drivers as boundary conditions in behavioral research.

Paper is Available to Meeting Registrants Only.

STR: Invoking the Past: The Dynamics of Framing Organizational History during Transformation at Ericsson

Author: **Zahra Kashanizadeh**, *Lecturer and senior researcher- PhD*

Author: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*

Referring to the past, particularly to organizational history, is an important aspect of managerial sense-giving, yet prior research provides inconsistent conclusions regarding how references to the past are related to strategic transformation initiatives. In our longitudinal study of Ericsson, we explore various ways through which incumbent firms can leverage the organization's past to facilitate the strategic transformation and legitimize the nascent strategies. Our framework illustrates how managers make sense of the change based on the interaction between endogenous and exogenous forces, and how they can accordingly give sense to the audience by framing organizational history. Our findings reveal how temporally shifting frames in distinct circumstances can shape the interpretation of stakeholders about the change and inspire the vision of transformation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Corporate R&D Redux

Digital Session Chair: **Markus Perkmann**, *Imperial College London*

TIM: How Do Whales Become Sharks? A Process Model To Develop Corporate Entrepreneurial Capabilities   

Author: **Markus Perkmann**, *Imperial College London*
Author: **Cristobal Garcia Herrera**, *Imperial College London*

The question of how firms continuously acquire, develop, and renew their capabilities is at the core of strategic management. Given the current pace of technological disruption, this question is even more compelling in both theory and practice. Based on an inductive longitudinal study of multiple cases, this paper develops a process model to theorize about corporate entrepreneurial capability building in established firms through engagement with industry-led consortium accelerators. The process model comprises four capability-building phases: i) attracting, ii) strategic fit sensing, iii) shaping streams, and iv) internalizing. In so doing, we advance a novel mechanism-based explanation of how corporate R&D/innovation units of established firms develop entrepreneurial and experimentation capabilities through a four-phases process engagement with industry-led accelerators and new ventures. This process model is inductively generated through four, theoretically sampled cases of established firms - in the maritime, logistics, dredging and energy sectors-, which have co-sustained an industry-led accelerator in leading European Port maritime complex. This paper contributes to the corporate entrepreneurship and venturing, organizational learning and dynamic capabilities streams by solving the puzzle of how new corporate lean entrepreneurial capabilities are acquired and initiated through the symbiotic interaction between corporations and new ventures in industry-led consortium accelerators.

Paper is Available to Meeting Registrants Only.

TIM: Board Members who hold Technology-related Positions and their Impact on Firms' Innovative Activities

Author: **Linh Phan**, *Heinrich-Heine U. of Dusseldorf*

Firms have recognized the importance of innovative activities to maintaining their competitive advantage and increasing their profitability, but the driving forces of firms' innovative activities are less well understood. This paper investigates whether board members who hold technology-related positions in the firm or in other firms increase firms' innovative activities. Drawing on upper echelons theory, we develop a research model that hypothesizes a positive relationship between board members who hold technology-related positions in the firm or in other firms and firms' innovative activities. Moreover, given that governance and management structures are interconnected, we investigate the interactions of the Chief Executive Officer and the Chief Technology (CTO) when they are on the board and the top management team (TMT), respectively. The research model is empirically validated using a secondary panel dataset comprising 10,903 executives from 912 Standard & Poor's 1500 firms from 2000 to 2011. We find that technology positions on the board have a positive effect on firms' innovative activities. In addition, by investigating the interaction effects between the board and the TMT, we demonstrate that, contrary to common belief, a representative of the R&D function on both the board and the TMT can be detrimental to firms' innovative activities.

Paper is NOT Available. Please contact the author(s).

TIM: Technology Acquisitions and Out-Licensing: Exploring Alternative Technology Commercialization Paths 

Author: **Thomas M. Klueter**, *IESE Business School*
Author: **Solon Moreira**, *Fox School of Business, Temple U.*
Author: **Clinton Ofoedu**, *IESE Business School*

Following technology acquisitions firms typically engage in intense reorganization of R&D activities triggered by the redundancies and inefficiencies in assets when combining the acquirer and the target R&D. Prior studies have considered the discontinuation and divestiture of technological assets as mechanisms deployed by firms to manage these redundancies. We complement this view by highlighting that technology out-licensing is an important alternative to adjust R&D activities following acquisitions. Technology out-licensing has unique properties as it allows firms to recover R&D investments in the short term, while retaining ownership of valuable technologies in the long term, which is highly useful during the post-acquisition process. We go beyond examining the direct link between acquisitions and out-licensing by considering that technologies residing in the target firm's portfolio may have different levels of uncertainty and that such uncertainty is an important contingency in the acquisition out-licensing relationship. We test our theoretical framework by examining the acquisition and out-licensing activities of 374 bio-pharmaceutical firms between the years 1985 and 2014. The paper contributes to the literature on the management of both in- and outgoing open innovation initiatives by systematically demonstrating how technology acquisitions as well as the acquired knowledge base are important antecedents for out-licensing decisions.

Paper is Available to Meeting Registrants Only.

TIM: Disproportional Ownership Structures and R & D Investment: an Investor Protection Perspective

Author: **Hongzhang Zhu**, *Renmin U. of China*
Author: **XINYU HU**, *Renmin U. of China*
Author: **Xiaoxi Chang**, *China U. of Political Science and Law*

As two main types of disproportional ownership, dual-class equity structures and stock pyramids are widely adopted in practice to endow shareholders with extra voting rights. However, comparative research based on these two forms of ownership structures is rare. Using panel data consist of dual-class firms and pyramidal firms during 2010-2018, this paper examines the effect of disproportional ownership structures on firm's R & D investment. We find that compared with stock pyramids, dual-class structures are more conducive to the corporate R & D investment; however, large ownership-control rights divergence of the dual-class equity structures has a negative moderating effect on the relationship between dual-class equity structures and R & D investment of the firm. As an essential component of investor protection, equity balance exerts a three-way interaction effect to further weaken the moderating effect of ownership-control rights divergence in dual-class equity structures. This paper not only confirmed the positive influence of dual-class equity structures on the firm's R & D investment, but also provided evidence for the mechanism of the combined "contact perspective" and "legal perspective" in investor protection literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Shareholder and Investor Issues

Digital Session Chair: **Santiago Mejia**, *Fordham U.*

SIM: On the Promise and Limits of Prosocial Neoclassical Economic Approaches to Shareholder Primacy

Author: **Santiago Mejia**, *Fordham U.*

Oliver Hart and Luigi Zingales (Hart 2020; Hart and Zingales 2017a,b,c; Zingales 2017, 2018a,b, 2019a,b, 2020) have proposed to amend the influential view about the nature and function of the firm typically associated with Milton Friedman (1962, 1970). The core of their proposal is that ethical and social values should be given a more central role in an account of the objective function of the firm. The caliber of the authors and the growing concern with the ethical flaws in the traditional model of shareholder primacy, helps to explain why their recent contributions have received much attention. The paper utilizes Hart and Zingales' account to examine whether neo-classical economics can offer an account of the objective function of the firm that is ethically sound. To assess this, we formulate two set of principles. The first highlights that the investigation into the objective function of the firm is normative. It requires thinking in normative terms of both managers and shareholders. Moral norms filter the desires that managers should promote on shareholders' behalf. The second set of principles highlights the conceptual diversity of our normative language; any appropriate account of the objective function of the firm needs to have a rich normative conceptual vocabulary to reflect such diversity. The paper shows that while neoclassical economics may often meet the first set of principles, it lacks the resources to meet the second. It also shows that any account of the nature firm that is descriptively and prescriptively adequate needs economics to work hand in hand with legal scholarship and moral philosophy.

Paper is Available to Meeting Registrants Only.

SIM: CSR as a benefit or a burden: Diversified Time-oriented Investors' Reaction on IPO Market

Author: **Hexi Sun**, *Northwestern Polytechnical U.*

Author: **Jia Ming**, *Northwestern Polytechnical U.*

This paper investigates the underlying mechanism which determines the insurance or backfire role of CSR in the case of audiences' reaction to corporate misbehaviors. We specify corporate philanthropy for CSR and employee underpayment for corporate misbehavior. By categorizing investors on IPO market in terms of their time orientation, we propose that short-term oriented investors (VCs) react negatively to corporate philanthropy in the case of employee underpayment while the long-term oriented investors (institutional investors) hold the positive reaction. To be more general, CSR can provide insurance for the firm in the case of corporate misconduct if the audiences are long-term oriented but can contrarily bring about burden if the audiences are short-term oriented. Analyzing a 5-year (2016-2020) panel of IPO firms in China comprising 1214 observations, we find general support for our ideas. Our findings bridge the two viewpoints of the current literature (insurance-like effect and backfire effect) and identifies a crucial boundary condition that the time orientation of audiences matter to determine whether corporate philanthropy is a benefits or burden.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reporting and Communication

Digital Session Chair: **Christian Hauser**, *Swiss Institute for Entrepreneurship*

SIM: **The role of web-based reporting systems in safeguarding whistleblowers' anonymity**

Author: **Christian Hauser**, *Swiss Institute for Entrepreneurship*

The widespread nature of corruption worldwide and its potentially serious consequences for multinational corporations (MNCs) have led to an increase in research on organizational controls designed to prevent, detect or respond to corrupt behavior. One such organizational control discussed in the literature is whistleblowing, which is often described as an effective measure to combat serious corporate misconduct. The extant whistleblowing literature focuses mainly on the individual informant, while less attention has been paid to the formal structures – i.e., whistleblowing channels – set up by organizations to facilitate whistleblowing. Drawing on expectancy theory, this study examines the ability of different types of reporting channels to safeguard the anonymity of whistleblowers. Based on a survey covering 178 organizations from France, Germany, the United Kingdom and Switzerland, this study shows that a web-based reporting system is more effective in protecting whistleblowers' identities than conventional reporting channels. It thus demonstrates that ICT-based tools can play an important role in the fight against corrupt behavior against or on behalf of MNCs.

Paper is Available to Meeting Registrants Only.

SIM: **Explorations in Corporate Hypocrisy and Proposing a Direction for a Sustainable Future**

Author: **Gerard F. Farias**, *Fairleigh Dickinson U.*
Author: **Christine Farias**, *Borough of Manhattan Community College*
Author: **Isabella M. Krysa**, *Fairleigh Dickinson U.*

Despite dire warnings that the potential for environmental catastrophe is growing, most corporate sustainability efforts today, driven by the business case are limited to only those situations where financial outcomes are not in jeopardy. We argue that many of these efforts are in fact a co-opting of the sustainability agenda while creating the illusion of change. In effect, these efforts are hypocritical. We propose a categorization of these hypocrisies, which are manifested in various ways. Firms adopt sustainability to different degrees and we propose a continuum for Business-as-usual to Purposeful firms specifying qualifying criteria for each type. To make sustainability sustainable, we argue that the purpose of the firm must focus on the wellbeing of humanity and the planet. We propose the development of a Double Contribution Line to replace the ubiquitous Triple Bottom Line.

Paper is Available to Meeting Registrants Only.

SIM: **Unethical Pro-Organizational Behavior in Sustainability Reporting of Institutions of Higher Education**

Author: **Ifeoluwa Tobi Popoola**, *McMurry U.*
Author: **Milorad Novicevic**, *U. of Mississippi*
Author: **Paul Johnson**, *U. of Mississippi*
Author: **Marvin Matthew**, *U. of Mississippi*

Identity theory (Ashford & Mael, 1989) is a common theoretical frame used in past studies on unethical pro-organizational behavior (UPB). Scholars assumed that organizational identification is a key factor driving permanent and temporary employees to engage in UPB. We extend this framework by integrating accountability theorization and identity theory to propose that individual perceived accountability (operationalized as personal obligation) may provide additional explanation of variance in UPB beyond organizational identification, especially for temporarily employees with a likely weak OI. We designed two studies - a 320-student-participant game theoretic experimental study and a 251-participant survey study - to test the influence of employment status (temporary vs. permanent), employee task role (preparer vs. reviewer), and interpersonal trust (chat vs. no chat) on employees' engagement in UPB. Findings support an interacting influence of employment status and interpersonal trust building situations on employees' UPB engagement. Interpersonal trust moderated the relationship between PO and UPB.

Paper is Available to Meeting Registrants Only.

SIM: **"Materiality assessment is an art, not a science"**

Author: **Karen Maas**, *Impact Centre Erasmus, Erasmus U. Rotterdam*
Author: **Jilde Garst**, *Erasmus School of Economics, Rotterdam*
Author: **Jeroen Suijs**, *Erasmus School of Economics, Rotterdam*

Transparency is always seen as an important determinant for business success and avoid greenwashing. Responding to the call to be more transparent about sustainability activities, firms were seen to report on every aspect of their non-financial performance, leading to reports of over 500 pages. The reporting standards-setters thus started to place emphasis on concise and comprehensive information on the most relevant topics. The materiality assessment was introduced to support firms in selecting the sustainability topics that are material. However, a lack of consensus between standard setters on how to conduct this assessment has led to a diversity of methodologies, making the results hard to interpret and compare. Furthermore, the current standards provide little guidance in handling the inherent tensions of sustainability that surface during a materiality assessment. In our study, we investigated the methodologies behind materiality assessments by analyzing over 400 corporate reports between 2017-2019 and interviewing reporting managers in 20 large multinationals. In this article, we show how the methodologies of their materiality assessments reflect how firms handle the sustainability tensions. We end the article with a reflection on the role of standard-setters on the road to transparent reporting materiality decisions.

Paper is Available to Meeting Registrants Only.

Author: **Jun Jin**, Zhejiang U.
Author: **Shijing LI**, Zhejiang U.

While research on corporate social responsibility (CSR) disclosure in developing countries recognizes the impact of external factors, less attention has been given to internal factors, especially entrepreneurs' personal traits. Noting that entrepreneurs' decisions are considerably influenced via the phenomenon of their expressions on social media, we build upon upper echelons theory to argue that entrepreneurs' self-expression is positively related to firms' CSR disclosure. Moreover, we contend that the effect of entrepreneurs' self-expression on firms' CSR disclosure is positively moderated by entrepreneur perceived economic status and by firms' political involvement. Our hypotheses are mostly supported through an empirical analysis of data for 2,210 firms captured by survey on Chinese enterprises collected by the Privately Owned Enterprises Research Project Team. Our study contributes to the theories and research on CSR management, especially those on CSR disclosure, by uncovering impacts of entrepreneurs' personal traits through the identification of two critical contingencies.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Unemployment and Careers

Digital Session Chair: **Eric Adom Asante**, *Lingnan U.*

CAR: Job Losers' Wellbeing: Integrating Psychological Contract and Conservation of Resource Perspectives

Author: **Eric Adom Asante**, *Lingnan U.*
Author: **Frederick Oduro**, *Beijing Normal U.*
Author: **Barbara Danquah**, *U. of Macau*
Author: **Rebecca Dei Mensah**, *U. of Cape Coast*
Author: **Kwasi Dartey-Baah**, *U. of Ghana Business School*
Author: **Emmanuel Affum-Osei**, *Kwame Nkrumah U. of Science & Technology, Kumasi*

Although there is a consensus in the literature that layoff can be viewed as a form of psychological contract (PC) violation, research is yet to examine how such violation impacts layoff victims' wellbeing outcomes including life satisfaction, sleep quality and psychological distress. Integrating psychological contract theory and the conservation of resource theory, we hypothesized a dual-stage moderated mediation model in which PC violation resulting from layoff is associated with three dimensions of layoff victims' wellbeing via worry. This indirect effect is proposed to be conditional on the level of social support received. Based on a sample of 252 layoff victims, we found support for the dual-stage moderated mediation model in which the association between PC violation and the three dimensions of wellbeing via worry was weak for layoff victims reporting high levels of social support. Findings contribute to our understanding of how PC violation is associated with nonwork outcomes.

Paper is Available to Meeting Registrants Only.

CAR: Hiring long-term unemployed individuals: The managers' perspective

Author: **Celine Flipo**, *IESEG School of Management*
Author: **Maria Castillo**, *IESEG School of Management*

The current sanitary crisis has seen unemployment rates rise around the world and will have an impact in long-term unemployment. This paper studies the reasons why managers are reluctant or willing to recruit long-term unemployed individuals, and how managers can foster their re-employment. The results of interviews carried out with 40 managers from different companies allow us to identify the hiring barriers that managers face at the company level, to identify and categorize manager's motives to hire long-term unemployed individuals, and to present a number of practices that have been deemed successful for hiring long-term unemployed individuals. It reveals that these barriers, motives, and best-practices revolve around three main categories: identity, work-related tasks, and relations.

Paper is Available to Meeting Registrants Only.

CAR: Job Search of Older Unemployed Workers: Evidence from Longitudinal Data

Author: **Gokce Basbug**, *SKK Graduate School of Business*
Author: **Hye Jin Rho**, *MIT Sloan School of Management*
Author: **Abdullah Yalaman**, *Eskisehir Osmangazi U.*

Previous research has shown that older unemployed workers reduce their reservation wage at higher rates than their younger counterparts. However, we know little about why this is the case. In this paper, we focus on the psychological toll of joblessness for older workers as they experience long spells of unemployment. Using longitudinal data on unemployed workers in New Jersey, we first show that the negative emotions of older workers during unemployment intensify at a higher rate than younger workers as they remain unemployed. We then provide early evidence that older workers reduce their reservation wage at a higher rate, because remaining unemployed is psychologically more costly for older workers than their counterparts. We discuss the implications of our findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurship and Emotions 4

Digital Session Chair: **Robin Marco Gubela**, *Berlin School of Economics and Law*

ENT: How Owners' Emotions Shape Small Family Firms' Selling Price Perceptions

Author: **Robin Marco Gubela**, *Berlin School of Economics and Law*
Author: **Michael Graffius**, *Berlin School of Economics and Law*
Author: **Birgit Felden**, *Berlin School of Economics and Law*
Author: **Sven Wolff**, *U. of Siegen*

Planning for business succession is a challenging process. For non-family successors, small family firm owners typically demand a sale price, which they specify based on personal experiences with and feelings toward their firms. However, their price perceptions typically do not represent the firm's market value, which leads to failed transactions. Research studies selected emotions and lacks a measurement framework to quantify their impact on selling-price perceptions. Our study contributes to the literature by developing, validating, and preliminarily testing a new scale, which we denote the individual price indicator. To this end, we develop the proposed scale by analyzing 115 peer-reviewed papers in terms of emotional aspects and systematizing the corresponding results. We further validate the scale in two qualitative and two quantitative studies. Lastly, we provide a first test of the scale on owners' willingness to accept lower sales prices. Our results evidence the scale's usefulness to facilitate an owner's business valuation practices.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurs' Stressors, Discrete Emotions and Personality: A Daily Dairy Study

Author: **Li Wang**, *Guangdong U. of Technology*
Author: **Feng Xu**, *South China Agricultural U.*
Author: **Linlin Jin**, *Guangdong U. of Technology*

Emotional effects in entrepreneurial contexts have attracted broad scholarly interest. However, we still have limited knowledge concerning the antecedents to or the generation process of emotions. Drawing on affective events theory, this study focuses on the generation process of two entrepreneurial emotions (fear and pride) by linking entrepreneurial stressors (workload and financial) and personality traits (neuroticism and optimism) over a two-week period with 61 entrepreneurs. Multilevel analyses provided evidence on individual differences in entrepreneurs' emotional reactions to stressors at between- and within-person levels. Further, neuroticism and optimism can partially account for individual differences in examined relationships across levels of analysis. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

ENT: Compassion and the success of social ventures

Author: **Byungku Lee**, *U. of La Verne*

Based on the self-regulation theory, this study examines the self-control mechanism through which the other-oriented emotion of compassion of social entrepreneurs influences the performance of their social ventures. To this end, this study introduces grit, which is defined as an individual's passion and perseverance to achieve long-term goals, as a mediator of the relationship between social entrepreneurs' compassion and the performance of social ventures. This study operationalized a social venture's success as social and economic values created by the social venture. Data are presented from the survey of 254 social entrepreneurs in the United States. The results strongly support the predictions of this study. This study concludes by highlighting the implications of the findings that explain how social entrepreneurs' compassion for others improves the performance of their social ventures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Equity 4  

Digital Session Chair: **Julia Woehler**, *TU Dresden*

ENT: Exploring Investment Processes between Venture Capital Investors and Sustainable Start-ups

Author: **Julia Woehler**, *TU Dresden*
Author: **Enrico Seidel**, *TU Dresden*

Venture capital is an important funding source for sustainable entrepreneurship and, thus, drives sustainable development. However, sustainable startups have trouble acquiring venture capital. Hence, existing literature focuses on dedicated impact investors or aims to understand why more traditional investors avoid sustainable investment opportunities. In contrast, this study investigates investment processes from venture capitalists without a dedicated “green” focus on sustainable startups. We investigate 166 documents, containing business plans and decision documents of sustainable and non-sustainable new ventures. We explore whether sustainable entrepreneurs present their business plans in a different style than non-sustainable entrepreneurs and whether investors react differently to sustainable business models. Using NLP and topic modeling, we reveal that traditional venture capitalists do not justify an investment by writing about the topic sustainability. However, investigating writing styles based on sentiment and word usage shows that both, entrepreneurs and investors, argue more emotionally when writing about a sustainable business case.

Paper is Available to Meeting Registrants Only.

ENT: Impact of Venture Capitalists' Experience on their Diversification Strategy in India 

Author: **Sukanya Roy**, *Indian Institute of Management, Bangalore*
Author: **Dalhia Mani**, *Indian Institute of Management, Bangalore*

Our study contributes to the venture capitalists' industrial and regional diversification strategies at the selection stage, specifically in an emerging entrepreneurial context with high uncertainty. Venture capital diversification literature has focused primarily on mature environments, and their outcomes may not be suited for emerging environments. We study the effect of venture capitalists' experience on their diversification strategy and the moderating effects of investment-stage and syndication using data on 289 venture capitalists who had invested in Indian start-ups from 1999-2018. Drawing from the resource-based view, we expect that with increasing experience, venture capitalists would make informed decisions about prospective deals and decrease their diversification. Contrary to our expectations, we find that the venture capitalists diversify more with increasing experience. Early-stage investments and syndication negatively moderated the effect of experience on diversification. We suggest that learning under uncertainty is a slow process, or venture capitalists diversify more to undertake riskier investments seeking higher returns. Foreign venture capitalists investing in India are less regionally diversified than their domestic counterparts; however, the effect was not significant for industrial diversification. We discuss the possible explanations for findings in the discussion section.

Paper is Available to Meeting Registrants Only.

ENT: Building Distant Search Routines and Capabilities in Venture Capital-Invested Ventures 

Author: **Roberto Santos**, *U. of Massachusetts, Lowell*

This study examines how international venture capitalists (IVCs) alter the search routines of their portfolio firms, which allows them to build a new capability in knowledge generation. My theoretical framework suggests that portfolio firm knowledge generation is enhanced as a result of their association with IVCs and the resultant transition towards more global search routines. I construct a novel dataset comprised of 2,327 new ventures across five industries during the period 2004-2014 that were granted 20,985 patents and received 254,616 backward citations. Using a difference-in-differences (DID) approach, I find that following IVC investment, portfolio firms search more distant technological domains, broaden their search scope, and couple local search with distant search more frequently. These effects are moderated by the IVC's network.

Paper is Available to Meeting Registrants Only.

ENT: (When) do later stage venture capitalists rely more on the crowd than their peers?

Author: **Maria Vasi**, *U. of Palermo*
Author: **Paolo Roma**, -
Author: **Christos Kolympiris**, *Warwick Business School*

Venture capitalists (VCs) make only a small number of investments and are more likely to invest in ventures where other VCs have invested previously. As such, valuable opportunities may be forgone if they are not funded by VCs in the first place. We demonstrate how crowdfunding (CF) can remedy this concern. Using a sample of new technology-based ventures, we reveal that ventures initially funded through reward-based CF can be even more likely than those initially backed by VCs in attracting follow-up funds from VCs. This happens when ventures originally funded via reward-based CF, complement the certification they derive from CF with patents and a founding team with a track record of success. In those cases, VCs rely on the crowd more than their peers. Overall, the results suggest that signal complementarity can at least equalize the effectiveness of an a priori inferior and an a priori superior signal.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Family Business 7 

Digital Session Chair: **Thomas Wittig**, *U. of Witten/Herdecke*

ENT: Sit out or All in? Family Ownership and Turnaround Strategies in Severe Crisis

Author: **Thomas Wittig**, *U. of Witten/Herdecke*
Author: **Alexandra Bertschi-Michel**, *U. of Bern*
Author: **Philipp Sieger**, *U. of Bern*
Author: **Andreas Hack**, *U. of Bern*

To investigate how firms attempt to overcome a survival-threatening crisis and why they do so, we apply a classification scheme of turnaround strategies and take a SEW perspective. We theorize how the level of family ownership relates to the employment of different turnaround measures and, ultimately, to insolvency. Analyzing a unique sample with responses of 209 risk managers reveals that the higher family ownership, the more the endangered firms tend to “sit out” instead of going “all in”, and that higher family ownership indeed makes insolvency less likely. This contributes to the literature on turnaround, particularly in family-owned firms, SEW, and to practice.

Paper is NOT Available. Please contact the author(s).

 **ENT: The ability-willingness paradox of small family firms to collaborate for innovation** 

Author: **Maksim Belitski**, *U. of Reading*
Author: **Christina Guenther**, *WHU - Otto Beisheim School of Management*
Author: **Nada Khachlouf**, *ICD Business School*

Family firms' innovation collaboration activities are characterized by the so-called ability-willingness paradox, i.e. they are less willing to engage in collaborations, but more able to benefit from it. In this paper, we introduce collaboration partner type and geographic proximity as two important boundary conditions of this paradox. We examine the differences in knowledge collaboration for innovation across different geographical proximities and partner types for a small family and non-family firms. We use a large sample of 6,272 small firms in the United Kingdom (UK) during 2002-2016 to show that this paradox is indeed not a universal phenomenon. Small family firms overcome their lower willingness when collaborating with customers within regional proximity and are able to generate an innovation output premium as compared to small non-family firms.

Paper is NOT Available. Please contact the author(s).

ENT: A Glimpse into Black-Box: How Investors Make Sense on Family Firm Succession Via Media Coverage?

Author: **Yijie Min**, *Guanghua School of Management, Peking U.*

This study explores how investors use family logic to perceive and evaluate “family issues” after intergenerational leadership successions, and reflect it as family firm value. Using media reporting data covering family issues after leadership successions, we wonder whether investors value family information and how they process such information using family logic. Our findings suggest: (1) higher media volume on child-successor-centric family issues is associated with higher firm value, and this main effect is strengthened when media volume on parent-founder-centric and successor-sibling-centric family issues are high as well. These imply family information volume (media volume) plays its role via information asymmetry mechanism. (2) More positive media tone on child-successor-centric family issues is associated with higher firm value, and this main effect is strengthened when media tone on parent-founder-centric family issues is neutral and when media tone on successor-sibling-centric family issue is negative. We contribute to understand: (1) how investors integrate evaluation on individual level to collective level under family logic; (2) how family issues are integrated into investors' stereotypical cognitions on family firms; (3) how to manage family firms' external condition during intergenerational successions.

Paper is Available to Meeting Registrants Only.

 **ENT: Intergenerational Imprinting and Identification in Family Businesses: A Narrative Analysis**

Author: **Julia Brinkmann**, *PHD Student at Bielefeld U.; Faculty for Business Administration*
Author: **Christina Hoon**, *Bielefeld U.*

In this exploratory study, we address the phenomenon of intergenerational imprinting, understood as the process through which employees in family firms use imprinted features to imprint the next generation of their own family members. Drawing upon a qualitative, inductive case study of an agricultural family firm, we use narrative analysis techniques to tell three composite narratives of how family members transmit a frame of reference across multiple generations. We demonstrate that generations of families collectively share and use the imprinting features that persist in the organization to imprint the attitudes, mental models, and rules and principles of their family members in the current context. By considering these three composite narratives, we identified that the imprinted frames of references differ in their temporal focus. Distinguishing between two scenarios of incremental and disruptive change settings, we offer a model that theorizes the retrospective, prospective or dual focus in frames of reference and examine why each might become adaptive, maladaptive or non-adaptive in changing settings. We explain how these differences in adaptability engender a member's sense of momentum that produces three different organizational identification trajectories (progressive, ambivalent or regressive). We contribute by moving beyond a focus on the owning family and the founder legacy in family firms and offering insights into imprints as antecedents of organizational identification trajectories that have to be viewed across multiple generations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Orientation 1

Digital Session Chair: **Anders Fan**, *U. of North Texas*

ENT: Re-examining Antecedents of Entrepreneurial Orientation: A Multilevel Manifestation

Author: **Anders Fan**, *U. of North Texas*

Author: **Derrick ED'Souza**, *U. of North Texas*

Over the past four decades, two conceptualizations of the entrepreneurial orientations (EO) construct have been advanced - trait-based, and behavior-based. Scholars in each camp have developed independent scales to measure EO and have established complementary links between the EO construct, its antecedents, and organizational performance. This has resulted in varied and mixed results on the relationships between these phenomena of interest and it has stymied progress in the field. Recently, Wales, Covin, & Monsen (2020) attempted to untangle this debate by reconceptualizing EO as a construct that has unique manifestations at three organizational levels (management team, internal/organizational, and market). Our review paper is the first attempt to identify the antecedents based on Wales, et al., (2020) latest EO conceptualization. In addition to successfully identifying antecedents of EO at each of the three organizational levels, we also found antecedents that influenced EO at all three levels. We called them 'cross-level' antecedents. We discuss potential theoretical and practitioner implications of our findings and offer future research directions in areas such as data collection methods, context-specific studies, configuration approaches, and new antecedents garnered from complementary business disciplines.

Paper is Available to Meeting Registrants Only.

ENT: A Signaling Perspective on Entrepreneurial Orientation: Too Much of a Good Thing?

Author: **Jeldrik Pulm**, *Chair of Innovation Management, TU Dortmund U.*

Author: **Bastian Kindermann**, *Chair for Technology & Management, TU Dortmund U.*

A high level of entrepreneurial orientation (EO) is ambivalent. While EO fosters firm performance, its consequences for firms' risk are twofold: it may strengthen firms' competitive position but likewise increase their risk of failure through explorative ventures. We take a novel signaling perspective on EO. In trading off risk and return, stock markets constantly evaluate signals. Signals enable firms to reduce the information asymmetry with markets while shaping markets' perception of the firm. While EO might entail the chance for high returns, it comes along with higher risks. Consequently, we aim to advance the theory on signaling effects of EO in markets' reactions to strategic announcements of newly public firms that are under increased scrutiny. We hypothesize that markets react most favorably at moderate levels of EO, constituting an inverse U-shaped relationship. We argue that firms' industry position and business diversification moderate the relationship. Based on a sample of 1,393 firm-year observations of firms going public between 2001 and 2014, we find support for our hypotheses. By taking a signaling perspective on EO, we advance the literature on strategic orientations towards a new direction. From a practitioner's perspective, firms and shareholders need to understand the signaling effects of EO.

Paper is NOT Available. Please contact the author(s).

ENT: Individual Entrepreneurial Orientation: A Configuration Approach

Author: **Anke Steinmeyer**, *Bond Business School, Bond U., Australia*

As EO was designed as a firm-level construct, there is a dearth of research that has applied the concept to an individual level of analysis. The purpose of this paper is to demonstrate how the revised global entrepreneurial orientation (GEO) concept (Lumpkin & Pidduck, 2021) provides the foundation for a robust individual level platform. This platform allows us the opportunity to demonstrate how a formative five-component (i.e., autonomy, proactiveness, innovativeness, competitiveness, and risk-taking) configuration approach can be applied conceptualizing a typology of individual EO profiles. We further establish how these EO profiles relate to the process of new value creation. Our model shows how entrepreneurial decision-making under uncertainty is influenced by cognitive processes, precisely, heuristics and biases, and how decision-making and value capture is affected by entrepreneurial action. Lastly, we will outline how we intend to operationalize our conceptual model.

Paper is Available to Meeting Registrants Only.

ENT: Cognitive Biases and Strategic Decision-Making: A Self-Regulation Perspective

Author: **Alexander Paul Fust**, *U. of St. Gallen*

Author: **Tobias Jenert**, *U. of Paderborn*

Author: **Christoph Winkler**, *Iona College*

Author: **Julian Paul Kolbe**, *U. of St. Gallen*

Entrepreneurs are prone to various cognitive biases which distort their learning and information processing. These biases vary considerably among entrepreneurs and impact information processing during strategic decision-making. While research has examined the outcomes of cognitive biases, there is a lack of knowledge on how cognitive biases impact entrepreneurial decision-making processes. To address this gap, we analyze how cognitive biases impact information processing during decision-making processes. Furthermore, we discuss how entrepreneurs can self-regulate the effects of overconfidence and attribution bias in more detail. We discern functions of cognitive biases across different entrepreneurial situations and suggest that entrepreneurs with high self-regulation are able to adapt to specific situations by monitoring and controlling their cognition and affect.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability and Innovation

Digital Session Chair: **Marleen Wierenga**, *Nijmegen School of Management*

SIM: Organizing for Positive Impact: Towards a theory of Triple Bottom Line Innovations

Author: **Udayan Dhar**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Ronald Fry**, *Case Western Reserve U.*

Organizations that seek to 'do well by doing good' depend on innovations that cater to the triple bottom line (TBL) - that is, innovations that simultaneously prioritize economic, social, and environmental objectives. This study investigates the organizational factors that are involved in affecting such innovations. We drew upon a database of case studies that were developed as part of a global Appreciative Inquiry (AI) initiative. Our analysis of TBL innovations in 36 medium-sized, for-profit companies in the United States showed that when leaders and organizations are socially and ecologically embedded, and take a long-term view of the business, it inspires innovations that prioritize positive impact. These innovative ideas are successfully implemented through incorporating elements of collaborative boundary spanning, awareness building, and circular value chains; and ultimately have the potential to be transformational in their TBL performance. We also find evidence that the institutional context affects the potential for such innovations. Our analysis points to the idea of reframing corporate responsibility and sustainability as 'flourishing' by placing social and ecological value creation at the core of the purpose of business.

Paper is NOT Available. Please contact the author(s).

SIM: Broadening the reach: How effectual entrepreneurs build impact ecosystems across geographical divide

Author: **Marleen Wierenga**, *Nijmegen School of Management*
Author: **Sara Lindeman**, *Aalto U. School of Business*
Author: **Jarkko Levänen**, *LUT U. School of Energy Systems*
Author: **Mokter Hossain**, *Qatar U.*
Author: **Paavo Ritala**, *LUT School of Business and Management*

Effectuation theory focuses on entrepreneurs using available means to create artefacts such as firms and markets. In this study, we explore three cases of entrepreneurial innovation processes initiated in developed countries but aimed at low-income markets of developing countries. In these entrepreneurial processes happening simultaneously in two geographical locations, firms often struggle to understand the local institutional and market conditions. We find that the studied entrepreneurs have been able to develop and disseminate solutions for addressing grand challenges in emerging markets by building an "impact ecosystem". This required the entrepreneurs to work with diverse stakeholders, pioneer, have an iterative learning approach and be deliberately inefficient in their operations. Our results contribute by linking effectuation theory with the literature on ecosystems and demonstrating how entrepreneurs can engage in effectuation processes in building impact ecosystems.

Paper is Available to Meeting Registrants Only.

SIM: Sharing Economy in the Age of Access: challenges to the Sustainability

Author: **Daniela Viegas Da Costa Nascimento**, *Pontifical Catholic U. of Minas Gerais*
Author: **Armindo Dos Santos De Sousa Teodosio**, *Pontifical Catholic U. of Minas Gerais*
Author: **Marcelo De Rezende Pinto**, *Pontifical Catholic U. of Minas Gerais*

In the discussions involving the sharing economy, it is possible to see a tendency to highlight its positive aspects. However, the debates seem to neglect problematizations regarding the dilemmas and consequences of what sharing can mean for the social groups interested in embracing the sharing economy concept. In the age of access, the lack of ownership of goods may indicate a transformation concerning life in society. However, the essence of collaboration inherent in the sharing economy might be questioned, as the shared system would be just an attractive instrument with a friendly discourse mostly used to transfer the responsibility of the industry to the citizen, under the banner of mutual aid. Thus, our article seeks to investigate the different perspectives on sharing by analyzing its main dilemmas. Our study presents a critical view of the barriers, vulnerabilities, and illusions present in this specific issue, which most studies and approaches on the subject end up reproducing. As a theoretical contribution to literature, we point out that only those who have access to the sharing system are able to participate effectively, and their excesses reiterate the economic and utilitarian structure based on inequality.

Paper is Available to Meeting Registrants Only.

SIM: Uber's Intermediation in Brazil: Collaborative and Sustainable Consumption Challenges

Author: **Verônica Macário De Oliveira**, *U. Federal de Campina Grande*
Author: **Daniela Viegas Da Costa Nascimento**, *Pontifical Catholic U. of Minas Gerais*
Author: **Armindo Dos Santos De Sousa Teodosio**, *Pontifical Catholic U. of Minas Gerais*
Author: **Suzanne Érica Nóbrega Correia**, *U. Federal de Campina Grande*

Consumer research deals with complex social problems and, in recent years, it has focused its discussion on the possibilities arising from collaborative consumption. Strategies are aimed at large areas of daily consumption such as transportation, food, housing, and consumer goods, questioning reflections, and impacts on sustainable consumption. These problems need to be analyzed using inter and transdisciplinary research designs, seeking close cooperation between science and practice that aims to create a shared understanding of the research problem. This article seeks to fill the gap in the literature on the potential impacts of the collaborative consumption model as an alternative proposal for sustainable consumption in the transport sector, using intermediaries. It focuses on the structuring of the real world within interdisciplinary and transdisciplinary cooperation that involves the theme, using Uber as a typical case. The question that guided the discussion was: what are the impacts on cities regarding consumption practices through transport platforms intermediated by large companies (notably UBER), considering the sustainability dimensions? Through the application of Constellation Analysis (CA), a visualization, and analysis tool that facilitates the dialogue between actors with scientific and practical perspectives, the intersection between the views of actors dealing with conflicting priorities resulting from socio-environmental responsibility took place.

Paper is Available to Meeting Registrants Only.

Author: **Koushik Dutta**, *Louisiana Tech U.*

Understanding entrepreneurial actions that addresses pressing social and environmental challenges has become an emergent and important area of research interests. Blending of market-based logics and social welfare logics has created new opportunity spaces for prosocial ventures, albeit it comes with acute challenges of resource acquisition. This gap can be filled by social impact accelerators (SIA)s short-term, limited duration, cohort-based educational programs for nascent prosocial ventures, that apart from providing seed funding often utilize extensive consultation with mentors, program directors, customers, guest speakers, alumni, and peers, help solidify their value proposition. Hence it is crucial for prosocial ventures to get selected into the accelerator programs as that could later translate into venture success. Despite the recent proliferation of accelerator research, research on Social impact accelerators (SIA) has been limited. SIA is a new form of accelerator that selects prosocial ventures, those ventures that display potential to generate financial returns along with social impact into their cohort-based programs. Specifically, how SIAs process external information to make cohort admission decisions. This study uses signaling theory layered with pecking order and static trade-off theory to conceptually analyze how entrepreneurial behaviors about capital structure decisions impact selection decisions into SIA.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Applications of Text-Based Analysis in Management Research *Text Analysis in Management*

Presenter: **Sina Khoshokhan**, *U. of Colorado, Boulder*
Participant: **Rosemarie Ziedonis**, *Boston U.*
Presenter: **Mukund Chari**, *U. of Colorado, Boulder*
Participant: **Anna Fung**, *American U., Kogod School of Business*
Presenter: **Charles Connaughton**, *U. of Washington*
Participant: **H Kevin Steensma**, *U. of Washington*
Participant: **Sarah Bana**, *Stanford U.*
Presenter: **Daniel Rock**, *The Wharton School, U. of Pennsylvania*
Participant: **Sebastian Steffen**, *MIT Sloan School of Management*
Presenter: **Diego Zunino**, *SKEMA Business School - U. Côte d'Azur*
Participant: **Filippo Carlo Wezel**, *USI Lugano*
Participant: **Bruno Cirillo**, *SKEMA Business School*
Participant: **Stefano Breschi**, *U. Bocconi Milano*
Participant: **Erik Brynjolfsson**, *Stanford U.*

Machine Learning (ML) techniques that enable researchers to extract useful information from textual data have opened new avenues for research. In management research, with the prevalence and prominence of text documents, a recent stream has begun to examine new questions (and re-examine longstanding questions) that management scholars and practitioners face. With the goal of engaging the audience in a discussion about the use of text analysis methods in management research, this proposed symposium aims to present a variety of applications of working with textual data in strategy, innovation, and entrepreneurship research. We cover a diverse, broad range of applications, including measuring the radicalness of innovation, emergence of new categories, classifying the language of jobs, and tracking the direction of research through literature reviews. By introducing different areas of research where text analysis can offer distinctive value and discussing opportunities and challenges associated with using these methods, we anticipate to generate interest among a diverse set of audience.

Jack of All Trades or Master of One? A Typology of Inventors and Breakthroughs

Author: **Charles Connaughton**, *U. of Washington*
Author: **Anna Fung**, *American U., Kogod School of Business*
Author: **H Kevin Steensma**, *U. of Washington*

job2vec: Learning a Representation of Jobs

Author: **Sarah Bana**, *Stanford U.*
Author: **Erik Brynjolfsson**, *Stanford U.*
Author: **Daniel Rock**, *The Wharton School, U. of Pennsylvania*
Author: **Sebastian Steffen**, *MIT Sloan School of Management*

Job Titles and Mobility of Knowledge Workers

Author: **Diego Zunino**, *SKEMA Business School - U. Côte d'Azur*
Author: **Filippo Carlo Wezel**, *USI Lugano*
Author: **Bruno Cirillo**, *SKEMA Business School*
Author: **Stefano Breschi**, *U. Bocconi Milano*

The Role of Expertise in the Creation of Breakthrough Inventions

Author: **Charles Connaughton**, *U. of Washington*
Author: **Anna Fung**, *American U., Kogod School of Business*
Author: **Mukund Chari**, *U. of Colorado, Boulder*
Author: **H Kevin Steensma**, *U. of Washington*

Forty Years of Research on Intellectual Property & Innovation: Dominant Themes and New Horizons

Author: **Rosemarie Ziedonis**, *Boston U.*
Author: **Sina Khoshokhan**, *U. of Colorado, Boulder*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Digital Transformations

Digital Session Chair: **Renate Kratochvil**, *BI Norwegian Business School*

TIM: Organizational context factors that stimulate digital mindsets to unfold in digital transformation

Author: **Renate Kratochvil**, *BI Norwegian Business School*
Author: **Mariya Khanamiryan**, *BI Norwegian Business School*
Author: **Ahmet Soylu**, *OsloMet - Oslo Metropolitan U.*
Author: **Ragnhild Kvalshaugen**, *BI Norwegian Business School*

The cultivation of digitally minded employees' knowledge and skills about digital technologies is necessary, but not sufficient, for companies to succeed in digital transformation initiatives. The creation of an organizational context that stimulates the unfolding of these employees' digital mindsets is equally important to allow for the continued deployment of these employees' beliefs, motivation, abilities and enthusiasm about digital technologies. We analyze unique qualitative data collected in a company that is working successfully on digital transformation initiatives and identify four organizational context factors—empowerment, a culture of learning and knowledge management, the digital ecosystem, and experimentation and play—that, in combination, stimulate the unfolding of employees' digital mindsets to integrate new digital technologies in organizations. Our findings contribute to organizational context factors, digital mindsets and the interdependencies between individuals and organizational digital transformation.

Paper is Available to Meeting Registrants Only.

TIM: EXPLORING DIGITAL TRANSFORMATION: The Role of Business Model Innovation in Manufacturing Firms

Author: **Yannick Mies**, *U. of Osnabrueck*
Author: **Piet Hausberg**, *Osnabrück U.*

Recently, technological innovation has brought about new digital technologies that substantially challenge the rationale behind so far established economic fundamentals. Adopting digital technologies, firms can realize concrete business improvements that are not only limited to product and process innovation, but can also imply the reinvention of their entire business model. This digital transformation offers especially manufacturing firms with multiple options to create new business models. Nevertheless, the extant literature reveals little about the concrete appearances of these new business models. Thus, we develop a typology of business models for manufacturing firms that undergo digital transformation and investigate what drives digital transformation in particular. We build a conceptual framework that connects key drivers of digital transformation with the different appearances of business model archetypes. Our framework matches different combinations of four digital transformation drivers (namely ubiquitous connectivity, functional virtualization, relational decentralization, and flexible scalability) with four business model archetypes (lighthouse supplier, service enthusiast, data scientist, and platform owner). On that basis, combined with reported cases from the literature to illustrate its findings, this conceptual paper presents four propositions that depict the concrete relationships between different combinations of digital transformation drivers and the corresponding business model manifestations in manufacturing firms.

Paper is Available to Meeting Registrants Only.

TIM: Organizational capabilities and process of business model innovation for digital offers

Author: **Azadeh Shomali**, *ESSCA School of Management*
Author: **Guy Parmentier**, *Grenoble Alpes U.*
Author: **Romain Gandia**, *U. Savoie Mont Blanc*

Recent digital technologies, IoT and cloud computing are pushing established manufacturing firms to develop digital services, which require them to go through a complete Business Model Innovation (BMI). Despite this growing trend, strategy literature still lacks a complete picture of how established firms develop new business models and which organisational capabilities would facilitate this process. This paper addresses these literature gaps through studying the process of developing digital services in two manufacturing firms. We identified four phases for the BMI process and nine organisational capabilities that facilitate this process. Our findings contribute to the literature on digital transformation, business model innovation and dynamic capabilities.

Paper is NOT Available. Please contact the author(s).

TIM: Sourcing external digital solutions: Digital technologies' architecture and knowledge exchange  

Author: **Lukas Falcke**, *U. of St. Gallen*
Author: **Stephen Comello**, *Stanford Graduate School of Business*
Author: **Ann-Kristin Zobel**, *U. of St. Gallen*

Sourcing of external digital solution has become an important strategy incumbent firms are using to accelerate their digital transformation. However, external knowledge and technology sourcing is a complex, multi-phase process that requires exchanging various kinds of knowledge across cognitive, technological and organizational boundaries. Using a longitudinal in-depth qualitative analysis of 15 early-stage pilot projects between startups offering digital solutions and electric utilities seeking to adopt them as empirical setting, we develop a framework of external digital technology sourcing. This framework explicates how and why knowledge exchange patterns differ given a derived set of digital technology integration processes - positioned along the digital technology stack. We show that service enablement at the data-application interface triggers a parallel knowledge iteration pattern, system harmonization at the data-network interface triggers a concurrent knowledge co-creation pattern and assuring hardware efficacy at the network-device interface triggers a sequential knowledge validation pattern. We discuss contributions to the literature on digital innovation and external knowledge sourcing.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Multi-Level Team Research



Digital Session Chair: **C. Ashley Fulmer**, *Georgia State U.*

OB: **Toward a Configurative Approach to Team Trust**

Author: **C. Ashley Fulmer**, *Georgia State U.*

Research on team trust continues to grow, supporting its critical role in team functioning. Yet, there remains a lack of clarity about how team trust forms in a team. In this paper, we adopt a configurative approach to understand how team trust arises from the trust relationships that team members have with one another and what form or configuration team trust can take over time. Drawing on theories and research on levels of analysis and relational balance, we develop a multilevel microdynamic model that conceptualizes team trust as a configurative emergent state of the dyadic trust relationships between members. At the dyadic level, the model describes the emergent dynamics through symmetric and asymmetric relationships between members. At the team level, the model identifies team trust configurations and their trajectories over time. At the interteam level, we further consider the top-down influences from salience of the interteam context on team trust emergence. By explicating the emergent dynamics of team trust, our model provides a nuanced and integrated understanding of trust in teams and offers a potentially powerful tool for leaders and teams to cultivate and manage team trust.

Paper is NOT Available. Please contact the author(s).

OB: **Focused Attention of Members in Multiple Team Membership: A Diary study**

Author: **Heejin Kim**, *U. of California, Irvine*

As organizational tasks are increasingly carried out through temporary projects, many knowledge workers are now asked to work in multiple concurrent teams and collaborations. Although focused attention is critical in performing complex tasks, individuals' attention is inevitably divided by having to work for multiple teams, and little is known about individuals' attention allocation processes in such a context. To fill this gap, I start by reviewing previous literature on attention and propose an empirical study that examines the antecedents and consequences of one's day-to-day focus on teams using a diary study. Based on the cognitive psychology literature, I explore a multilevel model consisting of bottom-up (salience of a team at the moment) and top-down (one's perceived importance of a team) factors that influence attention allocation to teams, and the consequences of attention allocation (job strain and work satisfaction). In so doing, I suggest a member-centered perspective of teams using attention as a mechanism, and I explain how individuals navigate through their work in multiple teams.

Paper is Available to Meeting Registrants Only.

OB: **Mindfulness in context: Mindfulness, conflict, emotional exhaustion, and well-being in team context.**

Author: **Neetu Choudhary**, *U. of Melbourne*
Author: **Carol Gill**, *Melbourne Business School*

The effectiveness of mindfulness has been established, however, the conditions under which mindfulness is most effective have received limited attention. This has prompted an unresolved theoretical debate amongst scholars about whether mindfulness is a universal panacea or has a differentiated effect based on context. We investigate this issue in two ways. First, we systematically review empirical research on mindfulness since 2010 to gain insight into the role of context in mindfulness research. Second, we study whether mindfulness is influenced by context, specifically, mindfulness in self-managed teams, which are an increasingly common and complex way of organizing work. We develop and test a multilevel model on how team conflict influences the relationship between mindfulness, emotional exhaustion, and team member well-being. We test these relationships in a time-lagged, multi-source, survey study involving 274 team members in 54 project teams. Our results support the proposition that mindfulness increases affective well-being by reducing emotional exhaustion. However, this effect is most pronounced under conditions of high team conflict. High individual mindfulness is a universal panacea in that it results in less emotional exhaustion and greater affective wellbeing at all levels of team conflict, however, it also has a differentiated effect in that those with low individual mindfulness experience higher emotional exhaustion and lower affective wellbeing when team conflict is high. We conclude that mindfulness is most effective in contexts that elicit negative thoughts, feelings, and behaviors.

Paper is Available to Meeting Registrants Only.

OB: **How and when do employees hide knowledge from co-workers? A multilevel moderated-mediation model**

Author: **Ghulam Ali Arain**,
Author: **Zeeshan Bhatti**, *Portsmouth Business School*
Author: **Abdul Karim Khan**, *United Arab Emirates U.*
Author: **Imran Hameed**, *Lahore School Of Economics*

Based on the social learning and cognitive theories, this study examines a multilevel moderated-mediation model that tests the direct relation between perceived organizational politics (POP: level-1) and employee knowledge hiding from coworkers (EKHC: level-1) is mediated by moral disengagement (MD: level-1). The mediation effect is then further moderated by supervisor knowledge hiding from employee (SKHE: level-2). We obtained multi-sourced, multi-timed, and multilevel data of 294 employees, nested within 80 supervisors. Data were analyzed by applying multilevel structural equation modeling (ML-SEM) using Mplus, which highlighted that POP first led to moral disengagement, which, in turn, led to EKHC. The mediation effect was then further positively moderated by SKHE. This is the first empirical study that examines both EKHC and SKHE together in a single research model and provides a thorough understanding of why, how, and when POP leads to EKHC.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Innovation in the time of Covid

Digital Session Chair: **Roberto Santos**, *U. of Massachusetts, Lowell*

TIM: Innovation under crisis: Is knowledge breadth a liability? Insight from the COVID pandemic 

Author: **Roberto Santos**, *U. of Massachusetts, Lowell*
Author: **Denise R. Dunlap**, *UMass Lowell*
Author: **Scott Latham**, *U. of Massachusetts, Lowell*

Innovation in response to crisis is an incredibly complex and risky undertaking, especially when it is critical that innovations succeed to alleviate the crisis. Given the backdrop of the coronavirus (COVID-19) pandemic, we develop a novel conceptual framework that advances our understanding of how the key knowledge attributes of breadth and depth impact the development of two types of innovations: new and repurposed innovations. We then employ the framework to examine 437 startup, midsize, and multinational firms involved in developing innovative treatments for the coronavirus. Our findings suggest that knowledge breadth may be a liability in the context of a crisis. However, when these firms face disruptions to their R&D pipeline due to the crisis, they are more likely to develop new innovations. Based on our findings, we offer implications for policy makers, business leaders, and entrepreneurs that will increase the probability of generating successful innovations in response to future crises.

Paper is Available to Meeting Registrants Only.

TIM: Scientific publications and COVID-19 “research pivots” during the pandemic

Author: **Philip Shapira**, *Alliance Manchester Business School*

This paper examines scientific research publication trends during the global coronavirus (COVID-19) pandemic in 2020. After reviewing the timing of the emergence of the pandemic in 2020 and the growth of governmental responses, available secondary sources are used to highlight impacts of COVID-19 on scientific research. A bibliometric analysis is then undertaken to analyze developments in COVID-19 related scientific publications through to October of 2020 by broad trends, fields, countries, and organizations. The paper explores the extent to which researchers across all fields of science have pivoted their research outputs to focus on topics related to COVID-19. Significant variations are found by specific fields (identified by Web of Science Subject Categories). In a top quintile of fields, not only in medical specialties, biomedical sciences, and public health but also in subjects in social sciences and arts and humanities, there are relatively high to medium research pivots. In lower quintiles, including many domains of science as well as in social science, and arts and humanities, low to zero COVID-19 research pivoting is identified. Implications for research management and policy and for future research assessment are highlighted.

Paper is Available to Meeting Registrants Only.

TIM: Strategic organization of scientific research teams in response to a crisis

Author: **John Bechara**, *Tilburg U.*
Author: **Ramin Vandaie**, *U. at Buffalo, The State U. of New York*

Strategy and organizational scholarship has long been interested in how scientific research is organized and managed to face strategic challenges. This issue has gained particular importance in light of the recent global Covid-19 pandemic. In this study, we examine how the collaborative structure of scientific research teams change over time at different stages of the pandemic. More specifically, we argue that during the early stages of the pandemic smaller research teams with fewer researchers spanning fewer organizations and countries respond more efficiently to the pandemic. However, at later stages of the pandemic the need for larger teams with more researchers spanning more organizations and countries respond more effectively to the pandemic. Using publication data culled from the *New England Journal of Medicine*, the world’s foremost authority on medical research, during the first half of 2020 (the period corresponding to the global emergence and first peak of the Covid-19 pandemic) our results reveal that relative to the research teams of non-Covid-19 related publications, the research teams of Covid-19 publications spanned fewer organizations and fewer countries but had a similar number of researchers. Additionally, our results showed that over time the research teams of Covid-19 publications relative to non-Covid-19 publications spanned more countries but continued to span fewer organizations and had a similar number of authors.

Paper is NOT Available. Please contact the author(s).

TIM: Re-designing knowledge production in the Post-Covid-19 era. A task-based approach 

Author: **Edoardo Ferrucci**, *Department of Business and Management, LUISS Guido Carli U.*
Author: **Francesco Rullani**, *U. Ca' Foscari of Venice; Dept. of Management & Bliss - Digital Impact Lab*

This paper seeks to single out what micro-level working activities may be more conducive of faster Covid-19 transmission. We do so from an innovation perspective, knowing that knowledge production has an important component rooted in tacit knowledge, whose sharing is heavily based on physical interaction. Specifically, we hypothesize that communication-intense working activities (including those needed to transfer tacit knowledge) may accelerate Covid-19 contagion, and must be re-designed with more urgency and attention than other working activities that apparently may look as dangerous, such as selling or training. We test this empirically employing data from 9 different sources relative to US Metropolitan Statistical Areas, and confirm our hypothesis, eventually elaborating policy and managerial implications for dealing with innovation (and beyond) during the pandemic

Paper is Available to Meeting Registrants Only.

Author: **Joakim Hans Netz**, *Jönköping U.*

Author: **Mattias Axelson**, *Stockholm School of Economics*

The Covid-19 pandemic disrupted societies worldwide, and many firms answered the call for Covid-19-related innovations, with some quickly developing innovations to personal protection equipment, an area outside of their core businesses prior to the pandemic. How firms respond during crises to pressing societal needs by suspending a profit orientation to satisfy stakeholder needs is not understood well. We conducted inductive case studies of eight companies to address why such firms pivot from shareholder- to stakeholder-oriented new product development and how they satisfy new stakeholder needs during crises. Findings suggest that such companies model the process of internalizing and internal propagation of affectively charged signals that impress urgent humanitarian needs and alteration of how extant resources were recognized in relation to social norms and how capability assembly was initiated. These findings explain how for-profit product innovation prior to pandemic led to an additional mode of crisis-driven, new product innovation by suspending a profit orientation to respond quickly to calls for help. Implications to theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1071** | Submission: **14728** | Sponsor(s): (CAR, HR, GDO)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 6:00AM - 7:30AMET (UTC-4)**

Women's Careers in the 21st Century: New Perspectives and Insights
Women's Careers in the 21st Century



Organizer: **Fida Afiouni**, *American U. of Beirut*
Organizer: **Eleni Apospori**, *Athens U. of Economics and Business*
Organizer: **Julia Richardson**, *Curtin U.*
Organizer: **Bert Schreurs**, *Vrije U. Brussel*
Chair: **Fida Afiouni**, *American U. of Beirut*
Chair: **Eleni Apospori**, *Athens U. of Economics and Business*
Chair: **Julia Richardson**, *Curtin U.*
Chair: **Bert Schreurs**, *Vrije U. Brussel*
Discussant: **Charlotte M. Karam**, *American U. of Beirut*
Presenter: **Isabella Scheibmayr**, *U. of Salzburg*
Presenter: **Astrid Reichel**, *U. of Salzburg*
Presenter: **Liv Nelson**, *U. of St. Gallen*
Presenter: **Snigdha Pattnaik**, -
Presenter: **Sadhna Dash**, *XIM U.*
Presenter: **Camille Desjardins**, *PhD Student*
Presenter: **Marion Fortin**, *U. of Toulouse I, Capitole*
Presenter: **Chantal Van Esch**, *Cal Poly Pomona*
Presenter: **Mai P. Trinh**, *Arizona State U.*

Extant literature on women's careers, work opportunities and experiences has examined diverse individual and contextual factors that enable or hinder their career progression and access to leadership positions. This presenter symposium will provide novel insights and theoretical approaches for understanding women's careers and leadership experiences in diverse organizational, professional, national and regional contexts. Drawing on five distinct international bodies of empirical data, it develops and extends contemporary theory to inform future social and organizational policy. In line with this year's AOM theme "bringing the manager back in management", the symposium will generate critical reflection for gender-inclusive careers, HRM and leadership scholarship, discourse, policy and practice. With a specific focus on incorporating diverse global perspectives and the temporal dimension of careers, the papers each provide insight into women's career trajectories in different cultural contexts. Moreover, the organizers and presenters come from diverse cultural backgrounds with different scholastic affiliations: Lebanon, France, Switzerland, India, Brussels, Australia, Austria, Greece, and the United States. The collective contribution from the papers is augmented, therefore, by the diversity and complementarity of theoretical lenses applied and their respective research ontologies and epistemologies as well as the institutional and cultural contexts of the presenters and organizers.

Finding their way through multiple logics: Female doctors' leadership careers

Author: **Isabella Scheibmayr**, *U. of Salzburg*
Author: **Astrid Reichel**, *U. of Salzburg*

Ongoing Gender Disparity in Corporations: Career and Life Trajectories of Executive Board Members

Author: **Liv Nelson**, *U. of St. Gallen*

Women Leaders in India: Career Resilience as a Strategic Career Resource

Author: **Snigdha Pattnaik**, -
Author: **Sadhna Dash**, *XIM U.*

How fairness experiences at work around maternity leave are linked with career motives of mothers

Author: **Camille Desjardins**, *PhD Student*
Author: **Marion Fortin**, *U. of Toulouse I, Capitole*

Gender Disparity in COVID-19 Impacts on Academic Careers: An Agent-Based Model

Author: **Chantal Van Esch**, *Cal Poly Pomona*
Author: **Mai P. Trinh**, *Arizona State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Teams 2 

Digital Session Chair: **Sabrina Schell**, *U. of Bern*

ENT: The role of emotions in the selection of family external top management team members in family firms 

Author: **Sabrina Schell**, *U. of Bern*
Author: **Julia Katharina de Groot**, *WHU - Otto Beisheim School of Management*
Author: **Salome Richards**, *U. of Berne*
Author: **Andreas Hack**, *U. of Bern*

Family firms often face the challenge of staffing their top management team with people from outside the owner family. This decision-making process can evoke numerous emotions, involves different dynamics and is crucial for the long-term success of the organization. Using a qualitative research design involving 19 Swiss family businesses and interviews with executive search professionals, we investigate how family businesses select non-family top management team (TMT) members. The selection process is organized as a funnel and ends in selecting the candidate with the highest fit and highest level of trustworthiness. In the TMT member selection process, emotions become increasingly important over time. The owner family influences different points in the process, controls it and integrates a family effect, especially by integrating emotions.

Paper is NOT Available. Please contact the author(s).

ENT: Manage the unmanageable? The illusion of control of new venture teams coping with dynamic environments

Author: **Anian Gehring**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen University*
Author: **Andrea Greven**, *RWTH Aachen U.*
Author: **Malte Brettel**, *RWTH Aachen U.*

Behavioral decision theory and the hubris theory of entrepreneurship suggest that entrepreneurs' uncertainty in dynamic environments leads to cognitive biases. Despite the elaborated theory, empirical evidence of the dynamism - bias relationship is scarce and has produced unexpected results. Further, the role that mechanisms applied to cope with environmental dynamism play in the emergence of cognitive biases, remains unclear. This study investigates how the interplay of environmental dynamism and environmental scanning relates to the illusion of control bias of new venture teams (NVTs). The NVT illusion of control describes an NVT's tendency to systematically overestimate the degree to which their skills and performance, instead of chance, will influence uncontrollable events. We test our hypotheses by applying structural equation modeling with a sample of 123 NVTs in Germany. Our findings reveal a lack of direct relationship between environmental dynamism and NVT illusion of control but discover an indirect relationship between the two mediated by environmental scanning. These findings suggest that NVTs regularly overestimate their ability to manage their largely unmanageable environment when applying the coping mechanism of environmental scanning.

Paper is Available to Meeting Registrants Only.

ENT: It's Time for a Change: The Temporality of Team and Venture Opportunity for Startup Survival 

Author: **Katja Bringmann**, *U. Ghent*
Author: **Theresa Helena Veer**, *U. of Tuebingen*

Understanding what drives startup survival is of high interest for entrepreneurship research. We develop a dynamic entrepreneurial process model of early entrepreneurship that includes key input factors of nascent firms, namely the entrepreneurial founding team (EFT), entrepreneurial opportunity, external financing and traces changes in quarterly intervals. Based on a hand-collected sample of 2670 observations on 538 early stage ventures from both Europe (252) and Latin America (286), we jointly analyze the effect of EFT and entrepreneurial opportunity quality on startup survival. Further, we explore external financing by venture capitalists as a mediator mechanism through which EFT and entrepreneurial opportunity influence startup survival. Our paper contributes to the individual-opportunity nexus theory by disentangling the effect of both actor and non-actor input factors for entrepreneurial success and to the entrepreneurial process perspective by analyzing their influence over time. Our findings show that the relevance of EFT and entrepreneurial opportunity shift throughout the development of a startup: EFT becomes gradually less important and entrepreneurial opportunity becomes more important as the startup matures. Further, both effects are partially mediated by external financing.

Paper is Available to Meeting Registrants Only.

ENT: It Is A "Game of Thrones": New Venture Team Power Hierarchy Skewness and New Venture R&D Intensity

Author: **Wen Feng**, *Zhejiang U.*
Author: **Qiongjing Hu**, *Zhejiang U.*
Author: **Xiaoyun Xie**, *Zhejiang U.*

This study examines how power configurations of new venture teams (NVTs) are associated with R&D intensity in new ventures. Drawing on the functional perspective of power hierarchy, we propose that the proportion of NVT members with high versus low power (i.e., power hierarchy skewness) has a positive effect on new venture R&D intensity. Moreover, this positive effect will be strengthened by hierarchy mutability and weakened by organizational slack. Based on a nine-year panel data of 363 new ventures with 1277 observations listed on the Growth Enterprises Market (GEM) in China, our hypotheses received general support. We discuss the theoretical and practical implications of our findings on new venture teams, power hierarchy and new venture innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Exit

Digital Session Chair: **Yue Song**, *Auburn U.*

ENT: For love or money? The effects of psychological ownership on the timing of founder exits

Author: **Yue Song**, *Auburn U.*

Author: **Michelle Zorn**, *Auburn U.*

Author: **Marc Todd Junkunc**, *Washington and Lee U.*

Acquisition is a central way through which founders exit the ventures they created, especially for founders who choose to stay with their companies after their Initial Public Offerings (IPOs). However, founders are often psychologically attached to their firms and face a substantial dilemma over when to consider their economic interests and exit the firm. We explore the factors that drive the timing of founders' decisions with respect to choosing between exiting via acquisition or remaining in control of their firms. Drawing from the psychological ownership literature, we theorize that factors such as social identities, investment of technical specialized knowledge, serial entrepreneur status and having outside employment influence the length of time until acquisition. Further, we examine how acquisition premiums influence this timing. Our results have implications for the literature on the seller perspective in acquisition deals, psychological ownership, and the founder's dilemma.

Paper is Available to Meeting Registrants Only.

ENT: Do Rational Entrepreneurs Exit Rationally?

Author: **Elahe Ghasrodashti**, *Macquarie Business School, Macquarie U.*

Author: **Nidhida Lin**, *Macquarie Business School, Macquarie U.*

Author: **Ralf Wilden**, *Macquarie Business School*

Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*

Author: **Dawn DeTienne**, *Colorado State U.*

While theory suggests that highly rational entrepreneurs and with high need for cognitive closure (NFCC) are likely to put stronger emphasis on retrospective performance and personal factors when deciding whether to persist with an underperforming venture, our findings from a discrete choice experiment with 177 entrepreneurs show mixed evidence, thereby challenging existing research. Overall, we find that entrepreneurs who perceive themselves as rational do not always demonstrate rational behavior in persistence decisions and entrepreneurs with high NFCC pay significantly more attention to retrospective performance, but not to prospective performance and personal options.

Paper is NOT Available. Please contact the author(s).

ENT: An Institutional Perspective on Optimism and Entrepreneurial Exit

Author: **Zhu Zhu**, *Montclair State U.*

We explore the effect of entrepreneurs' optimism on entrepreneurial exit using survey results of 175 new ventures based in China. The findings of this study challenge the assumption that there is a linear relationship between entrepreneurial optimism and entrepreneurial exit, we demonstrate that there is a U-shaped relationship. We also incorporate institutional theory to address the importance of institutional context in the external environment on entrepreneurial exit. Our results suggest that institutional support moderates the U-shaped relationship between entrepreneurial optimism and entrepreneurial exit, in other words, when institutional support is high, the relationship is more positive for overly optimistic entrepreneurs, and the relationship is more negative for moderately optimistic entrepreneurs.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurs' Exit Strategy Intentions and Their Final Exit Path

Author: **Sascha Hohen**, *Goethe U.*

Author: **Lars Schweizer**, *Goethe U.*

This paper explores entrepreneurs' initially intended exit strategies and compares them to their final exit path. Our data shows that originally intended and final exit strategies differ among entrepreneurs. Two groups of entrepreneurs emerged from our data. The first group comprises entrepreneurs who financed their firms through equity investors. The second group is made up of entrepreneurs who financed their businesses solely with the owner's equity. Our data shows that the first group originally intended a financial harvest exit strategy and settled with this harvest exit strategy. The second group initially intended a stewardship exit strategy that failed to succeed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Present and Future of Social Media PlatformsDigital Session Chair: **Reza Alibakhshi, HEC Paris****OCIS: Is 'New' Always 'Nicer'? Examining the Influence of Innovation in Social Media**  Author: **Reza Alibakhshi, HEC Paris**Author: **Shirish Chandra Srivastava, HEC Paris**

With a view to enhance content creation and increase user engagement, social media platforms such as Facebook, Twitter, and Instagram have been experimenting with new innovative features. We investigate the effect of introducing one such innovative social media feature — the “story” on the communication between the profile owners and users through the primary social media channel – the “posts”. Grounding our arguments in the resource allocation and social penetration theories and employing a quasi-experimental difference-in-difference method, we examine how introduction of the innovative story feature on a popular social media platform influences (1) the frequency of profile owners’ information sharing through social media posts, and (2) the extent of follower engagement through feedback in terms of linking and commenting on the posts. Our results show that introduction of the story feature positively influences both. However, this influence is moderated by the cultural orientation of the situating social media community. We find that low-power-distance cultures, which value profile owners’ self-disclosure, exhibit a significant positive impact, whereas high-power-distance cultures exhibit no significant influence. We delineate the implications of our findings for both research and practice.

Paper is NOT Available. Please contact the author(s).**OCIS: Active & Passive Media Usage and Depression among the Elderly during COVID-19: Does Race matter?**      Author: **Malvika Nandlal Chhatwani, OP Jindal Global U., Haryana**Author: **Himanshu Rai, Indian Institute of Management, Indore**

Rising depression and anxiety among the elderly during COVID-19 are troublesome both for the individuals and society. Using the emotional contagion theory, we examined the complex linkages between social media use and depression among the elderly during the pandemic. We found that active but not passive use of social media is associated with depression. Further, we investigated whether social media use (both active and passive) has a differential impact on depression for blacks and whites in America. We found that active social media is associated with depression for both blacks and whites, whereas passive SMU is associated with depression only among blacks. Further, we conducted multiperiod analyses by measuring depression scores at four different time periods. Based on the robust approach, we found support for the above linkages indicating the persistent adverse impact of social media usage. The present study provides insights into the cause of depression among the elderly during the pandemic. Our study has significant implications for academicians and practitioners.

Paper is Available to Meeting Registrants Only.**OCIS: Social Media Ostracism Influence on Lurking Intentions**  Author: **Ahsan Ali, School of Economics & Management, Tongji U.**Author: **Hongwei Wang, School of Economics & Management, Tongji U.**Author: **Mingchuan Gong, U. of Science and Technology of China, City U. of Hong Kong**

Based on conservation of resources theory an underlying mechanism is proposed linking social media ostracism with lurking intentions of social media users. The model proposes that emotional exhaustion mediates and psychological resilience moderates the relationship between social media ostracism and lurking intentions. Results support the conceptual model, revealing that social media ostracism positively predicts emotional exhaustion among social media users, which also links it with lurking intentions of social media users. Furthermore, psychological resilience was found to moderate the relationship between social media ostracism and emotional exhaustion which in turn, mediates the joint effect on lurking intentions.

Paper is Available to Meeting Registrants Only.**OCIS: Linking transparency and privacy to the impact of Enterprise Social Networks**Author: **Pedro Seguel, McGill U. - Desautels Faculty of Management**

Despite widespread diffusion of Enterprise Social Networks, research about such technologies’ impact on employee performance remains limited. While most of the research has focused on how ENS’s communication visibility increases knowledge about coworker’s knowledge leading to better performance, the research has highly overlooked the role of privacy at the workplace. Furthermore, most online privacy research has been performed in consumer settings. So, we don’t have a clear idea of how privacy will affect information sharing in the enterprise context. In this research, I answer how information privacy concerns from workers regarding ESN affect individual metaknowledge accumulation? I extend on Communication Visibility Theory by including elements of a behavioral theory of privacy and transparency. I explain how ESN’s implementation at the organization might lead to a higher awareness of being watched by others, triggering hidden behaviors based on privacy concerns. Consequently, I propose a multi-level explanation of how privacy affects the returns individuals can get for ESN usage. First, individual privacy concerns decrease ESN usage, decreasing their opportunities to take advantage of its potential. Second, as privacy concerns are serious and shared within a team, the accuracy of information provided on the ESN might decrease, decreasing individuals’ chances of getting accurate metaknowledge to improve their performance. This research expands current knowledge about the impact of ESN at the workplace, by bringing understanding to the role of privacy on the impact of Enterprise Social Networks. And it highlights the importance of clarifying how privacy and transparency jointly affect human behavior in the workplace.

Paper is Available to Meeting Registrants Only.**KEY TO SYMBOLS**

Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Intra-organizational Perspectives

Digital Session Chair: **Ethan Nikookar**, *Australian Institute of Business*

OSCM: How do Supply Chain Managers Affect Supply Chain Resilience? An Advice-Seeking Perspective

Author: **Ethan Nikookar**, *Australian Institute of Business*
Author: **Yoshio Yanadori**, *Waseda U.*

Research on supply chain resilience has successfully established flexibility as a firm-level antecedent that contributes to supply chain resilience. However, little is known about the mechanisms that develop flexibility within a firm. Drawing on the social capital theory and social network theory, the authors claim that supply chain managers' advice-seeking plays a critical role in developing this antecedent. Specifically, the authors hypothesize that supply chain managers' structural and relational embeddedness in their reference network, comprised of individuals from whom they seek advice, are instrumental to developing supply chain flexibility, which subsequently enhances the firm's supply chain resilience. The authors use survey data collected from 385 manufacturing firms in Australia and employ Hayes and Preacher's (2014) mediator model to test the hypotheses empirically. Results provide overall support for our theoretical model.

Paper is Available to Meeting Registrants Only.

OSCM: Setting the Stage: Initial Socio-Emotional Communication and Performance in Cross-Functional Teams

Author: **Vera M. Schweitzer**, *WHU – Otto Beisheim School of Management*
Author: **Fabiola Heike Gerpott**, *WHU – Otto Beisheim School of Management*
Author: **Nale Lehmann-Willenbrock**, *U. of Hamburg*
Author: **Sander De Leeuw**, *Wageningen U.*
Author: **Michaela Schippers**, *Erasmus U. Rotterdam*

Effective cross-functional integration is characterized by complex interactions during project work in supply chain management. We draw from a socio-emotional communication framework and team development models to carve out that socio-emotional communication constitutes a double-edged sword in setting the stage for team performance development. Specifically, in the light of unequivocal prior research findings regarding this topic, we pose the question of whether team members' reactions to socio-emotional statements may be the reason that some cross-functional teams succeed and others fail. We used sophisticated interaction coding to capture early communication patterns of 33 teams (N = 134) as well as their performance development over six meetings of a supply chain simulation. Using latent growth modeling, we found that the amount of socio-emotional communication in the first meeting negatively impacts overall team performance. However, running sequential analytical models revealed that unsuccessful teams reacted upon socio-emotional communication with dysfunctional remarks and task-oriented contributions, while successful teams only showed task-oriented reactions, and more profoundly increased team performance over different rounds. Operations managers should be sensitized about the possible detrimental effects of unthoughtful handling of socio-emotional chitchat in cross-functional teams.

Paper is NOT Available. Please contact the author(s).

OSCM: Supplier Dependence Asymmetry and Investment in Innovation: The Role of Psychological Uncertainty

Author: **Siqi Ma**, *U. of Akron*
Author: **Adriana Rossiter Hofer**, *U. of Arkansas*
Author: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

A key source of competitive advantage for large firms accrues from investments in innovative products and processes by their suppliers, incentivized by a positive relationship climate. A fundamental hindrance to such climate lies in a condition that commonly characterizes buyer-supplier relationships: asymmetric levels of dependence between business partners. Such asymmetry has been shown to be detrimental to the relationship, enhancing the likelihood of conflict, and negatively impacting the performance of the more dependent party. Considering that such dependence asymmetry is likely to persist, large buyers face the challenge of promoting a relationship environment that provides an incentive for suppliers to invest in innovation. In this study, we propose that large, dominant buyers can influence suppliers' intentions and behaviors through mitigating two psychological dimensions of uncertainty – perceived riskiness and perceived ambiguity – which emerge from a situation of dependence asymmetry. Specifically, using the lens of resource dependence theory we investigate the effects of these two dimensions of uncertainty on a supplier's trust, commitment, and willingness to invest in innovation, as well as the moderating effect of a buyer's information sharing in shaping a supplier's perceived uncertainty. Our findings indicate that a supplier's dependence on a large customer increases its perception of ambiguity and riskiness in the relationship, negatively impacting its trust, commitment, and willingness to invest in innovation. However, a buyer's initiative to share relevant and timely information with the supplier reduces its perceived uncertainty, enhancing its attitudes towards the buyer and encouraging innovation. As such, positive relational attitudes by suppliers can be achieved even under conditions of dependence asymmetry.

Paper is Available to Meeting Registrants Only.

OSCM: The Microfoundations of Relational Governance Capability: A Social Capital Perspective

Author: **Tejasv Kalra**, *Newcastle U. Business School*
Author: **Paul Cousins**, *U. of Manchester*

Organizations adopt a variety of governance mechanisms to drive collaboration in organizational and inter-organizational relationships. Scholars have examined structural and processual dimensions of inter-organizational governance. Adopting a microfoundational approach, we explore how the interactions between individuals, processes, and structures influence the development of an organization's capability to govern its relationships through relational governance mechanisms. We conducted a longitudinal case study with a multinational bank to examine the development of inter-organizational governance capability through a social capital theoretic lens. We find that the capability is developed by reconciling individual-level factors through complex social processes, leading to the development of inter-organizational structures. These structures contribute to the development of structural, cognitive, and relational social capital. Finally, these processes differ depending on the complexity of the task. We present a framework to deepen our understanding of the development of relational governance capability.

Paper is Available to Meeting Registrants Only.

Author: **Marcus W. Y. Ho**, *Auckland U. of Technology*

Author: **Kamrul Ahsan**, *Associate Professor*

Agile project management has become increasingly popular as a management philosophy for project management. However, there are few examinations into agile project management's competency requirements, including how these competencies are signaled to the broader labor market. This study examines agile project management competencies and how these agile competencies are signaled in job advertisements. Utilizing a project management framework to understand agile project management competencies, we examine the requirements from both demand- and supply-side requirements and how these competencies are signaled to the labor market through job advertisements. We discuss the implications of these findings for the broader project management theoretical framework and community.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1076** | Submission: **16777** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 6:00AM - 7:30AMET (UTC-4)**

Strategy-Making as Collective Sense-Making

Strategy-Making as Collective Sense-Making

Digital Session Chair: **Leonhard Dobusch**, *U. of Innsbruck*

SAP: Sense and Action in the Covid-19 Crisis

Author: **Maria Elisa Brandão**, *FDC - Fundação Dom Cabral*
Author: **Rosileia Milagres**, *FDC - Fundacao Dom Cabral*

This study aims at investigating how organizations mobilize themselves to face rare events. Our intention is to contribute to this understanding based on two fields: sensemaking and routines. Although there is literature addressing both themes, we consider that little attention has been given to their integration, especially in crisis' context. We conducted a literature review in nine journals between 2000 and August 2020. We found only five papers linked to the theme, confirming that little is known about the process of building meaning and the consequent adjustment of routines in face of rare events. We observed that literature points out four possibilities of reaction: organizations can consciously choose to persist with the usual routines, can be paralyzed, can rely on heuristics, or based on its socio-cognitive resources, can improvise. For each of these possibilities, we can identify that there is a building of corresponding sensemaking that motivates it. We inferred that the capacity of organizations to respond to rare events starts with the sensemaking process, followed by the possibility of positioning themselves in one of the four alternatives mentioned above. We also asked ourselves what would determine this option and suggest the importance to analyze the organizational context.

Paper is Available to Meeting Registrants Only.

SAP: Collective Mindfulness and Strategy: Integrating the Core Theoretical Streams

Author: **Aniruddha Chatterjee**, *Macquarie U., Sydney & XLRI, Jamshedpur*
Author: **Kyle Bruce**, *Macquarie Graduate School of Management*

This paper elucidates the crucial role played by collective mindfulness in strategic decisions and strategizing activities. We unveil some of the micro-processes that take place in the 'black box' of strategy making and outline the need to simultaneously address questions such as- who makes strategies (person), what do they do (practices), and how do the person and practices interact with the dynamic environment. Further, we bring forth the complementarities between three emerging and seemingly disparate streams of strategy research, namely- behavioral strategy, strategy-as-practice and the dynamic capabilities perspective and explain how the concept of collective mindfulness may provide a mechanism to integrate them. By highlighting how collective mindfulness can explain finer details of strategy and may act as a central construct to integrate strategy research streams, we seek to stimulate newer lines of inquiry for progressing strategy research. Keywords: collective mindfulness, strategy, behavioral strategy, strategy-as-practice, dynamic capabilities

Paper is Available to Meeting Registrants Only.

SAP: Balancing the Personal and the Organizational: Shifting Focus of Frontline Sense-Making

Author: **Jane Seppälä**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Timo Olavi Vuori**, *Aalto U.*

We still lack a proper understanding of how mergers politicize. To answer this, we conducted a longitudinal study at a large medical technology hardware and software provider MedTech. Our findings show how frontline management sensemaking plays a crucial role in merger politicization: their perceptions of top management legitimacy influence whether their sensemaking and actions primarily concern organizational or personal welfare. When frontline managers' perception of top management decision-making shifts towards more political, the focus of their sensemaking shifts from organization-focused to self-focused. This shift then leads to employees finding new and creative ways to save themselves, i.e., various increasingly political actions. While initial political actions against top management decisions aim to benefit the organization (e.g., to reverse an erroneous decision), the self-focused political actions are indifferent towards their organizational consequences. Hence, while organization-focused political actions can benefit merger success, self-focused political actions contribute to merger failure. Our findings contribute to the research on mergers and postmerger integration by proposing how frontline sensemaking influences merger politicization and to research on organizational politics by showing how perceptions of political decisions lead to the escalation of political behaviors.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Sustainability Transitions

Digital Session Chair: **Frederik Dahlmann**, *U. of Warwick*

SIM: The Role of Purpose in Supporting Sustainability Transitions

Author: **Frederik Dahlmann**, *U. of Warwick*
Author: **Wendy Stubbs**, *Monash U.*

There is growing recognition that today's grand challenges and wicked problems require significant transformative shifts in business practices and governance. The purpose ecosystem is an emerging phenomenon of new private sector actors seeking to promote wider systems change by driving and supporting the creation of purpose-driven businesses. In this paper, we conduct interviews with members of the purpose ecosystem to theorise how the general notion of purpose is used as an informal means to govern and transform business-society relations in the 21st century. We find that purpose ecosystem actors employ "double framing" in their explanations and justifications of focusing on purpose. By invoking both notions of "systemic subservience" and "humanistic goal-alignment", we propose that the simultaneous use of two contrasting, but complementary frames allows actors to appeal to and potentially unite a variety of diverse audiences. Double framing therefore emerges as an innovative rhetorical device used to mobilise and steer private sector actors. Our research contributes to literatures on how purpose is used as a lever to drive sustainability transformations as well as the significance of framing within values-based governance.

Paper is Available to Meeting Registrants Only.

SIM: Stakeholder engagement accelerating transition towards a sustainable circular economy

Author: **Annika Blomberg**, *Tampere U.*
Author: **Johanna Kujala**, *Tampere U.*
Author: **Anna Heikkinen**, *Tampere U.*

In this article, we ask in what ways stakeholder engagement can accelerate the transitions towards a circular economy (CE). The empirical material consists of 35 semi-structured interviews of CE stakeholders at local, regional and national levels in Finland. The CE stakeholders include private, public and third sector organizations fostering the circular economy in Finland. A fine-grained, inductive analysis of stakeholder relationships in the context of a circular economy was conducted. Our analysis identifies four types of engagement relations that prevail among the CE stakeholders: (1) hierarchical relations, (2) collaborative relations (3) adversarial relations and (4) advocate relations. Each of the relations actualizes and is maintained through a set of more specific activities. Hierarchical relations include enabling and bureaucratic activities; collaborative relations include facilitating, learning and communicating, and partnering activities; adversarial relations include competing and moderating activities; and advocate relations include influencing and informing activities. The analysis indicates that each type of relation with its specific activities of stakeholder engagement is valuable for accelerating the transitions toward a sustainable CE. Hierarchical relations lay the foundation for the circular economy, while the collaborative relations based on trust and openness are in the core of advancing the circular economy. In collaborative relations organizations network, learn from each other and share knowledge and partner to collaborate and to co-create, and the traditional roles and boundaries of organizations blur. Despite the prevailing emphasis on collaborative approach, the adversarial relations and the related activities are relevant for the transition to a sustainable circular economy, too, as they force to consider issues and their implications thoroughly and from many viewpoints. Advocate relations illustrate how the CE stakeholders attempt to engage wider audiences in the advancement of the circular economy by informing and driving changes in the attitudes.

Paper is NOT Available. Please contact the author(s).

SIM: Intimate Co-creation of Value for Sustainability: The Nature, Measurement and Nomological Network

Author: **Sushil S. Chaurasia**, *U. of New Brunswick*
Author: **Dhirendra Shukla**, *U. of New Brunswick*
Author: **Manoj Motiani**, *Indian Institute of Management, Indore*
Author: **Kapil Khandeparkar**, *Goa Institute of Management*

Intimacy (deep cooperation) is mutually beneficial to both, the SME organization and its partners/stakeholders involved, but the literature does not offer a blueprint for what intimacy in co-creating value for sustainability (ICCVS) means or what factors differentiate value co-creation from intimate co-creation of value? Through a planned mixed-method investigation, leveraging upon focus groups, in-depth interviews, essays and structured surveys, the current investigation conceptualized, developed and validated a measure of ICCVS that distinguish 'intimate co-creation of value' from co-creation of value. Our findings suggest that intimate co-creation of value for sustainability is generally perceived to occur due to corporate credibility, economic incentive, sustainability recognition, sustainability philosophy, sustainability impact, commitment, trust, unfiltered information exchange, and shared interpersonal boundary.

Paper is Available to Meeting Registrants Only.

SIM: Understanding the Motivation Complexity of Grassroots Ecopreneurs at the Base of the Pyramid (BoP)

Author: **Norma Achieng Juma**, *Washburn U.*
Author: **Joy Olabisi**, *Rochester Institute of Technology*
Author: **Eliada Griffin-EI**, *Robert Morris U.*

This qualitative study focuses on the factors that motivate grassroots ecopreneurship at the base of the pyramid. Extant research suggests that GEs at the base of the pyramid (BoP) primarily engage in necessity-driven ventures. However, this study demonstrates that GEs' motives to launch new ventures appear to be multifaceted. Moreover, the GEs' motivation does not appear to be linear or sequential but rather simultaneous. We also observed an interlinkage of environmental and economic motives. These interlinkages were observed in GEs who diversified their investments into related and unrelated areas. Socio-ethical motives, the GEs' concerns toward other members of the community, and a desire to create social value beyond private value are also additional unique observations. Our findings also indicate that GEs at the BoP were strategically aligned with highly supportive, collaborative networks of private and public institutions, which contributed to them establishing and sustaining viable businesses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



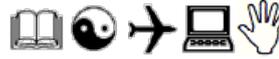
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1078** | Submission: **14366** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 6:15AM - 8:00AMET (UTC-4)**

Activism, Activist Methodologies and Social Change
Activism, Activist Methodologies and Social Change



Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Presenter: **Deborah N Brewis**, *U. of Bath*
Presenter: **Sadhvi Dar**, *Queen Mary U. of London*
Presenter: **Paulina Segarra**, *U. Anáhuac México*
Presenter: **Hèla Yousfi**, *U. of Paris, Dauphine*
Presenter: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Discussant: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Discussant: **Alexandra Bristow**, *The Open U. Business School*
Discussant: **Alessia Contu**, *U. of Massachusetts, Boston*
Discussant: **Koen Van Laer**, *Hasselt U.*
Discussant: **Ernesto Noronha**, *Indian Institute of Management, Ahmedabad*
Discussant: **Arturo E. Osorio**, *Rutgers U.*
Discussant: **Martin Parker**, *U. of Bristol*
Discussant: **Ajnesh Prasad**, *CMS*
Discussant: **Alison Pullen**, *Macquarie Business School, Macquarie U.*

This professional development workshop aims to support the development of critical and practical activism by building on the conversations around ‘critical praxis’ and ‘activist turn’ in the CMS. Grounded, in part, in the debate around ‘critical performativity’ and set against the urgent need for critical academics to act practically and critically to address core social and organizational issues (e.g. intensifying class, racial and gender inequalities, environmental destruction and political alienation) this proposed workshop involves a set of presentations and activities that encourage the development of the activist CMS scholar. The PDW is organized into three parts. The first part will include four thematic presentations about different academic-activist interventions, among others, (i.e. socio-economic inequality, decolonizing the university, diversity and inclusion, and intellectual activism), the theories and methodologies used to engage with the cause of the activism, challenges and outcomes. In the second part, the participants will be divided into sub-groups and go to virtual breakout rooms (as they interact via padlet), where they will collectively seek answers to three questions (1) What are the methodological and practical tools to engage with relevant social and organizational issue?, (2) How can theory be utilized for praxis?, (3) How can CMS build a collective activist agenda concerning the relevant social and organizational issue? In the third and final part, there will be a debriefing session in plenary to share the main points of the discussions in the breakout groups. The workshop aims to help develop a form of activist CMS scholarship performed through multiple formats and engagements.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



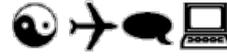
Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **1079** | Submission: **12464** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 6:30AM - 8:00AMET (UTC-4)**

**Sustainable HRM: Research to Bolster Managers’
Endeavours to Accomplish Common Good**
Sustainable HRM and Sustainability



Organizer: **Judith Hilde Semeijn**, *The Open U., Netherlands*
Organizer: **Sugumar Mariappanadar**, *Australian Catholic Uni*
Participant: **Susan E. Jackson**, *Rutgers U., New Brunswick*
Participant: **Carol T. Kulik**, *U. of South Australia*
Participant: **Robin Kramar**, *U. of Notre Dame Australia*
Participant: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Participant: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Participant: **Christine Hughes**, *U. of Exeter, UK*

This research and practice oriented caucus aims to develop a global network of scholars to extend research efforts in the emerging field of sustainable HRM. Input will be analysed for comparative international and longitudinal studies in this field to benefit professionals across strategic management, HR, ONE, and CSR disciplines.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Human Capital Mobility and Loss

Digital Session Chair: **Frederick Scott Bentley**, *Binghamton U.-State U. of New York*

STR: Prior Investments in Human Capital Reduce Layoffs Associated with COVID-19 Financial Pressures

Author: **Frederick Scott Bentley**, *Binghamton U.-State U. of New York*

Author: **Rebecca Rheinhardt Kehoe**, *Cornell U.*

Author: **Hyesook Chung**, *Cornell U.*

This study examines how a firm's pre-pandemic investments in human capital and physical capital influence its likelihood of engaging in layoffs in response to financial pressures in the early periods of the COVID-19 pandemic. Building on insights from the resource orchestration literature, we contend that layoff decisions must be examined in the context of firms' path-dependent resource orchestration activities and in light of relevant environmental pressures. We specifically argue that firms with higher levels of pre-pandemic investment in employees' human capital will be less likely to engage in layoffs in response to pandemic financial pressures based on the increased value embedded in their employees' knowledge, skills and abilities (KSAs) and motivation. We further argue that firms' pre-pandemic investments in physical capital will strengthen the mitigating effect of human capital investments on the likelihood of layoffs due to the complementarities that are likely to develop in the course of a firm's concurrent investments in these two types of resources. We demonstrate support for our hypotheses in a sample of 709 U.S. banks using data from quarterly Federal Deposit Insurance Corporation (FDIC) reports, news articles, and Worker Adjustment and Retraining Notifications (WARN) Act filings through the second quarter of 2020. We discuss implications for our understanding of the impact of the COVID-19 pandemic on organizations and employees, for research examining how organizational factors shape the likelihood of layoffs in a crisis environment, and for research on resource orchestration and human capital.

Paper is Available to Meeting Registrants Only.

STR: Can Sponsorship Address Women's Underrepresentation in Senior Management?

Author: **Benjamin King**, *U. of Maryland*

Author: **Cristian L. Dezso**, *U. of Maryland*

Author: **Nathan Barrymore**, *U. of Maryland R.H. Smith School of Business*

Research suggests that women are underrepresented in senior management because they are less likely than men to compete for promotions and high-promotability assignments. Ascending the corporate ladder, however, also involves sponsors – managers that compete on behalf of protégés for promotions and assignments. Can sponsorship reduce women's underrepresentation in senior management? To address this question, we use a controlled experiment and investigate how gender impacts managers' willingness to sponsor their protégés. We find that when earnings accrue to protégés, the gender gap in competitiveness is eliminated, suggesting that female managers are effective sponsors. However, male managers compete significantly more for male, rather than female, protégés. This gap disappears when male managers receive information about protégés' risk preferences, suggesting an important managerial intervention to increase sponsorship effectiveness.

Paper is Available to Meeting Registrants Only.

STR: Standardized Tools, Generalizability of Human Capital, and Employee Mobility

Author: **Milan Miric**, *U. of Southern California -Marshall School of Business*

Author: **Hakan Ozalp**, *Vrije U. Amsterdam*

The mobility of highly skilled knowledge and creative workers is an important determinant of innovation. Existing studies have not considered how the use and diffusion of standardized technologies and tools influence the mobility of individual knowledge workers. We theorize that the diffusion of standardized tools increases the generalizability of human capital and, in turn, increases the ability of individuals to move between companies. Using data on the use of middleware in the console games industry, we find that this diffusion of standardized middleware tools lead to an increase in labor mobility on average, but was associated with higher mobility for individuals with skills that complemented those tools, in comparison to those that were substituted by these tools. Worker experience with standardized tools amplified these effects, as individuals who were experienced in using these tools saw the largest shift in the likelihood of mobility. We do not find that this diffusion led to individuals leaving the industry, but we do find evidence that the diffusion of a common set of tools within an industry was associated with workers being less likely to leave that industry. These results highlight the potential unintended effects of technological standardization and the broad diffusion of standardized tools, which may enable workers to more easily shift between competitors.

Paper is Available to Meeting Registrants Only.

STR: Bundling Postemployment Restrictive Covenants: New Evidence from Firm and Worker Surveys

Author: **Natarajan Balasubramanian**, *Syracuse U.*

Author: **Evan Penniman Starr**, *U. of Maryland, College Park*

Author: **Shotaro Yamaguchi**, -

We examine the joint adoption of four postemployment restrictive covenants—non-disclosure agreements (NDAs), non-solicitation agreements (NSAs), non-recruitment agreements (NRAs), and non-compete agreements (NCAs)—and their implications for workers and firms. We find that firms tend to adopt these provisions together, with only 3 bundles (No provisions, Just an NDA, All four) covering more than 82% of workers and 70% of firms. Among the individual provisions, we find that NDAs to be the most common, covering 57% of workers in the US and deployed by more than 75% of firms, while NCAs are the least common, covering 22% of workers. We find that firms are more likely to use all four provisions with workers who have greater access to valuable information or clients or a top management job. We also find that while firms still use NCAs at the same level in states where NCAs are unenforceable, firms shift the bundle towards the other provisions, especially NDAs. Finally, we show that using all four provisions is associated with reduced turnover and lower wages relative to firms that use just an NDA, suggesting that firms are able to use this bundle of restrictions to capture more value from human capital.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Where do Ecosystems Come From? The Origins of Ecosystem Structure and Performance



The Origins of Ecosystem Structure and Performance

Discussant: **Andrew V. Shipilov**, *INSEAD*
Discussant: **Gary Dushnitsky**, *London Business School*
Organizer: **Sukhun Kang**, *London Business School*
Organizer: **Natalie Jane Burford**, *INSEAD*
Participant: **Nathan Furr**, *INSEAD*
Participant: **Dovev Lavie**, *Bocconi U.*
Participant: **Israel Drori**, *VU Amsterdam*
Participant: **Mary Tripsas**, *U. of California, Santa Barbara*
Participant: **Elizabeth J. Altman**, *U. of Massachusetts, Lowell*
Participant: **Feng Zhu**, *Harvard U.*
Participant: **Carmelo Cennamo**, *Copenhagen Business School*
Participant: **Grace Gu**, *Boston College*

Ecosystems are groups of independent firms linked through non-generic complementarities that work together to create a customer value proposition. Given the tentative consensus on the definition of ecosystems, research is now shifting to studying an interplay between ecosystem structure and performance. As a field, we wish to know where firms' positions in ecosystems and interdependencies among firms, which underpin ecosystems in the first place, could come from. This symposium unites papers from some of the leading scholars in this emerging field that take a dynamic perspective of how various types of actors (e.g., orchestrators, complementors, component producers, government, and university research centres) shape ecosystem structure and affect firms' performance. We will begin with looking at how ecosystem orchestrators overcome challenges associated with collaborations and investments in innovative start-ups, then take a graph theoretic approach to map patterns of interdependencies that drive acquisition choices by ecosystem members, and subsequently examine the emergence of an ecosystem from a technological discovery to commercialization. Next, we explore strategies complementors deploy as they join platform-based ecosystems and take a closer look at value co-creation and capture between a platform owner and complementors. The (brief) presentations are followed by extensive discussion, between presenters and co-authors, and by moderated Q&A with the audience. Our collective aim is to improve our understanding of the temporal dynamics shaping ecosystem structure and their link to ecosystems' and firms' performance.

Orchestrating an Ecosystem: A Temporal Study of Ex-Ante Intentions, Ex-post Actions and Performance

Author: **Sukhun Kang**, *London Business School*
Author: **Gary Dushnitsky**, *London Business School*

Ecosystem Interdependencies as Drivers of Acquisitions

Author: **Natalie Jane Burford**, *INSEAD*
Author: **Andrew V. Shipilov**, *INSEAD*
Author: **Nathan Furr**, *INSEAD*

The Emergence of Innovation Ecosystems: Organizational Mutation and Cooperation in Nanotechnology

Author: **Israel Drori**, *VU Amsterdam*
Author: **Dovev Lavie**, *Bocconi U.*

Playing with Platforms: A Complementor Strategy Perspective

Author: **Elizabeth J. Altman**, *U. of Massachusetts, Lowell*
Author: **Mary Tripsas**, *U. of California, Santa Barbara*

Value Co-Creation and Capture in Platform Markets: Evidence from a Creative Industry

Author: **Carmelo Cennamo**, *Copenhagen Business School*
Author: **Grace Gu**, *Boston College*
Author: **Feng Zhu**, *Harvard U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Policy 2   

Digital Session Chair: **Chao Zhang**, *Autonomous U. of Barcelona*

ENT: Social Desirability of Entrepreneurship and Internationalization: The Role of Economic Freedom  

Author: **Chao Zhang**, *Autonomous U. of Barcelona*
Author: **Joan-Lluís Capelleras**, *U. Autònoma de Barcelona*
Author: **Victor Martin-Sanchez**, *King's College London*

This study investigates the influence of the domestic social desirability of entrepreneurship on the internationalization of early-stage firms. We also consider the moderating role of the home country economic freedom. Moreover, we study 45,454 early-stage entrepreneurs from the Global Entrepreneurship Monitor (GEM) survey from 2005-2016 and 48 countries. We employ a hierarchical modeling analysis, and the empirical results demonstrate in home country contexts of lower social desirability of entrepreneurship, individuals with higher entrepreneurial intentions are more likely to be pushed out for international markets. Interaction effects also indicate that a strong economic freedom context helps attenuate the negative effect of domestic social desirability on early-stage entrepreneurs' internationalization. As well, the supplementary analysis also confirms the same interaction effects of each economic freedom's pillar. This study fills the scant literature gap and extends the related field in institutional theory and international business, providing new empirical findings and implications in practice.

Paper is Available to Meeting Registrants Only.

ENT: Does the Community Reinvestment Act (CRA) Promote Small Business Growth in Lower-Income Neighborhood

Author: **Mee Jung Kim**, *Sejong U.*

In this paper, I estimate the impact of the Community Reinvestment Act (CRA) on small business growth in "Low- and Moderate-Income" (LMI) neighborhoods in the United States. Using rich firm-level panel data on every U.S. employer, I use two principle identification strategies to estimate the effects on business employment. First, I exploit the sharp threshold cutoff for CRA eligibility based on median family income to use a regression discontinuity design (RDD) in an optimal bandwidth around the cutoff. Second, I exploit changes in CRA eligibility over time using difference-in-differences (DID) with firm fixed effects. Using both RDD and DID, I find that the firms located in the CRA eligible areas increase employment by about 0.8 percent compared to firms in non-CRA areas. The CRA effects are larger for young firms and firms in minority neighborhoods, which potentially face higher barriers to access to credit, increasing employment by about 1.5 and 1.9 percent, respectively. I also find that increases in lending in the CRA areas are related to the number of banks, implying that the channel is greater access to finance.

Paper is Available to Meeting Registrants Only.

 **ENT: Populist Discourse and Entrepreneurial Action: The Role of Political Ideology and Institutions**

Author: **Daniel L. Bennett**, *U. of Louisville*
Author: **Chris Boudreaux**, *Florida Atlantic U.*
Author: **Boris Nikolaev**, *Baylor U.*

Populism is on the rise globally and is likely to remain a vital political force for the foreseeable future. Despite growing interest in this phenomenon, populism is still poorly understood and we know very little about its consequences for business. We develop a multi-disciplinary framework grounded in the ideation approach to populism, new institutional economic theory, and the judgment-based approach to entrepreneurship to theorize about how populist discourse by a nation's political leader influences entrepreneurial action in a comparative international context. Specifically, we hypothesize that populist discourse creates regime uncertainty concerning the future stability of pro-market institutions, which can significantly impede entrepreneurial judgments and discourage new venture creation. Because populism almost always appears attached to other host ideologies (e.g., socialism, nationalism), we explore which sub-types of populism and under what institutional conditions populist discourse can have a negative or positive impact on entrepreneurial action. Specifically, we argue and find that the political ideology of the populist leader, as well as the strength of the pro-market and political institutional environments moderate the effect of populism on entrepreneurship. We test our hypotheses using a multi-level design and a dataset comprised of more than 564,000 individuals in 31 countries over the period 2002-2012.

Paper is Available to Meeting Registrants Only.

ENT: Intellectual Property Rights & New Venture Performance: Empirical Evidence from a Natural Experiment   

Author: **Seyed Hooman Seyed Abootorabi**, *Syracuse U.*
Author: **Wei Yu**, *National U. of Singapore (NUS)*

Different intellectual property right (IPR) protection regimes exist across countries and over time, and it is likely that these regimes influence commercialization of inventions. There has been much debate regarding the appropriate IPR for IP developed at universities. Two fundamentally different regimes have been in place, one attributing ownership to the individual inventor, and the other to the institution where the inventor works. Both regimes have their proponents. Yet, evidence concerning the effectiveness of these two IPR regimes has remained limited. In 2003, the IPR regime in Norway was transferred from one model to the other. This change created an opportunity to investigate the influence of these two IPR regimes on the performance of new ventures established. In this paper, adopting a natural experiment design and using a longitudinal sample of nearly the whole population of academic spin-offs in Norway from 1999 to 2014, we test the impact of the IPR regimes on different performance metrics of new firms. We also examine how firm-specific contingencies affect this relationship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Flexible Work Arrangements

Digital Session Chair: **Ehsan Samimi**, *Freie U. Berlin*

HR: Project Guests: Temporal Employment Modes in Project-based Organizations

Author: **Ehsan Samimi**, *Freie U. Berlin*

Employment practices are mostly studied in permanent organizations. This includes temporary and permanent forms of employment. How employment arrangements are formed and managed in semi-temporary organizational forms such as project-based organizations (PBOs) is less well understood. Although project management research highlights the role of HRM practices in project performance and project success, employment practices in the project-based organizations remains under-researched. This research aims to fill this gap by exploring temporal employment modes in PBOs and, more importantly, by investigating how these modes of employment are formed in conjunction with structural properties of the project and dominant HRM strategies in this organizational form. Adopting a practice-based perspective and drawing on multiple case studies in four project-based firms in the Scottish and Iranian oil and gas industries, the findings present four employment modes that go beyond the traditional temporary-permanent employment dichotomy and elucidates how temporal employment practices are formed in PBOs by the interplay of structure and agency in a dynamic context. The research findings allow developing a typology of employment in PBOs concerning different types of projects and HRM strategies.

Paper is Available to Meeting Registrants Only.

HR: Why and When Telecommuting Is Detrimental to Individual Performance Outcomes

Author: **Qing Lu**, *Zhongnan U. of Economics and Law*
Author: **Liping JIN**, *Zhongnan U. of Economics and Law*
Author: **Shuhong Wang**, -
Author: **Miao Li**, *Zhongnan U. of Economics and Law*
Author: **Su Cui**, *Zhongnan U. of Economics and Law*

Telecommuting, an alternative work arrangement by working away from central offices, has been widely used during the coronavirus epidemic. Although telecommuting elevates individual performance outcomes, its potential negative influence has been surprisingly and largely neglected. With the aim to fully capture this “dark” side of telecommuting, this study uncovers why and when telecommuting is detrimental to individual task and contextual performance. Drawing on boundary theory, we hypothesize that telecommuting decreases individual task and contextual performance by increasing the family-to-work conflict, and that this negative, indirect effect decreases when telecommuters prefer integrating work–family roles or enjoy higher job autonomy. A sample of 481 individuals teleworking during the pandemic fully supports our hypotheses. Theoretical and practical implications, limitations, and future directions are discussed.

Paper is Available to Meeting Registrants Only.

HR: Consequences of Remote Work Use and Intensity: A Meta-Analysis

Author: **Ravi Shanker Gajendran**, *Florida International U.*
Author: **Anoop Javalagi**, *U. of Illinois at Urbana-Champaign*
Author: **Chen Wang**, *Western Michigan U.*
Author: **Ajay Rama Ponnappalli**, *Wayne State U.*

The large-scale shift to remote work on the heels of the COVID-19 has led to a realization by many organizations that remote work could be a long-term arrangement for their employees. Yet, we have an incomplete understanding about the consequences of remote work for employees. A prior meta-analysis (Gajendran & Harrison, 2007) conducted over a decade ago surveyed only 46 studies and hence was limited in its scope. Since then, the corpus of literature on remote work has grown significantly. We conducted a meta-analysis on remote work that includes 111 studies ($k = 114$, $N = 303,449$). This meta-analysis seeks to provide a more comprehensive understanding of the consequences of remote work by focusing on not only remote work use (remote workers compared to office-based workers) but also remote work intensity (extensiveness of remote working). We find that remote workers (versus office-based workers) have higher perceived autonomy, supervisor-rated performance, job satisfaction, organizational commitment, and engagement, while also having lower turnover intentions. Further, remote work intensity enhances perceived autonomy and supervisor-rated performance, and improves job and life satisfaction. In terms of mechanisms, the effects of both remote work use and remote work intensity on work- and nonwork-related outcomes come about via perceived autonomy. In contrast to prior theorizing, we find no evidence that remote work leads to impoverished workplace relationships. Likewise, it had no effects on work-family conflict. Overall, our study clarifies the nature of relationships linking remote work to important individual and organizational outcomes, enhancing our understanding of this work arrangement.

Paper is NOT Available. Please contact the author(s).

HR: Workplace Flexibility Triggering Employee Alienation: Evidence from Mixed Method Research

Author: **Anjali Bansal**, *MICA, Ahmedabad*

The present research builds a theory regarding how flexible work options (FWOs) affect an individual's alienation feeling. This study used a grounded theory approach to investigate the impact of FWOs like flex-place and flex-schedule on employee outcomes of alienation by integrating the interpersonal, self-congruence, and signaling theories. Hence, based on qualitative in-depth interview data collected from the Indian IT (Information Technology) professionals ($n=35$), this research built a detailed research model with four factors viz. unmet interpersonal needs, infrastructure implications, individual-level constraints, and work-family impediments. These led employees to experience social isolation, powerlessness, and nomlessness in the absence of interaction and support they were deprived of by not taking part in the traditional workforce. This research further validates the qualitative research findings through a quantitative empirical investigation of 235 participants who availed FWOs. The research findings also revealed a more significant impact of flex-place on employee feeling of alienation than flex-schedule.

Paper is Available to Meeting Registrants Only.

Author: **Hongxia Peng**, *Rouen U.*

The recent amplification of remote work evidences how the spatiotemporal dimension of work may evolve through its interaction with information and communication technologies (ICT). In the continuity of exiting studies dealing separately or dynamically with the spatial dimension and the temporal dimension of this evolution, this conceptualizing paper proposes to consider spatiotemporal dynamics of work as structured and structuring components of the workuniverse—term used in this study to emphasize new spatiotemporal characteristics of work dealing with ICT and proposes a framework, based on a systemic-cognitive approach, to analyze spatiotemporal dynamics of work. It identifies three types of temporal dynamics, two categories of spatiotemporal configurations of work (spatiotemporal transition and spatiotemporal ambidexterity) and formulates three analytical proposals. Potential human resource management (HRM) implications of spatiotemporal dynamics of work are then explored through the baselines defined by the proposed framework and in the continuity of existing studies on eHRM. Keywords: Work; ICT; Spatiotemporal dynamics; Workplace, Workspace, Workuniverse; Telework; Systemic-cognitive approach; Cognition; System.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1084** | Submission: **16812** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 7:00AM - 8:00AMET (UTC-4)**

Global Strategy Issues in International Management



Digital Session Chair: **Jon Jungbien Moon**, *Korea U.*

The papers in this session address issues related to global strategy. These include studies examining what we know about multinational enterprises' internationalization process and innovation, politician turnover and outward FDI of emerging economy firms, and the roles of embeddedness and organizational structures in influencing autonomy and MNE support for Initiatives.

IM: What Do We Know About Multinational Enterprises' Internationalization Process and Innovation?

Author: **Jian Du**, *Zhejiang U.*
Author: **Shan Zhu**, *School of management, Zhejiang U.*
Author: **Wen Helena Li**, *U. of Technology, Sydney*

This study reviews research from 1989 through 2019 on whether and how multinational enterprises (MNEs) augment their innovation capabilities throughout the entire internationalization process. To identify the current state of knowledge of this research, we review the literature using bibliometric and qualitative content analyses covering leading journals. We categorize existing studies into three key stages: (1) preinternationalization stage, (2) internationalization entry stage, and (3) internationalization operation stage. Further, we review how different internationalization strategies in the internationalization process, country institutions, and MNE characteristics jointly influence MNEs' innovation behaviors and innovation outcomes. Finally, we highlight key questions and challenges in the extant literature and provide suggestions for future research to advance the developments of this domain, including (1) deepening discussions on international diversity and innovation, (2) emphasizing the impact of MNEs' network attribute and dual embeddedness on innovation, and (3) extending the role of institutions in MNEs' innovation.

Paper is NOT Available. Please contact the author(s).

IM: Politician Turnover and Outward FDI of Emerging Economy Firms

Author: **Fanshu Li**, *School of Economics & Management, Tongji U.*
Author: **En Xie**, *Tongji U.*

This study examines how political turnover in home countries affects OFDI made by EEFs with heterogeneous cash flows. Empirical results obtained from 1,176 publicly-listed firms in Chinese manufacturing sectors show that politician turnover triggers EEFs with rich operating cash flows to increase OFDI. However, EEFs' state ownership, their charitable donations, and executives' positions in governments weaken the effect. Substantial studies have discussed how the institutional environment in home countries affects EEFs' OFDI, while they are debating on whether EEFs' OFDI is a move to leverage the supportive environment or an escaping response to the detrimental environment. Because politician turnover in home countries brings EEFs an uncertain institutional environment in which new politicians may divert firms' resources to pursue political or social goals, our findings indicate that OFDI would be a move made by EEFs having rich operating cash flows to deal with uncertainty in home countries' institutional environment.

Paper is Available to Meeting Registrants Only.

IM: Autonomy and MNE Support for Initiatives: Roles of Embeddedness and Organizational Structures

Author: **Muhammad Mustafa Raziq**, *National U. of Sciences and Technology (NUST)*

In this study we examine the relationship between subsidiary autonomy and the initiative resource support a subsidiary requests and receives from the MNE. Drawing on resource dependence, social exchange and organizational theoretical perspectives, we propose some underlying mechanisms as external embeddedness, reverse knowledge transfers, and MNE organizational structures to explain the relationship between subsidiary autonomy and MNE subsidiary initiative collaboration. We draw on survey data from 429 foreign-owned subsidiaries in New Zealand and employ structural equation modelling. Results show that the direct relationship between subsidiary autonomy and the receipt of MNE resource support for initiatives is negative and this is more likely the case where the subsidiary is managed under simple structures (i.e. subsidiary reports to corporate headquarters, regional headquarters, or mandated units) rather than complex structures (i.e. matrix or network). Furthermore, an increase in subsidiary autonomy positively influences MNE initiative resource-seeking and this is more likely the case where the subsidiary is less embedded externally. Subsidiary initiative resource-seeking from the MNE is positively associated with the subsidiary initiative resource-receipt from the MNE, and this is more likely the case where the subsidiary is engaged in reverse knowledge transfers. This study contributes by extending the research on subsidiary autonomy, dual embeddedness, organizational structures, and subsidiary initiatives. It contributes by showing how dual embeddedness, and the complexity of organizational structures determine the relationship between subsidiary autonomy and MNE subsidiary initiative collaboration.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1085** | Submission: **13113** | Sponsor(s): **(MSR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 7:00AM - 7:30AM ET (UTC-4)**

MSR Morning Meditation *MSR Morning Meditation*

Chair: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*

The practice of meditation (either individual or collective) has the common objective to still/silence the mind and allow the unconscious reality to emerge, open and unfold. Many variations of meditation exist. In this conference five different forms will be introduced--a different form will be introduced each day during the conference. The idea is for those new to meditation to sample, and for those who find a familiar meditation to expand their experience. These five meditations can be accomplished in a few minutes or longer as you wish.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Impression Management and Perfectionism

Digital Session Chair: **Chiyin Chen**, *Donghua U.*

OB: How to Make Me Included: Incorporating Impression Management into Person-Organization Fit Framework 

Author: **Chiyin Chen**, *Donghua U.*

Author: **Ningyu Tang Ningyu Tang**, *Shanghai Jiao Tong U.*

Scholars are curious about factors that make employees included in the workplace. Yet our knowledge on antecedents of perceived inclusion limits in employee demographic backgrounds and workplace contextual factors from social identity theory or exchange theory, neglecting the fact that inclusion perceptions develop from the interaction between the individual employee and the environment. This study wishes to offer a new account based on the person-environment interaction perspective. With a two-wave data of 306 employees, we found that both person-organization supplementary fit and complementary fit were positively associated with employee inclusion perceptions. Furthermore, self-promotion and ingratiation strategies in impression management moderated these two main effects separately. These conclusions enrich the literature on perceived workplace inclusion from the perspectives of person-environment interaction and motivational behaviors.

Paper is Available to Meeting Registrants Only.

OB: Seeking acceptance: Adopting impression management tactics when experiencing workplace ostracism 

Author: **Xinyan Mu**, *Southwestern U. of Finance and Economics*

Workplace ostracism is defined as the perception of being ignored and excluded by others in the workplace. Drawing on tenets of belongingness theory, we contend that ostracism may motivate victims to manage their impressions on others with the aim to seek acceptance. Findings from a two-wave survey study indicate that workplace ostracism is positively associated with impression management tactics (e.g., ingratiation, self-promotion, exemplification) through the mediating role of need for approval. In addition, this indirect relationship is more salient for victims who have high concerns for self-face. Theoretical and practical implications as well as future research directions are also discussed.

Paper is NOT Available. Please contact the author(s).

OB: Being Bad But Wanting To Look Good? How Withholding Work Effort Leads To Positive Behaviors

Author: **Yingli Deng**, *Oklahoma State U.*

Author: **Lindsey Greco**, *Oklahoma State U.*

Author: **Qiang Fu**, *Oklahoma State U.*

Employees may feel guilty after withholding effort on their jobs, yet explanations of when employees feel guilty and how this guilt motivates positive behaviors are lacking. Drawing on the theory of planned behavior, we found support for a moderated, serial mediation model in which withholding work effort positively relates to guilt which, in turn relates to next day performance pressure and two behavioral outcomes: proficiency and self-promotion behaviors. Based on competing hypotheses, we also found that low task interdependence amplifies the effects of withholding work effort on feelings of guilt. The theoretical and practical implications of the model are discussed.

Paper is Available to Meeting Registrants Only.

OB: Perfectionism and Conflict: The Role of Leader Conflict Interventions 

Author: **Yuwen Liu**, *National Tsing Hua U.*

Author: **Kenneth Rice**, *Georgia State U.*

Author: **Robert T Keller**, *U. of Houston*

This study examined how perfectionism asymmetry, such as adaptive and maladaptive perfectionism, influences task and relationship conflict. We further investigated how leader's conflict interventions moderate the relationships between perfectionism asymmetry and conflict from a multilevel perspective. Data was collected from 495 employees comprising 128 project teams. Results showed that adaptive perfectionism asymmetry is negatively related to task conflict and that maladaptive perfectionism asymmetry is positively related to task and relationship conflict. We further examined moderation effects to understand how leader mediational and autocratic conflict interventions can enhance or constrain the effects of perfectionism asymmetry on employees' conflict.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **1087** | Submission: **16719** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 7:00AM- 8:30AMET (UTC-4)**

ONE Plenary *ONE Plenary*

Organizer: **Sukhbir Kaur Sandhu**, *U. of South Australia*

Plenary on Circularity

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Green Innovation

Digital Session Chair: **Bastian Krieger**, *Centre for European Economic Research (ZEW)*

TIM: Does Green Public Procurement Trigger Environmental Innovation?  

Author: **Bastian Krieger**, *Centre for European Economic Research (ZEW)*
Author: **Vera Zipperer**, *German Ministry of Finance*

This paper provides first empirical insights on the relationship between green public procurement and firms' environmental innovation outputs. Considering that the public sector is a large buyer in the economy, strategic public procurement can work as demand-pull factor for new products and processes. Green public procurement aims at contributing to more sustainable production and consumption. Using a novel firm-level dataset, this paper analyses within a difference-in-differences setup whether green public procurement is able to trigger environmental innovations or not. Our results support a demand-pull effect of green public procurement on the probability of introducing environmental product innovations: The probability of introducing a new and more environmentally friendly product is on average around 19 percentage points higher for firms receiving a green public procurement contract. We find no significant relationship between green public procurement and the probability of introducing new and more environmentally friendly production processes.

Paper is Available to Meeting Registrants Only.

TIM: The Impact of Innovation Vouchers on Green Innovation Efficiency 

Author: **Ruirui Zhao**, *Shandong U.*
Author: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*

Innovation vouchers are part of the demand-side innovation policies that support innovation development in small and medium-sized enterprises (SMEs) by encouraging them to collaborate with universities and organisations offering knowledge-intensive services (KIS). Based on data from 353 high-tech SMEs in China, we explore the impact of innovation vouchers on green innovation efficiency. Our findings show that innovation vouchers can facilitate green innovation by 1) increasing senior managers' risk-taking propensity, 2) reducing financial risk and 3) increasing knowledge sharing. When local governments pursue sustainable development and firms face regulatory changes, innovation vouchers could help to promote green innovation. Furthermore, our green innovation efficiency indicator shows that innovation vouchers could also increase green innovation efficiency at the enterprise level. Our research extends innovation theory by deepening our understanding of how demand-side policies influence organisations' innovation activities and provide practical implications for how policymakers can design policies to encourage sustainability.

Paper is NOT Available. Please contact the author(s).

TIM: The determinants of eco-innovation at the country level. An analysis for OECD countries.

Author: **Silvia Donis**, *U. of La Rioja*
Author: **Jaime Gomez**, *U. de La Rioja*
Author: **Idana Salazar**, *U. de La Rioja*

The main object of this paper is to study the determinants of eco-innovations worldwide. The rising world's temperature and the increase of natural disasters occurred in most recent years have increased the concerns about the sustainability of the economic activity. In this regard, ecological innovation has been gaining a special relevance in the past years. Despite this, countries are heterogeneous in terms of producing green innovations. This provides us with an opportunity to understand its determinants and to offer a guidance on how to act for both, companies and governments. The study moves into this direction and tries to understand the institutional factors that would explain differences between countries regarding the number of eco-innovations. We test our hypotheses on data collected from PATSTAT. In particular, the study focuses on the production of green patents in countries belonging to the OECD for the period 2007-2015. The emphasis is placed on institutional factors and the results show that intellectual property rights, the effectiveness of the judicial system and protectionism are determining factors of eco-innovations.

Paper is Available to Meeting Registrants Only.

TIM: What Comes First, Technology or Science? Clues from the Field of Energy Conversion Technology

Author: **Dmitry Smirnov**, *Skolkovo Institute of Science and Technology*
Author: **Kelvin Willoughby**, *Skolkovo Institute of Science and Technology*

"Technological innovation" has become a catch phrase of contemporary policy making for governments, corporations and academic organizations. For many it has become an article of faith that technological innovation is the key to solving economic, social and environmental problems, but the formula for success is not obvious. The phrase "science and technology" rolls off the tongues of policy makers, managers and researchers spontaneously, as if this is the natural order of things, but why is the converse phrase "technology and science" so rarely encountered? The orthodox view appears to be that technology is applied science, or that technological change flows naturally from scientific progress. However, what if popular preconceptions about the relationship between science and technology are misplaced? This paper addresses the question of the fundamental relationship between technology and science by first reviewing pertinent literature from the field of science, technology and society (STS) studies and by then investigating empirically the nature of the relationship in the field of energy conversion technology. It draws policy-making implications for investment in technology and science. We propose the theory of technology-conditioned science as a plausible and credible counterweight to extant commonplace presumptions that science is the precursor of technology.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1089** | Submission: **16887** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 7:30AM - 9:00AMET (UTC-4)**

Scholarship with Impact in Management Education

Digital Session Chair: **Maria Aluchna**, *Warsaw School of Economics*

MED: Smoke, Mirrors and Impact Factor: How Management Scholars Undermine a Managerial Metric

Author: **Maria Aluchna**, *Warsaw School of Economics*
Author: **Benson Honig**, *McMaster U.*

We analyze leading management journals of the Academy of Management (AMJ;AMR;AMLE;AMP;AMD as well as JOM), collecting and analyzing information on the managerial research assessment tool of impact factor (IF) during two time periods – 1997-2005 and 2006-2019. We capture the changing nature of journal strategies, examining number of references, self-citation, and citation cartel performance. Our study shows that one outcome of the recent focus on IF metrics is a general increase in the number of references used, resulting in a corresponding IF gain not predicated on academic merit. In essence, editors and authors are responding to the growing importance of IF by ‘gaming’ the system thus undermining the impact of institutional attempts to measure academic research performance.

Paper is Available to Meeting Registrants Only.

MED: Reputation and the MBA Program Portfolio

Author: **Aparna Vashisht Rota**, *Grenoble Ecole de Management*
Author: **Isabel-Maria Bodas-Freitas**, *Grenoble Ecole de Management*
Author: **Vidya Oruganti**, *Grenoble Ecole de Management*

This study examines the within-niche product proliferation of Masters in Business Administration (MBA) programs. Building on the resource-based view and on the product proliferation literature, we conceptualize business schools’ MBA portfolio offers as dependent on their reputation, and the market segment in which they and their university operate. We test our hypotheses using data on the portfolio of MBA programs offered by the 200 U.S. universities whose full-time MBA programs are listed in the 2015 U.S. News and World Report (USNWR). For the 96 unranked universities, the decision to offer an MBA program seems to be a reflection of the intention to exploit their economies of scale and graduate specialization. Among 104 ranked universities, there seem to be two different rationales. Among the top ranked universities, MBA program portfolio decisions tend to reflect efforts to maintain a high rankings and a research focus; while for lower ranked universities, the decision seems to be based on reputation and graduate specialization. Our results suggest that top ranked compared to lower ranked and unranked universities are less likely to offer online and part-time MBAs and that executive MBA is exclusive to ranked universities. We discuss the implications on the literature and for university deans and administrators.

Paper is Available to Meeting Registrants Only.

MED: Predicting the Scholarly Impact of Former Ph.D. Candidates Using Personality Scales

Author: **Tom Junker**, *Erasmus U. Rotterdam*
Author: **Marise Ph. Born**, *Erasmus U. Rotterdam*
Author: **Rene Butter**, *Erasmus U.*

The present research operationalized a pluralist conceptualization of scholarly impact in predicting the performance of 329 former Ph.D. candidates, who completed the “Ph.D. personality questionnaire” (PPQ) during their doctoral studies in between 2007 and 2010. The PPQ measures could be matched to scholarly impact data obtained from Elsevier’s SciVal database for 180 participants in 2019. In addition, for 170 participants it could be verified whether they actually completed their doctoral degree. Results of multiple linear regression analyses indicated that impact inside academia as indicated by higher h-indices, the field-weighted citation impact, and percentage of publications in top journals was best predicted by “research drive” – the context-specific enactment of achievement striving. Impact beyond academia, as indicated by academic-corporate collaboration was predicted by networking – the context-specific enactment of extraversion. Lastly, it appeared that both traits acted as “double-edged swords” as they simultaneously related to a lower chance of actually obtaining the doctoral degree in logistic regression analyses on degree status.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Emotions and Well-Being

Digital Session Chair: **Hermella Girmay Tekle**, *George Washington U.*

 **MSR: How Emotional Labor Harms Employee's Performance: Unleashing the Missing Links**  

Author: **Shazia Nauman**, *Riphah International U.*
Author: **Sania Zahra Malik**, *U. of the Punjab*
Author: **Farida Saleem**, *Prince Sultan U., Saudi Arab*

Employing conservation of resources (COR) theory, this research examined how emotional labor influences employees' job performance by testing a serial mediation moderation model. We propose job anxiety and quality of work-life (QoWL) as explanatory mechanisms in the emotional labor—job performance relationship, and Islamic work ethic as a coping mechanism between job-related anxiety and quality of work-life. To test our proposed hypotheses, the data was collected from 211 service sector supervisor-subordinate dyads in a three waved time-lagged study. Results elaborate that service employees who suffer from resource depletion due to emotional labor and job-related anxiety can still enjoy a better quality of work-life and deliver well at their workplace when they possess a stronger Islamic work ethic.

Paper is Available to Meeting Registrants Only.

MSR: Workplace Incivility and Employees' Psychological Well-being: The Moderating Role of Religiosity  

Author: **Ahmad Sayel Abualigah**, *Al Falah U.*
Author: **Tamer Koburtay**, *Assistant professor U. of Petra*
Author: **Jawad Syed**, *Lahore U. of Management Sciences*

Based on the job demands-resources (JD-R) theory, this study contextually examines the relationship between workplace incivility and employees' psychological well-being, and the moderating effect of religiosity on this relationship. Drawing on a sample of 199 employees from different industries in Jordan, such as hospitality, banks, healthcare and education, the findings suggest that workplace incivility negatively affects employees' well-being, and religiosity buffers this adverse effect. Our study brings to fore the concept of religiosity, an important yet neglected personal resource, and therefore expands the evidence on personal resources in the workplace. The findings extend the notion of JD-R theory through capturing the linkages between workplace incivility, religiosity, and psychology.

Paper is Available to Meeting Registrants Only.

MSR: Mindfulness and Burnout: An Effort-Reward Imbalance Approach Across Cultures 

Author: **Ghulam Murtaza**, *Kedge Business School, France*
Author: **Jean Pierre Neveu**, *U. de pau et des pays de l'Adour*
Author: **Rahman Khan**, *Ghulam Ishaq Khan Institute of Engineering Sciences and Technology (GIKI)*
Author: **Qurat Ul Ain Talpur**, *ESSCA School of Management*

This research explores the moderating effects of mindfulness on the relationships between work effort-reward imbalance (ERI) and job-burnout (JBO). On the basis of a cross-lagged longitudinal research design across two different countries, e.g. Pakistan (T1, n= 338; T2, n= 191) and France (T1, n= 277, T2, n=146), results support mindfulness as a moderator of the relationship between ERI and JBO. Two separate studies using structural equation modeling yield similar results in both France and Pakistan. We suggest that mindfulness serves as a personal resource, as it helps employees to achieve psychological balance when facing low rewards and high efforts. Altogether, these findings help reconcile divergent perspectives of traditional Buddhists and modern philosophers on mindfulness interventions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1091** | Submission: **16782** | Sponsor(s): (SAP)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 7:30AM - 9:00AMET (UTC-4)**

Bringing the Leader Back to Practice: The Role of (Non-)Executives Shaping Organizational Strategy *Bringing the Leader Back to Practice*



Digital Session Chair: **Georg Reischauer**, *WU Vienna & JKU Linz*

SAP: **Prosocial Imprint: CEO Childhood Famine Experience and Corporate Philanthropic Donation**   

Author: **Yu Han**, *School of Economics and Management Tsinghua U.*

Author: **Wei Chi**, *Tsinghua U.*

Author: **Jinyi Zhou**, *U. of Science and Technology Beijing*

The influence of CEOs' early-life experience on their strategic decisions has attracted considerable research attention. However, existing studies have limited understanding about its influence on firms' corporate social responsibility (CSR) activities. In this study, based on imprinting and upper echelon theories, we proposed that CEOs who have experienced the Great Famine in the childhood are more likely to lead their firm to make a higher level of philanthropic donation. Furthermore, we investigated boundary conditions that facilitate or impede the relationship between CEO childhood famine experience and philanthropic donation according to the person-situation interaction perspective. We tested our theoretical model using the sample of publicly listed firms in China. By conducting difference-in-difference analyses, we found that CEOs who have experienced the famine in the childhood between 7 and 11 years old tend to increase their firms' donation level and that this positive relationship will be amplified when the firm is relatively large and weakened when CEO is female. Implications and limitations are also discussed.

Paper is Available to Meeting Registrants Only.

SAP: **Sustainable Income at Retirement and UK Pension Fund Investment Oversight: a Practice Perspective (WITHDRAWN)** 

Author: **Anna Tilba**, *Durham U. Business School*

Author: **Michelle Baddeley**, *U. of Technology, Sydney*

Using practice theorizing, this paper sheds more fresh light into pension fund investment oversight and how trustees make strategic investment decisions in the complex institutional context. Using the insights from 22 in-depth interviews of pension fund trustees and pensions experts, we reveal that pension fund governance has been 'ritualised' in embedded and self-perpetuating practices. Specifically, the process of pension fund investment is dominated by a variety of contextual and internal constraints that often lead to a loss of value within pension fund investments, which is not in the long-term best interests of pension fund savers. Theoretically, our study raises important questions about the appearance rather than substance of governance and the principal role of pension fund trustees as non-executives in this process. We highlight the conflicting intersections around trustees as socially legitimate, trustworthy, independent social actors, as well as the challenges of working across social processes and structures in the effort to achieve fairer and more sustainable financial institutions. This has significant implications for policy and practice.

Paper is NOT Available. Please contact the author(s).

 SAP: **We Get Them Running Through Walls: Strategizing Via an Indignation-Based Moral Battery**

Author: **Matthew James Hurst**, *Warwick Business School*

Author: **Davide Nicolini**, *U. of Warwick*

Author: **Rene Wiedner**, *Warwick Business School*

SAP Pushing the Boundary Award

Based on 18 months of multi-method ethnographic research, and drawing from the social movement literature, we theorize a process model of how complex emotions are harnessed through organization-level strategizing in careful sequence and combination to form an indignation-based moral battery. The strategizing process is found to generate a negative emotional pole around the status quo in an organization which repels executives and managers; and a positive emotional pole around the possible future for the organization which attracts them. The feeling of tension and indeterminacy between the two poles forms an indignation gap which, if sizeable, mobilizes commitment and action towards macro-organization phenomena, such as change. This indignation-based moral battery is first formed with executives and replicated with managers to promote organization-wide acceptance and buy-in. Lastly, we identify that rather than individual charismatic leaders maneuvering emotions, the theorized process takes temporal and logical precedent with leaders becoming the carriers of the process in line with a practice-based perspective of strategy.

Paper is Available to Meeting Registrants Only.

SAP: **The Career Imprint of the CEOs' Previous Work Environment in Earnings Management Decisions** 

Author: **Zagdbazar Davaadorj**, *U. of Wisconsin Parkside*

Author: **Bolortuya Enkhtaivan**, *Western Michigan U.*

Author: **Wei Ning**, *Jacksonville State U.*

Author: **Albi Alikaj**, *Jacksonville State U.*

This paper examines how CEOs' prior work experiences involving earnings management decisions continue to influence their financial reporting decisions despite their change of employers. Based on insights from the career imprint theory, we propose that firms are more likely to engage in earnings management when their newly appointed CEOs come from firms that were also involved in such practices. Empirical support was found by analyzing a dataset that tracks 855 CEO transitions. Additionally, we find that the strength of this effect is influenced by a number of factors such as the officers' age when they joined the previous firm, the tenure length of the officers at their previous employers, the officers' former firm size, as well as the strength of the officers' current firm's corporate governance. Furthermore, our results are robust after addressing for large sample, omitted variable and the self-selection biases.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Influences on CSR

Digital Session Chair: **Emily Rachael Lean**, *Austin Peay State U.*

SIM: Pull up Your Own Bootstraps: How PWE Influences Interpretations of Corporate Social Responsibility

Author: **Emily Rachael Lean**, *Austin Peay State U.*

This paper discusses the degree to which the Protestant work ethic of company leaders may influence interpretations of their corporate social responsibility through the lens of stakeholder theory. The model presented here details how leaders may determine which stakeholder groups to invest in or avoid based on how the leader evaluates the worth of a stakeholder group. This model takes into consideration the impact of a leader's PWE along with the amount of power a leader has to explain how a leader determines a stakeholder group's worth. Additionally, attention is paid to how stakeholder groups may react to being overlooked for CSR investment especially in comparison to other stakeholder groups who do receive funding. Practical implications and avenues for future research are discussed.

Paper is NOT Available. Please contact the author(s).

SIM: The Power of Informal Institutions: Social Trust and Corporate Environmental Responsibility

Author: **Daxin Sun**, *Shanghai Jiao Tong U.*

Author: **Yaxin Zhang**, *Nanjing U. of Finance and Economics*

Informal institutions can significantly shape the behaviors of various economic organizations within a society by creating unique business infrastructure and value orientation. While the existing literature pays more attention to the financial consequences, little known about their environmental impacts. By linking institutional theory with environmentalism literature, this study develops a theoretical framework and empirically tests how social trust, one dimension of informal institutions, influences corporate environmental responsibility. Using a longitudinal dataset of Chinese listed firms from 2006 to 2015, we find support that firms located in regions with higher level of social trust engage in more environmental responsibility activities. Furthermore, we show that this result is more pronounced when local environmental protests are fewer and information transparency is less. Our findings highlight the importance of social trust for environmental behaviors, provide evidence of two unexplored substitution mechanisms, and show how firms from emerging economies respond to environmental concerns.

Paper is NOT Available. Please contact the author(s).

SIM: Doing Good and Doing No Harm: The Differential Effects of Founders' Regulatory Focus on CSR

Author: **Paul Sanchez Ruiz**, *DePaul U. Kellstadt Graduate School of Management*

Author: **Ileana Maldonado-Bautista**, *Baylor U.*

Author: **Kendall Artz**, *Baylor U.*

Corporate social responsibility (CSR) represents a constellation of volitional choices that reflect the motivations and strategic goals of founders. We propose that the founders' regulatory focus—promotion focus and prevention focus—will influence their entrepreneurial firms' CSR profiles. We advance this perspective by locating founders and empirically testing that (1) promotion focus will be positively related to CSR strengths; (2) prevention focus will be negatively related to CSR concerns; and (3) these associations will be amplified when founders act on the relative power they possess. Moreover, we explore the interactions between founders' regulatory focus and CSR and their effects on firm performance (sales and market). We test our ideas with a sample of 315 founders, resulting in 945 firm-year observations. Results indicate that the promotion focus of founders is manifested in their preferences for "doing good" and the prevention focus of founders is manifested in their preferences for "doing no harm." We further found that CSR influences entrepreneurial firm performance in complex ways.

Paper is Available to Meeting Registrants Only.

SIM: All Aboard? Discretionary Work by Agents of Access

Author: **Rose Ntondumu Bote**, *Grenoble Ecole de Management*

Author: **Tao Wang**, *Kyoto U.*

This paper examines how local agents of access exercise discretion to determine who gets access to essential resources that have bearing on societal welfare, when they face the dilemma of taking into account organizational and community interests simultaneously. Using an inductive study of loans officers of the largest microfinance organization in Cameroon, we investigate how they distinguish between members that are worthy/unworthy of loans. Findings show that a combination of enabling and required factors from both the community and organization guide agents' discretionary work. The community presents a variety of contexts that enable agents' creativity to develop simplified decision-making alternatives to choose among clients. The organization empowers agents to legitimize their actions and gain credibility in their dealings with the community. Strong relational ties between the agents and clients condition the discretionary work of controlling community members' access to organizational resources.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**

Program Session: **1093** | Submission: **17570** | Sponsor(s): **(CAR)**

Virtual session type: **Synchronous Live Open**

Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Social Origin, Social Class and Social Status

Digital Session Chair: **Maïke Andresen**, *U. of Bamberg*

CAR: Like Father, Like Son? The Relationship between Social Origin and Career Success – A SLR

Author: **Julia Stapf**, *U. of Bamberg*

Author: **Maïke Andresen**, *U. of Bamberg*

Research on the transmission of social disadvantages between generations shows consistently that access to higher education is still highly stratified. However, less is known about the relationship between social origin and career success, and whether inequalities can be offset within the occupational context. Based on a systematic review of 59 studies, we present prevailing patterns of relationships between social origin and career success, and identify factors that explain them. We find that employees from less privileged families experience significant disadvantages in achieving objective career success (monetary success, occupational status, hierarchical rank). Studies also show that the first two factors persist or worsen over the course of their careers. Conversely, subjective career success proves to be less affected by social origin, although few studies are available on this. Persisting disadvantageous social origin/career success relationships result from the individuals themselves (e.g. due to lower career aspirations) and discriminatory practices in organizations (e.g. lower provision of career support and access to social resources).

Paper is NOT Available. Please contact the author(s).

CAR: Flight Attendant Career and Social Class, Gender and Sexuality (Im)Mobilities

Author: **ALINE MENDONÇA FRAGA**, *UFRGS - Federal U. of Rio Grande do Sul - BRAZIL*

Author: **Sidinei Rocha De Oliveira**, *UFRGS - Federal U. of Rio Grande do Sul - BRAZIL*

Flight attendant careers are genuinely mobile and traditionally feminine, an unusual combination that produces and reproduces gender and sexuality stereotypes. They are also careers that, in the Brazilian context, allow financial rise with a little study, which makes possible the entry of lower-class people. The article discusses the limited freedom experienced by men in a historically female profession based on the hierarchized and gendered space of the airplane. Drawing on qualitative research, oriented by symbolic interactionism, we tell three life stories, using narrative analysis and ethnographic inspirations. The paper aims to analyze the intersections of social class, gender, and sexuality (im)mobilities in the career of these gay male flight attendants. The construction of different mobilities within aviation linked to such inequality social markers and the relationships between the intersections of social, geographical, gender, and sexuality mobility are outstanding contributions.

Paper is Available to Meeting Registrants Only.

CAR: Relational Competence, Social Status, and Humor: Evidence from Two Experiments

Author: **Agnes Bäker**, *U. of Zurich*

Author: **Jennifer Hofmann**, *U. of Zurich*

Author: **Mario Mechtel**, *Leuphana U. Lüneburg*

We investigate the relationship between relational competence and social status at work. As a potential means of increasing individual social status, we analyze the effects of humor use for relational competence and status as perceived by others. The first study is a video vignette experiment in which the participants rate medical doctors' presentations. We exogenously vary whether the videos include humor use or not. The second study consists of a randomized controlled trial that was embedded in a continuous education program in cardiac surgery and interventional cardiology. One randomly assigned group of medical doctors participated in a humor training program, while the second group received a control training. Both studies reveal a statistically significant relationship between relational competence and other-rated social status. We do not find statistically significant differences in perceived workplace status between the humor and control conditions in the two studies. However, mediation analysis suggests that humor use might increase social status via indicating relational competence. Furthermore, the perception of successful humor use seems to be an important factor of humor use increasing other-perceived status (via relational competence).

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Caucus**
Program Session: **1094** | Submission: **14901** | Sponsor(s): **(CAU)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Meet in the Middle: A Caucus about Meso-Organizational Behavior
Meso-OB



Organizer: **Sarah M. G. Omer**, *Kingston Business School*

Many scholars find that the traditional Micro/Macro OB duality inadequately represents their research identity. A growing number of projects take an integrative approach to this research. Both developments coalesce into a third space: Meso-Organizational Behavior. This caucus will bring together anyone ready to explore Meso-OB – from “passing interest” to “passion”!

Rooms will include: Discipline boundaries & Mechanisms; Journal Editors; Academic Departments; Doctoral Programs; Non-Academic Employers & Partner Organizations. If you would like to "captain" one of the Breakout Rooms, please e-mail the Organizer (s.otner@kingston.ac.uk).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

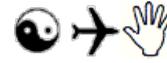


Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1095** | Submission: **15603** | Sponsor(s): **(CMS, MED, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM- 10:00AMET (UTC-4)**

Building Community around Self-care: Restorative Spaces and Faculty Well-being

Building Community around Self-care: Restorative S



Participant: **Sarah Robinson**, *U. of Glasgow*
Participant: **Linda MSama**, *St. John's U.*
Participant: **David Jones**, *Newcastle U. Business School*
Participant: **Nicholas Rhew**, *Coastal Carolina U.*
Participant: **Victor Friedman**, *Max Stern Jezreel Valley College*
Participant: **Mark Egan**, *The York Management School*

In 2019 Smith and Ulus asked 'who cares for academics?' The rather brutal answer is that in the neoliberal university, we have been left largely to look after ourselves, even while the nature of academic work in recent decades has resulted in a sharp increase in mental health issues and a general decline in well-being among faculty. Well-being provisions from universities have been superficial, placing the onus squarely on already over-burdened academics to manage their own well-being. Collective action is vital in expressing our need for institutionally-sanctioned restorative space. In this PDW, we propose providing a safe zone for an inclusive community of scholars from across the Academy to discuss restorative space as a coping mechanism. This is in itself an act of activism and solidarity as faculty members may frequently conceal their restorative spaces in fear of how our time spent in them may be criticized. We propose opening our discussion by sharing our restorative space narratives, and then encouraging participants to share their own stories of restoration – whether it be through story-telling, pictures, collage, skits, poetry, or any other medium that conveys the impact that restoration has on their professional and personal lives. This innovative workshop session guides us to a refreshed, professional perspective with renewed energy and clarity, the outcome of which would be a collection of narratives and sense-making around the concept of restorative spaces to facilitate discussion with other colleagues, unions and employers as to how our wellbeing might be better supported.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1096** | Submission: **17459** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Corporate entrepreneurship

Digital Session Chair: **Gabriel Akel Abrahão**, *FGV EAESP*

ENT: The Individual Agency of Corporate Entrepreneurship

Author: **Gabriel Akel Abrahão**, *FGV EAESP*
Author: **Paulo Arvate**, *FGV-EAESP*
Author: **Marcus Alexandre Yshikawa Salusse**, *EAESP - FGV/SP*

Corporate entrepreneurship (CE) is often understood to be a firm-based process, with little (or no) acknowledgment of the individual agency of the employee-entrepreneur. Understanding individual agency, however, is crucial to properly implementing a successful corporate entrepreneurship strategy, because individuals may opt to become independent entrepreneurs rather than corporate entrepreneurs. We help solve this puzzle by expanding the integrative model of corporate entrepreneurship, as suggested by Ireland (Ireland et. al. 2009). We use game theory to analyze the employee-entrepreneur trade-offs involved in the CE process and to model theoretical propositions. The game theory model allows us to evaluate the different paths and provide a formal way of analyzing the cooperative or competitive interactions between the firm and individuals. Our study contributes to the development of formal hypotheses that are supported by game-theory propositions, where equilibrium is reached when, due to asymmetric information, the employee engages in independent entrepreneurship and the firm interacts afterwards by way of marketing.

Paper is Available to Meeting Registrants Only.

ENT: How do team members' perceptions of autonomy and control impact corporate entrepreneurship projects?

Author: **Johannes Rosenberger**, *TUM School of Management, Technische U. München*
Author: **Holger Patzelt**, *TUM School of Management, Technische U. München*
Author: **Alexandra Mittermaier**, *TUM School of Management, Technische U. München*

Successful corporate entrepreneurship requires that firms provide their teams with the autonomy needed for recognizing and exploiting new business opportunities. At the same time, also the firms standardize processes to facilitate coordination and realize synergies about projects. These opposing demands give rise to a prevalent, yet poorly understood paradox of autonomy and control in corporate entrepreneurship. Drawing on a qualitative, longitudinal study of seven teams working on entrepreneurial projects within the same large organization, we explore how team members perceive and respond to the autonomy-control paradox. Data from 200 interviews, which we collected over the timeframe of five months, in combination with observational and archival data show that teams differ in their attention to autonomy vs. control, which initiates divergence, competition, and negotiation processes within the team. These different processes determine how effectively teams cope with the autonomy-control paradox and the outcome of their projects. Our inductive model offers three contributions to the literature on corporate entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: Spanning Two Worlds? Corporate Accelerators and Corporate Venture Capital in Innovation Portfolios

Author: **Sheryl Winston Smith**, *BI Norwegian Business School*

This paper tackles a crucial problem in the theory and practice of global innovation strategy: In the face of technological and business model disruptions, often originating in innovative startups, how do companies respond with entrepreneurial ideas? Specifically, how do established companies use entrepreneurial approaches to facilitate access to startup innovation? This research examines the roles of corporate accelerators and corporate venture capital investing. Using a sample of companies with both corporate accelerators and corporate venture capital arms, this study provides preliminary descriptive evidence of the role of both types of external knowledge partnerships with startups. Specifically, the paper points to greater experimentation in CVC portfolios in terms of startup focus and industry distribution relative to corporate accelerator portfolios. At the same time corporate accelerators may provide access to greater geographic distribution in their portfolio companies. A novel algorithmic approach based on natural language processing and machine learning is used to characterize the distributions of portfolio companies. The paper raises questions for further study addressing the potential for complementarity and substitution amongst these two forms of corporate innovation in partnership with startups.

Paper is Available to Meeting Registrants Only.

ENT: A Chip Off the Old Block? The Genesis of Geographic Diversification Strategies in New Ventures

Author: **Giuseppe Criaco**, *Erasmus U. Rotterdam*
Author: **Lucia Naldi**, *Jonkoping International Business School*

We advance research on geographic diversification by joining insights from imprinting theory in organizations to offer a novel theory of new venture diversification strategies. We propose that geographic diversification strategies of new ventures resemble those of their founders' prior employers, reinforcing the central imprinting role that founders' prior employment plays for new ventures. Furthermore, we hypothesize that founders' position at their prior employers reinforces, while new venture's age weakens, the prior employer-led geographic diversification effect. We test our hypotheses using a longitudinal dataset of Swedish new ventures that exports early in their lifecycle.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Identity 3   

Digital Session Chair: **Chenjian Zhang**, *U. of Bath*

ENT: Entrepreneurs' Networking Styles and Normative Underpinnings 

Author: **Chenjian Zhang**, *U. of Bath*

Author: **Tao Wang**, *Kyoto U.*

Author: **David Ahlstrom**, *Chinese U. of Hong Kong*

Existing network research has mainly adopted functional and structural approaches to study instrumental goals behind entrepreneurs' networking and the influence of position on resource access and venturing performance. The variety of entrepreneurs' networking styles and the normative underpinnings has been insufficiently explored. Contextualized this study in China, this paper asks: What are the entrepreneurs' networking styles during the market-oriented transition? How does entrepreneurs' understanding of social norms shape their networking styles? Through our inductive comparison, we identify three networking styles: guanxi-oriented networking, market-based networking, and mixed networking. We theorizing three types of social norms in shaping these styles: market inferred norms, dyadically formed norms, and identity induced norms. Our exploratory study provides new insights in understanding Chinese entrepreneurs' distinctive networking styles and their normative underpinnings. Our study further offers implications for studying entrepreneurs' networking behaviors in transitional economies.

Paper is Available to Meeting Registrants Only.

ENT: How Does the Status of Entrepreneur Drive Firm's Innovation Investments? - Evidence from China  

Author: **Yang Yu**, *Victoria U. of Wellington*

Author: **Wen Helena Li**, *U. of Technology, Sydney*

Author: **Wei Liu**, *The U. of Sydney*

Author: **Andreas Rauch**, *U. of Sydney Business School*

The study seeks to establish a link between an entrepreneur's individual status and firm strategy. Integrating thoroughly the entrepreneurship literature and status literature in sociology and social psychology, we argue that a strategy which can enhance firm performance will help entrepreneurs to gain socioeconomic status, and from this perspective, we predict that entrepreneurs who already possess higher socioeconomic status are more likely to undertake innovation because of their greater self-assurance in the strategy and stronger motive to maintain or improve the current status. Then, we examine whether this relationship can be mitigated by entrepreneur's political status and how the moderation effect is further subject to firm's surrounding institutional environment. The analysis of a national survey of Chinese private enterprises shows support for our model.

Paper is Available to Meeting Registrants Only.

ENT: Start-Up Legitimation through Behavioral Ambidexterity: The Burden of Organizational Identity 

Author: **Emilia Karpinskaia**, *National Research U. Higher School of Economics*

Author: **Galina Shirokova**, *National Research U. Higher School of Economics*

Author: **Tatiana S. Manolova**, *Bentley U.*

Start-ups in the high tech sector often find themselves trapped into continuing experimentation that threatens their legitimation prospects. In this study, we take a behavioral logic lens, coupled with an organizational identification perspective, in order to explore how new ventures in the high tech sector achieve a balance between flexibility and focus and how this balance, in turn, affect the process of their legitimation. Applying a longitudinal multi-case approach, and using rich data from interviews with new venture founders, we tracks the decisions and actions of ten Russian high-tech start-ups. We identify two different tracks of start-up development depending on the integrative relationship between organizational identification and applied behavioral logic (effectuation/causation). Further, we highlight the mediating role of organizational identity work in the relationship between behavioral ambidexterity and start-up legitimation. Theoretical and practitioner implications are discussed.

Paper is Available to Meeting Registrants Only.

ENT: "I Am an Entrepreneur!": A Project of the Aspired Self towards Changed Code of Honor in China  

Author: **Gabriel Z. Chiu**, *Harvard U.*

While identity has been demonstrated to exert a motivational effect for individuals to pursue a career in entrepreneurship, the current emphasis is on entrepreneurs imprinting the business venture with their preexisting social identity. This paper draws on a dynamic and future-oriented concept of the self to examine what it means to be an entrepreneur in China. Through in-depth interviews with 50 founders of technology startups and 11 subject experts during 9-month fieldwork in Beijing, I identify four identity types distinct from their Western counterparts. Rather than driven to entrepreneurship out of concern for others, these identity types are best viewed as biographic projects of the self. On the one hand, entrepreneurship in China is pragmatically perceived as providing the means to realizing a desired future. On the other hand, rather than imprinting the business venture with meanings, founders also derive symbolic values from the occupational meaning of entrepreneurship in order to curate a desired identity. These identity projects are themselves embedded in the changing national code of honor due to China's post-1979 reforms. This paper investigates the meaningfulness of work and career calling, contributes to an identity approach to entrepreneurship, and enriches the social embeddedness of work and career.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper



Digital Session Chair: **Leven Jianwen Zheng**, *U. of Liverpool*

ENT: How entrepreneurial business model design influences disruptive and adoptive product innovation 

Author: **Leven Jianwen Zheng**, *U. of Liverpool*

The blockchain technology has the great potential to drive product innovation in various industries. This makes such an emerging technology play as an important enabler that drives the generation of new venture. Our study examines the effects of business model designs of blockchain-based entrepreneurial firms on the scope of product newness: disruptive innovation and adoptive innovation. To test such a relationship, we conduct a survey to collect data from 159 blockchain-based ventures. The findings indicate that the novel business model strongly entices disruptive innovation, but it does not influence blockchain-based adoptive product innovation. The results also indicate that the efficient business model strongly encourages blockchain-based product adoptive innovation, but it strongly discourages blockchain-based disruptive product innovation. Further, our analysis shows that the firm's disruptive technological capability strengthens the positive relationship between the novel business model and disruptive product innovation, but it weakens the positive relationship among the design efficiency and adoptive innovation. Additionally, we found that the disruptive technological capability strongly entices blockchain-based entrepreneurial firms to favor disruptive product innovation over adoptive product innovation.

Paper is Available to Meeting Registrants Only.

ENT: Sensemaking beyond the customer: An analysis of entrepreneurs' market orientation development 

Author: **Gabi Anja Kaffka**, *U. Medical Center Utrecht*
Author: **Jeroen Kraaijenbrink**, *Amsterdam Business School, U. of Amsterdam*
Author: **Aard J. Groen**, *U. of Groningen center of entrepreneurship*
Author: **Norris F. Krueger**, *Entrepreneurship Northwest*

This study examines cognitive origins of a market orientation among individual entrepreneurs. Taking a grounded theory approach, we analyze entrepreneurs' sensemaking processes during a 12-months business incubation/acceleration program. The results show that entrepreneurs use distinctive market-oriented mental schemas during opportunity development that predominantly reflect the development of a broader stakeholder orientation and vastly lack competitor orientation. We also find that novice entrepreneurs with less than five years of start-up experience develop more activity-related mental models, while experience entrepreneurs develop more generic market orientation mental schemas. Our findings contribute to a better understanding of socially situated cognitive foundations of individuals' market orientation.

Paper is Available to Meeting Registrants Only.

ENT: On the Ontology of Opportunities: Developing the Design Perspective of Entrepreneurship

Author: **Henrik Berglund**, *Chalmers U. of Technology*
Author: **Dimo P. Dimov**, *U. of Bath*

This paper seeks to reconnect entrepreneurship research with the reality of practicing entrepreneurs. It extends the design perspective of entrepreneurship by focusing on the generative role of the opportunities-as-artifacts that are designed at the interface between entrepreneurs and their environments. We do this by drawing on relevant contributions by Knorr Cetina (on epistemic objects), Schön (on practices of design), and Spinoza, Flores and Dreyfus (on world disclosing).

Paper is Available to Meeting Registrants Only.

ENT: Theorizing Lean Startup Principles: An Action Regulation Theory Perspective   

Author: **Katharina Sielski**, *ESCP Business School*
Author: **Christoph Seckler**, *ESCP Business School*

The principles of the lean startup approach are increasingly gaining relevance in theory and practice. At the same time, key principles such as 'pivoting' and the 'build-measure-learn cycle' remain under-theorized. This hurts the clarity of these concepts and it hinders more effective use of them in practice. We tackle both of these issues in this article. First, we draw on action regulation theory to theorize both 'pivoting,' as well as the 'build-measure-learn cycle.' Subsequently, we build on this theorizing to develop theoretically grounded design principles. This article contributes to both theory and practice. First, theorizing the lean startup principles improves the clarity of the focal concepts and helps to understand why, for whom, and when they work. Second, the developed design principles contribute to the increasing body of design knowledge which provides scientifically grounded guidance for entrepreneurs and entrepreneurship educators.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Network 2

Digital Session Chair: **Carlotta Benedetti**, *Free U. of Bozen, Bozen*

ENT: **Stakeholder Salience and Firm Responses to Stakeholder Claims: Insights from Family Firms**

Author: **Carlotta Benedetti**, *Free U. of Bozen, Bozen*
Author: **Alfredo De Massis**, *Free U. Bozen, Bolzano and Lancaster U.*
Author: **Evelyn Rita Micelotta**, *Telfer School of Management, U. of Ottawa*
Author: **Josip Kotlar**, *Politecnico di Milano School of Management*

Addressing the claims of multiple and diverse stakeholders is a critical managerial task, which involves trade-offs and compromises. Drawing on the application of stakeholder theory to family businesses, our study provides insights on the attributes and cognitive mechanisms that affect perceptions of stakeholders salience in these unique type of organizations. Building on the key tenet that the coexistence of family and business systems creates a unique stakeholder setting, we offer a typology of response scenarios to stakeholder claims that bridges relational (i.e., stakeholder-firm relationship) and cognitive (i.e., goals) elements. Our study yields a novel perspective which illuminates the mechanisms that drive family firms' response to stakeholder claims.

Paper is Available to Meeting Registrants Only.

ENT: **Strategic orientations and radical innovation in Chinese SMEs: The role of network ties**

Author: **Ataullah Kiani**, *U. of Science and Technology of China*
Author: **Jiayu Wang**, *Anhui U.*

The primary purpose of this article is to examine how entrepreneurial orientation and market orientation affect radical innovation and assess how such effects are conditional on two types of network ties (i.e., social network ties and business network ties). A survey of 171 small and medium firms in China shows that both entrepreneurial and market orientation facilitates the development of radical innovation. Further, both social ties and business ties enhance the effect of strategic factors on radical innovation.

Paper is Available to Meeting Registrants Only.

ENT: **Intra-cohort social network structure and cohort performance**

Author: **Sean Evan Wise**, *Ryerson U.*
Author: **Sepideh Yeganegi**, *Wilfrid Laurier U.*
Author: **Andre O. Laplume**, *Ted Rogers School of Management, Ryerson U.*

We investigate the social network relationships between startups in the same accelerator. We use network theory to explain and predict peer effects in the form of social capital, leading to cohort-level performance. We hypothesize and find that higher performing cohorts have fewer unconnected startups than underperforming cohorts. Consistent with the 'network closure' and 'structural holes' arguments, we also hypothesize an inverse curvilinear relationship between cohort network density and cohort performance. We quantify the intra-cohort social network structures of 1537 startups comprising 154 Techstars cohorts using their activity on Twitter. We find that there exists an upper limit to the impact of cohort network density on performance, after which any further increase becomes negative. We contribute to theory on peer effects in accelerator cohorts by demonstrating the importance of intra-cohort social networks. Our study has implications for stakeholders in accelerators and for the startups that join them.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Nvf 2

Digital Session Chair: **Jenna Rodrigues**, *U. of Connecticut*

ENT: Inducements for Resource Redeployment in Portfolio Entrepreneurship  

Author: **Jenna Rodrigues**, *U. of Connecticut*
Author: **Timothy B. Folta**, *U. of Connecticut*
Author: **Cheryl Beck**, *U. of Connecticut*

This paper investigates which factors serve as inducements to prompt portfolio entrepreneurs to redeploy their own time across ventures within their portfolios. While the corporate strategy literature assumes that portfolio managers take a rational approach to redeployment in attempt to maximize joint profits, we find that individual preferences and biases influence the redeployment decision when the unit of analysis is the individual entrepreneur. Through utilizing a descriptive phenomenological approach, we explore whether prior findings surrounding inducements to redeployment in corporate portfolios hold when studied in the context of portfolio entrepreneurship and discover several additional inducements that arise when the phenomenon is applied to the entrepreneurial context. We also shed light on the process through which time redeployment physically occurs and the requirements that must be in place in order for the entrepreneur to have the capacity to activate the option to redeploy when an inducement prompts the desire to do so.

Paper is Available to Meeting Registrants Only.

ENT: Reconfiguration and new firm survival

Author: **Alessandro Lucini Paioni**, *School of Management, U. of Bath*
Author: **Orietta Marsili**, *U. of Bath*
Author: **Panos Desyllas**, *School of Management, U. of Bath*
Author: **Elena Cefis**, *U. of Bergamo*

While scholars have well investigated the importance of reconfiguration as a means for established companies to adapt to changing competitive environments, we know little about the process of configuration and transformation by which new firms give shape to their resource base in their early, formative years when survival is most at risk. Drawing on entrepreneurship and strategy research, we explore how the reconfiguration process by which new firms change the structure and direction of their resource base influence their likelihood of survival. Using data from the Dutch General Business Register, we observe longitudinally a cohort of 19,523 private firms set up in the Netherlands in 2011, over the 8 years after entry. We apply novel event-history analysis techniques to study how reconfiguration activity and its temporality affect survival. We find that firms undertaking reconfiguration benefit from a survival premium. However, reconfiguring sooner after entry lowers the likelihood of survival compared to doing so at a later time. Our findings contribute to the entrepreneurial process literature by offering a dynamic perspective on new firm survival through resource reconfiguration, as part of the process of learning and experimentation by new firms.

Paper is Available to Meeting Registrants Only.

ENT: Why Do Some Entrepreneurs Develop Venture Portfolios? And how do they Do So? A Meso-Level Analysis

Author: **Tobias Kutzewski**, *Vrije U. Amsterdam*
Author: **Marc Bahlmann**, *Vrije U. Amsterdam*
Author: **Wouter Stam**, *Vrije U. Amsterdam*

The question how decisions made by entrepreneurs affect their individual business ventures is essential to research in entrepreneurship. While knowledge on the role of entrepreneurial learning and habits (Aldrich and Yang 2014), the influence of uncertainty on organizing entrepreneurial activities (Alvarez and Barney 2005) and the role of past career practices on entrepreneurial decision making (Engel, van Burg, Kleijn and Khapova 2017) is widely established, yet little is known on how this applies to entrepreneurs “simultaneously owning and engaging in a portfolio of entrepreneurial interests” (Carter and Ram 2003, p. 374). As such, portfolio entrepreneurs are a distinctive group of habitual entrepreneurs whom received increased and sustained scholarly attention over the recent years (Wiklund and Shepherd 2003 and 2008, Baert, Meuleman, Debruyne and Wright 2016, Lechner, Kirschenhofer and Dowling 2016, and Cruz and Justo 2017). However, yet little empirical evidence exists to explain variation within this group of entrepreneurs (Kutzewski, Bahlmann and Stam 2020); nor do we know how and through which practices the formation of business portfolios is affected. We conducted research asking why, how and with what effect, portfolio entrepreneurs engage in their activities. To answer these questions, a comparative multi-case study design was chosen. The research unit comprised management decisions made by individual portfolio entrepreneurs. Based on a case sample comprising the explorative and exploitative activities of 21 portfolio-entrepreneurs with a combined portfolio of 129 companies, this research found ample evidence that various forms of intention (Why?), decision making and coordination (How?) exist simultaneously within the same portfolio (With what effect?). The result of this research contributes to our understanding of how entrepreneurial principles through which portfolio-entrepreneurs organize their activities affect the structure of venture portfolios.

Paper is Available to Meeting Registrants Only.

ENT: Unequal for success? Initial equity split in new ventures, team entry, and new venture performance 

Author: **Elisabeth Mueller**, *IESEG School of Management*
Author: **Maria Hennicke**, *Frankfurt School of Finance and Management*

When starting a firm, the founding team needs to decide whether to choose an unequal or equal equity split. Within our framework of two ownership archetypes, we hypothesize and find empirical evidence that teams with an unequal equity split show higher performance, that they are more likely to accept new team members, and that team entry positively mediates the relationship between equity split and performance. Our results reveal how the preferences of founders with respect to social relations in the team, impregnate the future strategic decision-making in firms and explain why both types of equity split are observed in practice.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Self-employment 3

Digital Session Chair: **Jiaqi Yan**, *Northeastern U.*

ENT: Domestic Migrant Entrepreneurs And Returned Entrepreneurs Differ On Their Mental Health

Author: **Jiaqi Yan**, *Northeastern U.*
Author: **Weimei Huo**, *Shanghai U.*

Domestic migrant entrepreneurship has become a widespread phenomenon, with a large proportion of entrepreneurs either starting business in migration or returned from migrations. However, domestic migrant or returned entrepreneurs have not been investigated much in terms of their differences. We develop and test a theoretical model that domestic migrant entrepreneur and returned entrepreneurs (entrepreneurs who return to their hometown to start businesses) differ in their health conditions from the perspective of the business-family interface. We test our model empirically with three-wave surveys of 219 entrepreneurs, including 117 migrant entrepreneurs and 102 returned entrepreneurs. Our results show that returned entrepreneurs have better mental health than migrant entrepreneurs via the indirect effect of business-to-family enrichment. Moreover, the relationship between return from migration and business-to-family enrichment was stronger when the social legitimacy of entrepreneurship is high. Our study contributes to the scholarly understanding of domestic migrant entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: Politics is Money, Political Connections and Financial Credit in Chinese Firms.

Author: **Xihua Mu**, *Chongqing U.*
Author: **Antonio Crupi**, *Scuola Superiore Sant'Anna*
Author: **Fabrizio Cesaroni**, *U. of Messina*

Prior studies highlighted how political connections positively impact companies' ability to access the credit but do not go beyond the connections' dichotomous measurement. To contribute to this extensive literature, we measured the impact of connections on three different layers. Firstly, according to the connections' level – national or local. Secondly, according to the connections' type – with governmental officials or deputies in political bodies. Finally, using the agency theory, we apply the intensity measure based on the number of connected directors to explore the connections' strength to offer a comprehensive framework of the connections' strength. We test our hypotheses on the financial and investing behavior of Chinese private-owned firms listed in the Chinese Growth Enterprise Market of Shenzhen Stock Exchange from 2014 to 2016. Results show that local, governmental, and more intense connected boards positively influence both types of behaviors.

Paper is Available to Meeting Registrants Only.

ENT: More for Less: Evidence from Cost Reduction Management Trainings for Micro-Enterprises

Author: **Egbert Amoncio**, *Goethe U.*
Author: **Cornelia Storz**, *Goethe U.*
Author: **Rajesh Ramachandran**, *Heidelberg U.*

Management trainings have shown to be effective in improving business outcomes. However, the impact on severely resource-scarce micro-enterprises which usually operate in Bottom of the Pyramid (BoP) markets remains unexplored. This is surprising, given their distinct need for cost reduction programs in this environment. We address two important questions: First, what is the impact of cost reduction management trainings on business outcomes of micro-enterprises? Second, which businesses are helped most by improving cost reduction management skills? Based on a randomized controlled trial in Zambia, this study finds that cost reduction management trainings improve several business practices. However, we only observe an effect on business profits for micro-entrepreneurs which are equipped with higher levels of capabilities and complementary. This implies that the effectiveness of management trainings is contingent on the available resources of micro-entrepreneurs in the emerging economy context.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Sustainability 2  

Digital Session Chair: **Brandon H. Lee**, *Melbourne Business School*

ENT: Sustainable entrepreneurship under market uncertainty: Opportunities, challenges, and impact  

Author: **Brandon H. Lee**, *Melbourne Business School*
Author: **Panikos G. Georgallis**, *U. of Amsterdam*
Author: **Jeroen Struben**, *EMLYON Business School*

Entrepreneurs are often viewed as uniquely positioned to address neglected social problems, and sustainable entrepreneurship in particular has been presented as the 'green panacea' that will put us on a path to mitigate climate change and other sustainability challenges. However, sustainable markets are fraught with uncertainties that curb entrepreneurial ventures' potential to deliver on such ambitious expectations. Despite several attempts to take stock of the literature on sustainable entrepreneurship, we lack a rigorous framework for systematically incorporating the market uncertainty that entrepreneurs face across different types of markets. In this paper we draw upon recent literature on collective action during market emergence and growth to develop an organizing framework to map entrepreneurial efforts across markets with varying degrees of uncertainty. In applying this framework to sustainable entrepreneurship, we highlight how demand and supply uncertainty affect sustainable entrepreneurship opportunities and challenges, and discuss to what extent entrepreneurial efforts may drive or inhibit societal impacts.

Paper is Available to Meeting Registrants Only.

ENT: How Do (Green) Innovators Respond to Climate Change Scenarios? Evidence from a Field Experiment

Author: **Jorge Guzman**, *Columbia Business School*
Author: **Jean Joohyun Oh**, *Columbia Business School*
Author: **Ananya Sen**, *Heinz College - Carnegie Mellon U.*

This paper aims to unpack the pro-social motivations of green innovators. In a field experiment inviting SBIR grantees to learn more about and apply to MIT Solve, we provide scientifically valid scenarios varying the time-frame and scale of the human cost of climate change. Innovators' response in clicks and applications increases with both scale and immediacy treatments. Our structural model estimates a welfare discount rate of 0.76%, providing a measure of innovators' value of future generations, and an elasticity to lives lost of 0.23, implying diminishing marginal concern to human loss.

Paper is Available to Meeting Registrants Only.

ENT: Opportunities Identification in Sustainable Entrepreneurship

Author: **Nisrine EL YADARI**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Our research examines the sustainable entrepreneurial process and focuses on the identification and exploitation of sustainable opportunities. Some scholars consider opportunities as objective phenomena that need to be discovered. In this entrepreneurial process, known as causation, entrepreneurs first decide on the objectives to be achieved and then select the resources needed to achieve them. Other researchers argue that opportunities are created and cannot exist without the actions of entrepreneurs (Baker and Nelson, 2005; Sarasvathy, 2001). The entrepreneurial process is then said to be effectual in which entrepreneurs focus on the resources and means at hand to choose the possible effects that create opportunities. The objective of our research is to answer the following question: how do responsible entrepreneurs identify and exploit opportunities in responsible entrepreneurship? Do they adopt effectual or causal behaviours to identify and exploit sustainable opportunities? Using a qualitative multiple-case methodology, we traced the entrepreneurial process of six cases of sustainable new ventures. Our results show that responsible entrepreneurs not only adopt effectual and causal behaviours, but also demonstrate behaviours that are unique to them given the sustainable nature of their activities. We thus propose a model that describes the process of identifying and exploiting sustainable opportunities.

Paper is Available to Meeting Registrants Only.

ENT: From Fiddling to Firefighting: A Sympathetic Critique of Social and Environmental Entrepreneurship

Author: **Siddharth Vedula**, *TUM School of Management, Technische U. München*
Author: **Desiree F. Pacheco**, *IASE Business School*
Author: **Claudia Doblinger**, *Technical U. of Munich*
Author: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Author: **Jeff York**, *U. of Colorado, Boulder*
Author: **Thomas J Dean**, *Colorado State U.*
Author: **Michael V. Russo**, *U. of Oregon*

One of the pillars of the field of entrepreneurship is appreciating how the pursuit of opportunities impacts society. With entrepreneurs increasingly heralded as change agents who can help solve society's grand challenges, some scholars have attempted to pursue this important agenda. In this review we highlight that much remains to be done, and that research on entrepreneurship for the public good faces multiple critical issues. The most prominent of these is that over the past two decades, this literature has bifurcated into two separate domains. These two domains, one organized around social entrepreneurship (SE) and another around environmental entrepreneurship (EE), have largely evolved independently. We perform a bibliometric network analysis with a complementary and detailed qualitative review of the literature to compare and contrast the evolution of SE and EE research from 1994 to 2019 to: 1) understand the main features and drivers of these diverging streams; 2) identify differences and synergies between the two; and 3) offer an agenda to limit redundancies and address unrealized synergies. The resulting framework enables future research to live up to the promise of understanding how and when entrepreneurial action contributes to the public good.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Value Creation

Digital Session Chair: **Anzelika Smagina**, *Transport and Telecommunication Institute*

ENT: Exploring craft entrepreneurship through the lens of value creation

Author: **Anzelika Smagina**, *Transport and Telecommunication Institute*
Author: **Iveta Ludviga**, *RISEBA U. of Business Arts and Technologies*

Theory of Entrepreneurship explains and defines it as a process of value creation and appropriation. In the craft sector, where small businesses dominate, the entrepreneur who is also owner-manager is integral to the value creation process, therefore the value created and how opportunities are realized heavily depend on his/her identity and motivation. However, value appropriation happens only when customers perceive the product or service positively. By combining Entrepreneurial Value Creation Theory and Theory of Consumption Values, we explore craft entrepreneurship from a value perspective and extend the value creation model by including entrepreneurial identity and customer perspective. In this paper, we present empirical findings based on the model and mixed-method research. We identify entrepreneurs' intentions and twelve value groups created in the process of opportunity development in the craft business. We measure how craft product value is perceived by customers - which value groups tend to increase the frequency of purchase. We conclude that customers buy craft products because of social acceptance value, however, satisfaction with the product depends on emotional values. Craft entrepreneurs should focus more on ecological value dimensions. We discuss the implications of these findings and suggest directions for future research.

Paper is Available to Meeting Registrants Only.

ENT: Customers, Marketing or Technology: Performance Implications of Innovation Capabilities in SMEs

Author: **Oleksiy Osiyevskyy**, *U. of Calgary*
Author: **Kanhaiya Kumar Sinha**, *U. of Minnesota, Duluth*
Author: **Galina Shirokova**, *National Research U. Higher School of Economics*
Author: **Olga Shtepa**, *U. of Calgary*

It is well established that a firm's innovation capabilities form the basis for adaptation to changing external environments and creating and sustaining competitive advantage. The existing literature stresses crucial differences between the types of innovation capabilities, depending on their focus, e.g., customers/clients, marketing or technology. Yet, we still know relatively little about the impact of the distinct types of innovation capabilities on firm performance and its reliability. Based on the organizational capability view of innovation, the study proposes a theoretical framework linking the three distinct types of firm's innovation capabilities (customer-, marketing- and technology-focused) with the characteristics of the resulting performance distribution (level and variability) of small and medium enterprises (SMEs). Estimating the multiplicative heteroscedasticity regression model on the data from 521 SMEs from Russia, we demonstrate that customer-focused innovation capability improves the performance level while also making it unreliable. Marketing-focused innovation capability does not have a significant impact on firm performance, yet noticeably augments its variability. Finally, the technology-focused innovation capability stabilizes the performance without any impact on its level. The paper ends with a discussion of the theoretical and managerial implications of the findings.

Paper is Available to Meeting Registrants Only.

ENT: The Real Effects of Private Equity Buyouts: A Meta-Analysis

Author: **Jeroen Verbouw**, *Ghent U.*
Author: **Miguel L.C.J. Meuleman**, *Vlerick Business School*
Author: **Sophie Manigart**, *Ghent U. and Vlerick Business School*

Using a meta-analytical approach, this study reviews the fragmented and contradictory empirical literature on the real effects of private equity (PE) on their portfolio companies, focusing on post-buyout operating performance and employment. Based upon 330 samples including 403,820 firms, we find a positive PE effect on operating performance in the medium-to-long term, but no effect on employment. Interestingly, performance gains are stronger in private-to-private buyouts compared to public-to-private buyouts. Countries with strong investor protection laws or with individualistic cultures facilitate larger operating performance gains, while employees are better off in countries with more stringent employee protection laws or with collectivistic cultures.

Paper is Available to Meeting Registrants Only.

ENT: Changing Business Model through Cognitive Style: The Moderating Effects of Business Failure Experience

Author: **Xue Wan**, *Tongji U.*
Author: **Pang Xingyu**, *School of Economics & Management, Tongji U.*

Despite the widespread concern about the incumbent's responses to disruptive innovations, we still know little about why managers of small incumbent firms change their business models differently under the same cognitive style. By using survey data from a sample of 180 small incumbent firms, we found intuitive cognitive style did not have a significant relationship with either explorative business model change or exploitative business model change when controlling the condition of business failure experience. However, for those managers who have experienced business failure, the intuitive cognitive style was negatively associated with exploitative changes but positively related to explorative changes. On the contrary, the intuitive cognitive style was positively related to exploitative changes but negatively associated with explorative changes for those without failure experience.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1104** | Submission: **17469** | Sponsor(s): (ENT)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Ecosystems 1

Digital Session Chair: **Grégory GUENEAU**, *IAE Paris - Sorbonne Business School*

ENT: **Entrepreneurial Ecosystems Power of Networks : central role impact in low income countries**  

Author: **Grégory GUENEAU**, *IAE Paris - Sorbonne Business School*
Author: **Didier Chabaud**, *IAE Paris - Sorbonne Business School*
Author: **Marie-Christine Chalus-sauvannet**, *MAGELLAN, IAE Lyon, U. of Lyon, France*

What makes an Entrepreneurial Ecosystem more conductible to Entrepreneurial Dynamics than another? Entrepreneurial Ecosystem research raised as a hot topic, leading to progresses on its elements, network, actors components, or levels of analysis. However, some scholars regret the absence of empirical analysis of EE as a whole to understand how EE configuration operates. To open this perspective we propose an unexplored inter-organizational ties analysis among all Entrepreneurial Ecosystem actors, at a country level scale. Nested in Network Theory perspective, we run an exploratory research in five low income African countries, using innovative research methods (Quantitative Graph Theory, web scraping, fuzzy-set Qualitative Comparative Analysis) to understand the organisational patterns in these Entrepreneurial Ecosystem having an impact on their outcomes. At the core of this perspective we develop the impact of the central actor role of these Entrepreneurial Ecosystems, which is a key causal condition of their outcomes, in our case entrepreneurial dynamics levels and trends in those low income countries. This research underlines how important are Entrepreneurial Ecosystem network attributes to facilitate the efficient distribution of entrepreneurial nurturing components to entrepreneurs. It highlights also the importance of a financial central actor to sustain high Entrepreneurial Dynamics levels.

Paper is Available to Meeting Registrants Only.

ENT: **Creating entrepreneurship ecosystem of SME-SME-Academia by inter-organizational network solutions** 

Author: **Khuram Shahzad**, *U. of Vaasa*

This paper conceptualizes how small and medium enterprises (SMEs) can work smarter and become entrepreneurial in terms of increasing innovative cooperation and collaboration activities with their peers and with academic institutions. The focus of this research remains in eliminating SMEs' struggle to internationalize – regarded as silos in absorbing knowledge and in establishing collaboration and relationship with academia. Based on the current knowledge, this paper develops a conceptual framework of “next generation entrepreneurship ecosystem” involving multi-disciplinary cooperation and collaborative actions, shared resources and relationship governance mechanisms strengthening and empowering managers in SMEs to get access, utilize and combine state-of-the-art and “fitness to the market” research, best practices and business solutions in developing innovation capability, digital transformation and globalization. The overarching research question of this paper is “How can ecosystem network solutions can be conceptualized which can influence SMEs to get advantages of innovation capabilities, digitalization and globalization?” This paper theoretically contributes to entrepreneurship ecosystem literature by bridging the gap between cooperation and collaborative studies in perspective of SME-SME-Academia network solutions. Further, the proposed framework provides several practical implications for the managers involved in SMEs' cooperation and collaboration activities.

Paper is Available to Meeting Registrants Only.

ENT: **Bureaucratic Brothers in Arms: Complementor Governance Mode as Precursor and Prevention to Pivoting** 

Author: **Andrew Joseph Foley**, *Cornell SC Johnson College of Business*

Pivoting is a fact of life for new ventures: entrepreneurs develop ideas iteratively, often changing course many times before settling on a strategic orientation. However, new ventures rarely develop in isolation; rather, they exist in complex ecosystems of complementary services in which many products and services must be closely coordinated for consumers to derive value from any of them. Thus, pivoting entails not just a strategic reorientation of the focal firm, but also careful coordination and reorientation among the focal firm's ecosystem of complementors. Though differences regarding the ways in which new ventures are organized with respect to their complementors might therefore impact a firm's decision to pivot, however, current literature does not explore these dynamics. In this paper, I argue that the governance mode underlying a new venture's relationships with its complementors plays an important role in its ability to appropriate value from an opportunity, thereby influencing its propensity to pivot and pursue it. I test my hypotheses in the context of the U.S solar panel industry from 1992-2018. This paper contributes to the entrepreneurship literature by suggesting that it is not merely the content of a new venture's relationships that determine whether or not it will pivot, but also their structure.

Paper is Available to Meeting Registrants Only.

ENT: **Anchor Organizations as Change Agents in Nascent Entrepreneurial Ecosystems: An Ecosystem Governance**  

Author: **Aki Harima**, *U. of Bremen, Germany*
Author: **Jan Harima**, *U. of Bremen, Germany*

Recently, entrepreneurial ecosystems have become one of the major themes among entrepreneurship scholars and regional policymakers worldwide. Hoping to increase prosperity, politicians are keen to develop thriving entrepreneurial ecosystems in their region to foster the creation and growth of innovative startups. While the number of academic publications about entrepreneurial ecosystems has drastically increased in the last few years, understanding of mechanisms of how entrepreneurial ecosystems emerge and develop over time remain mostly unknown. The current research status calls for further investigations on the governance of nascent entrepreneurial ecosystems. Entrepreneurial ecosystems can be governed mainly in two distinctive ways; top-down and bottom-up governance. This study explores hybrid governance mechanisms by shedding light on a particular type of anchor organizations that intertwines these two different governance approaches. We theorize this function of anchor organizations by understanding them as “ecosystem change agents”. As a research setting, this study selected the Windhoek entrepreneurial ecosystem and conducted a single case study. Based on the single case study, this study derives a set of research propositions to conceptualize the functions of anchor organizations. We conclude this paper with limitations, practical implications, as well as research outlook.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurship and emotions 2

Digital Session Chair: **Rebecca Stürzaker**, *U. of South Eastern Norway*

ENT: Motivations or context? Factors influencing low-income entrepreneurship in a developed economy

Author: **Isla Kapasi**, *U. of Leeds*

Author: **Rebecca Stürzaker**, *U. of South Eastern Norway*

Author: **Laura Galloway**, *Heriot-Watt U.*

Author: **Laura Jackman**, *Heriot-Watt U.*

Author: **Andreea Mihut**, *Heriot-Watt U.*

This paper examines expressed motivations and the (expected) value sought from venture creation action amongst a sample of low-income venture owners in a developed economy. We build on the work of Dencker et al. (2019) by testing their theoretical framework of necessity entrepreneurship in a developed economy. First, we demonstrate that a conceptual development of push motivations, however nuanced, is not sufficient to understand the type of venturing action undertaken and outcomes achieved amongst this sample of venturers. Thus, explanations that position observed venturing outcomes as a robust explanation of presumed (motivational) inputs, and the simplistic push-pull dichotomy, are unsound. Second, findings indicate that a more complete explanation for venturing action outcomes observed requires consideration of the role of context, circumstance and an examination of process. Furthermore, we identify that the institutional norms of self-employment labour found in a developed economy are more influential than supportive institutional levers, and thus individuals and their choices for venture creation action will be shaped by factors beyond their control, contrary to conceptualisations of venture creation action as agency determined. Finally, we demonstrate that multiple forms of value are sought and that it is opportunity value that more frequently shapes the outcomes observed in (self-employment) venture creation with low-income outcomes.

Paper is Available to Meeting Registrants Only.

ENT: Founders' Social Identities, Work-Life-Balance, and Stress: A Stakeholder perspective

Author: **Maximilian Martin Eckel**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Author: **Denise Fischer**, *RWTH Aachen U.*

Author: **Malte Brettel**, *RWTH Aachen U.*

Recent research on entrepreneurial well-being has shown that prosocial motivation and autonomy have significant impact on founders' stress levels and life satisfaction. While the literature has identified stakeholders as both reference points for entrepreneurial ambitions as well as potential constraints for entrepreneurs' autonomy, we know little about how founders' sense-making of their stakeholders in relation to their own self-understanding shapes their well-being. This study applies a stakeholder perspective informed by social cognition theory and applies survey data from 110 German-speaking commercial and social start-up entrepreneurs to examine the effects of the interactions between founders' social identities and perceived stakeholder power on work-life-balance and stress. Our results show that the influence of social identity on stress ultimately depends on founders' perception of their stakeholders' power. An altruistic Missionary identity is positively connected to stress via work-life-balance but only if they do not perceive their stakeholders as strong. On the other hand, a more self-centered Darwinian identity has a negative, indirect effect on stress but only if they perceive their stakeholders as having comparably little power. Accordingly, our research provides further arguments for the importance of examining individuals' sense-making of both themselves and their social environment simultaneously when studying results of founders' cognitive processes.

Paper is Available to Meeting Registrants Only.

ENT: Beyond the Stereotype of an Intrapreneur

Author: **Jeanette Veronika Engzell**, *Dept of Business Studies Uppsala U.*

The corporate entrepreneurship literature has identified the importance of intrapreneurs for maintaining growth, revitalization and performance of corporations, but little is known about different types of intrapreneurs and how they perceive the corporate conditions they work under. The working conditions in the corporation are permanent and have importance of how employees behave. This paper empirically investigates corporate conditions from the individual's perspective and what varying types of intrapreneurs that exist. A cluster analysis of intrapreneurs suggests that there are three types of intrapreneurs; resilient intrapreneurs, neglected intrapreneurs and privileged intrapreneurs. The findings indicate that intrapreneurs are a heterogenous group of individuals who perceive the working conditions differently leading to different well-being and performance.

Paper is Available to Meeting Registrants Only.

ENT: My Future Entrepreneurial Self: Investigating Antecedents of Students' Identity Aspirations

Author: **Patrick Gregori**, *U. of Klagenfurt, Austria*

Author: **Patrick Holzmann**, *U. of Klagenfurt, Austria*

Author: **Erich J. Schwarz**, *Alpen-Adria U. Klagenfurt, Austria*

Entrepreneurial identity aspiration refers to the desire to occupy an entrepreneurial role in the future and is an important impetus for engaging in entrepreneurial activities. This article investigates the antecedents of entrepreneurial identity aspiration of non-entrepreneurs to elucidate, which individual attitudes, beliefs, and behaviors render the prototypical role "entrepreneur" more meaningful and important for individuals. Based on a quantitative study among college students, we provide new insights on the antecedents of entrepreneurial identity aspiration contributing to research on entrepreneurial identity and motivation.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Business 5

Digital Session Chair: **Shikha Agarwal**, *XLRI-Xavier School of Management*

ENT: Professionalization and Managerialization In Family Firms: A Paradox Perspective

Author: **Damiano Petrolo**, *U. of Rome Tor Vergata*
Author: **Luca Gnan**, *U. of Rome Tor Vergata*
Author: **Wim Voordeckers**, *Hasselt U.*
Author: **Frank Lambrechts**, *Professor Organizational Learning & Change*

So long, literature considers Professionalization and Managerialization in family firms as transitions from entrepreneurial management to professional management and informal systems to formal systems. Professionalization and managerialization as transitions imply that entrepreneurial management, professional management, informal systems, and formal systems may replace each other. This paper aims to challenge this perspective, approaching the topic through a paradox perspective to underline the tensions of professionalization and managerialization in family firms and support the simultaneous existence of entrepreneurial management, professional management, informal systems, and formal systems. Consequently, we propose a conceptual framework to define different family firms' patterns relying on their different degrees of professionalization and managerialization and supporting both practice and theory in the future.

Paper is Available to Meeting Registrants Only.

ENT: Knowledge Management in Family Firms- A Literature Review

Author: **Shikha Agarwal**, *XLRI-Xavier School of Management*

The paper provides a systematic understanding of research that has taken place in the knowledge management domain of family firms. No prior work has carried out a systematic review of family businesses' knowledge management to the best of the author's knowledge. It uses a three-stage process for literature review analysis which involves collection of papers, classification and synthesis, and finally, evaluation. The classification of the papers' methodologies has been adapted from Palvia et al. 2015. The research carried out in family firms' knowledge management practices is few and scattered. Topics like succession, innovation, and entrepreneurial orientation have been touched upon. There is a high number of conceptual work. Further research should test the proposed frameworks and seek for generalizability of the same by replicating models in different settings. Given the influence of cultural practices in family firms' functioning, research work should be representative of various economies and different cultures to enrich the knowledge space as well as increase the applicability of frameworks in family firms.

Paper is Available to Meeting Registrants Only.

ENT: Meanings of Intrafamily Succession and Transgenerational Intent in Business Families

Author: **Stone Han**, *National Taiwan U. of Sport*
Author: **Artemis Chang**, *Queensland U. of Technology*
Author: **Hsi Mei Chung**, *I-Shou U., Taiwan*

We offer guidelines regarding how business family parents who wish to pass the family business to the next generation may best generate transgenerational intent in their children. Our recommendations derive from making two distinctions that are implicit in studies on transgenerational intent. First, some predictors identified by scholars as having influence over children's transgenerational intent cannot be manipulated by parents; some can. Second, there are two meanings to intrafamily succession in business families: personal choice and family obligation. Accounting for these two insights, we suggest that, given meaning context, certain parental tactics will be more practical and effective than others.

Paper is NOT Available. Please contact the author(s).

ENT: Developing Committed Next Generation Members in Family Firms: The Role of Socialization Processes

Author: **Juliana Binhote**, *U. of Louisville*
Author: **Isabel C. Botero**, *U. of Louisville*
Author: **Carol Wittmeyer**, *St John Fisher*
Author: **Joseph H. Astrachan**, *Kennesaw State U. - Emeritus*

Although researchers have highlighted the importance of next generation commitment for the continuity of a family firm, we have a limited understanding of what family businesses and business families can do to facilitate this commitment. This paper discusses the role of socialization in this process. Building on previous work on organizational socialization, this project presents a conceptual model of how different aspects of the socialization process (i.e., who delivers the socialization, what is done in the socialization, how socialization is executed, and when socialization occurs) affect the development of affective commitment in next generation members of family firms. Preliminary support for the model presented is provided based on interviews with family and non-family members from 11 family-owned companies. Implications and contributions of the model are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Founders 2

Digital Session Chair: **Anne Dreller**, *Heinrich-Heine U. of Dusseldorf*

ENT: How Founders Can Get Stuck in Part-Time Entrepreneurship

Author: **MICHAEL RYCHENER**, *U. of St. Gallen*
Author: **Heiko Bergmann**, *U. of St. Gallen*

While part-time entrepreneurship has been conceptualized as low-risk alternative to directly entering full-time entrepreneurship, little is known why many part-time founders continue with their endeavors for prolonged periods without reaching profitability. Based on an exploratory mixed-method study of persistent part-time entrepreneurs (PPTe), we develop a process model of PPTes' emergence and prolonged existence. Our model shows how part-time entrepreneurs may get stuck in their startup process. Specifically, the model captures PPTes' intentions, motivations and general views of their circumstances and reveal key (cognitive) drivers of their status. We suggest that PPTes exhibit path dependent behaviors that neither result in a full-time entrepreneurial engagement nor in firm death, yet, in a continued state of being operational on a part-time basis but not profitable.

Paper is NOT Available. Please contact the author(s).

ENT: Until the Fog of Uncertainty Lifts – Disruptive Founding Visions and New Venture Funding Success

Author: **Anne Dreller**, *Heinrich-Heine U. of Dusseldorf*

Looking at today's startup landscape, it is easy to get the impression that today's founders are in a continuous race with their peers to develop the most disruptive vision. But does a disruptive vision actually help new ventures to succeed in the long run? We investigate if and how long disruptive founding visions are related to new venture funding success in the seed and post-seed funding stages. Drawing on a longitudinal, multi-source dataset of 318 US-based high-tech ventures, we use a new, time-conscious analysis method, the Aalen additive hazards model, to find that disruptive founding visions have a constant and positive effect on the time to seed funding. However, approximately two years after seed funding – when the initial fog of uncertainty lifts – the positive effect of a disruptive founding vision disappears in the post-seed funding stage. Our findings contribute to the theoretical and methodological advancement of the entrepreneurship discipline at the intersection of visionary leadership, disruptive innovation theory, and time-conscious entrepreneurship research. Further, we offer pragmatic managerial advice for founders who develop their founding vision.

Paper is NOT Available. Please contact the author(s).

ENT: From unemployed to business owner: Improving the returns from firm creation through experimentation

Author: **Elena Lizunova**, *HEC Paris*
Author: **Denisa Mindruta**, *HEC Paris*

Recent research in entrepreneurship has started to emphasize the view of entrepreneurship as experimentation, broadly understood as taking deliberate actions to reduce uncertainties concerning the viability of an idea. Building on this work, this paper develops a more multifaceted approach to the study of experimentation by discussing how the process of experimentation shapes venture outcomes. We observe entrepreneurial processes in an institutional context that offers protection against early failure and makes entrepreneurs more inclined to experiment after they found a venture. We employ unique, nationally representative data that allows me to observe both the process and the outcomes of experimentation and to link them theoretically and empirically. We document that entrepreneurs who transition into self-employment from unemployment engage in a greater number of experimentation steps. We also observe that, while the previously unemployed have lower financial performance initially, they bridge the venture performance gap overtime. The study contributes to the literature by highlighting the importance of the experimentation process as a linking thread between entrepreneurial entry and subsequent venture performance and by drawing attention to a large but often neglected group of entrepreneurs—those that transition into entrepreneurship from unemployment.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurial Activity as a Source of Meaning in Life

Author: **Sumaya Hashim**, *Jönköping International Business School*
Author: **Magdalena Markowska**, *Jönköping U.*

In this research, we ask why and how some women start or grow a business after initiating divorce, while others will not. Grounded on an in-depth study of 24 women who experienced divorce in a patriarchal society, we develop a framework that identifies two pathways. The first pathway is followed by those women who felt trapped in their marriage and engaged in entrepreneurial activities as part of an overall process of self-discovery and self-development that enabled them to search for and find new sources of meanings, while the second pathway is followed by those women who felt discontent with their marriage, remarried but did not engage in entrepreneurship. Our emergent theoretical framework explains the importance of entrepreneurship to attain eudaimonic well-being following an adversity, thereby expanding the scope of entrepreneurship research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1108** | Submission: **12402** | Sponsor(s): (ENT, OMT, CMS)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Entrepreneurship as a Solution to Social Issues: Fostering New Insights and a Research Agenda

Entrepreneurship as a Solution to Social Issues



Organizer: **Garima Sharma**, *Georgia State U.*
Organizer: **Vivek Soundararajan**, *U. of Bath*
Organizer: **Joel Bothello**, *John Molson School of Business, Concordia U.*
Presenter: **Garima Sharma**, *Georgia State U.*
Presenter: **Vivek Soundararajan**, *U. of Bath*
Presenter: **Subhasis Ray**, *Xavier Institute of Management Bhubaneswar*
Discussant: **Hari Bapuji**, *U. of Melbourne*
Discussant: **Andrew Charman**, *Sustainable Livelihoods Foundation*
Presenter: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Presenter: **Christina Julia Hertel**, *École Polytechnique Fédérale de Lausanne*
Presenter: **G. T. Lumpkin**, *U. of Oklahoma*
Presenter: **Samer Abdelnour**, *U. of Edinburgh business school*
Presenter: **Prateek Raj**, *Indian Institute of Management, Bangalore*
Presenter: **Pankaj Anand**, *Indian Institute of Management, Bangalore*

In this symposium, we argue for the development of a new research agenda on entrepreneurship in settings of poverty and resource scarcity. Despite growing interest in entrepreneurship as a means of poverty alleviation and economic development, results have been mixed and are often accompanied by unintended consequences. We propose that part of the problem may lie with accounts that are retrofitted from Western, high-income settings that are ill-suited to the phenomena of interest. We therefore call for the inclusion of theories and epistemological frameworks that are grounded in local reality, with scholars that are involved in their contexts. Towards this goal, we bring together four papers from a variety of scholars with different backgrounds. We also include a discussion from a scholar and practitioner on advancing research on entrepreneurship in such settings in a manner that is more inclusive of not only diverse perspectives, but also diverse researchers.

Entrepreneurship as a Solution to Social Issues: The Overlooked yet Numerous Roles of Community

Author: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Author: **Christina Julia Hertel**, *École Polytechnique Fédérale de Lausanne*
Author: **G. T. Lumpkin**, *U. of Oklahoma*

Indentured Servant to Market Actor: The Institutional Transformation of Darfur's Untouchables

Author: **Samer Abdelnour**, *U. of Edinburgh business school*

Stigma and Breakout Success: The Unbreakable Glass Ceiling

Author: **Prateek Raj**, *Indian Institute of Management, Bangalore*
Author: **Pankaj Anand**, *Indian Institute of Management, Bangalore*

Temporal Stereotyping and Agency in Constraints: The Case of Micro-Entrepreneurs in an Indian Slum

Author: **Garima Sharma**, *Georgia State U.*
Author: **Vivek Soundararajan**, *U. of Bath*
Author: **Subhasis Ray**, *Xavier Institute of Management Bhubaneswar*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1109** | Submission: **10795** | Sponsor(s): (ENT, OMT, TIM)

Virtual session type: **Synchronous Live Open**

Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Opening the Black Box of Entrepreneurial Framing

Entrepreneurial Framing



Chair: **Yuliya Snihur**, *Toulouse Business School*

Chair: **Llewellyn D W Thomas**, *IESE Business School*

Chair: **Raghu Garud**, *Pennsylvania State U.*

Chair: **Nelson Phillips**, *UC Santa Barbara*

Panelist: **Shahzad Ansari**, *Cambridge U.*

Panelist: **Mary Ann Glynn**, *Independent Scholar / Researcher*

Panelist: **Jean Siobhan Clarke**, *EMLYON Business School*

Panelist: **Joep Cornelissen**, *Erasmus U. Rotterdam*

Finalist for the OMT Division Best Symposium Award

Entrepreneurial framing refers to the use of rhetorical devices by entrepreneurs to construct meaning around their novel endeavors and to influence audience engagement by focusing attention on selected salient features of their ventures. There is increasing recognition among scholars that entrepreneurs legitimize their ventures and the broader fields within which they operate through framing. Yet, there is no unifying framework to bring together existing theoretical perspectives on entrepreneurial framing and to make sense of their underlying mechanisms. This panel symposium will bring together scholars working in this area to reflect on the current state of entrepreneurial framing literature with the intention to: (a) develop a common future research agenda, and (b) generate new conversations on entrepreneurial framing processes and their effectiveness.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1110** | Submission: **12853** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

**Bringing the (Older) Manager Back to Management: Five Takes
on Late Career Challenges**
Bringing the (Older) Manager Back to Management



Chair: **Noemi Nagy**, *U. of South Florida*
Discussant: **Ariane Froidevaux**, *U. of Texas At Arlington*
Participant: **Angela Shakeri**, *NYU Stern School of Business*
Participant: **Michael North**, *New York U.*
Participant: **Gavin J. Kilduff**, *New York U.*
Participant: **Julian Pfrombeck**, *ETH Zürich*
Participant: **Gudela Grote**, *ETH Zürich*
Participant: **Irina Gioaba**, *NYU Stern School of Business*
Participant: **Franciska Krings**, *U. of Lausanne*
Participant: **Henriette Schönhage**, *Justus-Liebig-U. Giessen*
Participant: **Ulrike Fasbender**, *Justus-Liebig U. Giessen*
Participant: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*

The current symposium aims to investigate an array of focal issues pertaining to older workers (managers as well as employees in non-managerial positions), such as how to create value in an aging and increasingly multigenerational workforce through intergenerational negotiations; how to support older employees in crafting more self-directed jobs and careers; how to decrease unemployment and increase re-employment in later life; and last but not least, how to fight age discrimination and stereotype threat related to age and aging. By answering these questions, we aim to contribute to keeping individuals working effectively and participating successfully in the labour market across the whole lifespan.

Creating Value from an Increasingly Multigenerational Workforce: Intergenerational Negotiations

Author: **Angela Shakeri**, *NYU Stern School of Business*

Job Crafting in Younger vs. Older Workers: Quantitative and Qualitative Differences

Author: **Noemi Nagy**, *U. of South Florida*

Reducing the Age Gap in Job Search: A Brief Self-Affirmation Intervention

Author: **Julian Pfrombeck**, *ETH Zürich*

Impression Management as a Way of Reducing Formal and Subtle Age Discrimination

Author: **Irina Gioaba**, *NYU Stern School of Business*

Effects of Age Discrimination on the Desire to Retire and Career Exploration

Author: **Henriette Schönhage**, *Justus-Liebig-U. Giessen*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1111** | Submission: **10606** | Sponsor(s): **(GDO, CMS, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 10:30AMET (UTC-4)**

**Feminist Dialogues and Management Education: Scholarly
Activism, Curriculum, and Student Engagement**
Feminist Dialogues and Management Education



Organizer: **Charlotte M. Karam**, *American U. of Beirut*
Organizer: **Marta B. Calas**, *U. of Massachusetts, Amherst*
Organizer: **Claudia Youakim**, *American U. of Beirut*
Panelist: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Panelist: **Alessia Contu**, *U. of Massachusetts, Boston*
Panelist: **Fang Lee Cooke**, *Monash U., Australia*
Panelist: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Panelist: **Kate Grosser**, *RMIT U.*
Panelist: **Kate Hutchings**, *Griffith U.*
Panelist: **Nasima Mohamed Hoosen Carrim**, *GDO*
Panelist: **Sheena Vachhani**, *Department of Management, U. of Bristol, UK*
Panelist: **Stella M. Nkomo**, *U. of Pretoria*
Panelist: **Tania Casado**, *U. of Sao Paulo (FEA/USP)*
Facilitator: **Banu Ozkazanc-Pan**, *Brown U.*
Facilitator: **Fida Afiouni**, *American U. of Beirut*
Facilitator: **Yasmeen Makarem**, *American U. of Beirut*
Facilitator: **Randa Salamoun**, *American U. of Beirut*

The 2021 AOM meeting theme - Bringing the Manager Back in Management - calls us to problematize our research, teaching and other activities to better serve practicing managers. In an increasing uncertain, ambiguous and turbulent global reality, effective management is challenged to adapt, and more importantly, to innovate new forms of managerial practice predicated on new paradigms of management education. This call resonates with the beckoning of a long line of feminist scholars and educators calling for more impactful management and organizational studies better positioned to tackle this century's monumental challenges. Indeed, the rich and varied history of feminist theorizing has made strong contributions in equipping managers, researchers and educators with analytic tools to counter the perpetuation of hegemonic privilege, as well as the ongoing inequalities and hierarchies faced by women, marginalized groups, and the oppressed. Feminist work has also explicitly sought to move beyond overly simplistic binaries and toward more process-oriented thinking; to step outside the domination of neoliberal capitalist agendas; to counter hegemonic knowledge flows and provide multiple alternative knowledge formations; and to enact a politics that can unsettle the very structures in which we manage and work. In this way, feminist work has provided nuanced analytic approaches for shifting and widening our managerial thinking, thereby creating invaluable ways to 'produce different knowledges and produce knowledge differently'. The proposed PDW celebrates this work, bringing in members of the academy engaged in feminist work and exploring how to expand on it by asking and addressing two basic questions: In what ways are feminist perspectives shaping or figuring into scholarly activism, curricular redesign, and student engagements in global management/business schools today? And, in what ways can we mobilize to drive this feminist work forward together?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1112** | Submission: **15945** | Sponsor(s): **(IM, STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Geo-Political Instability and Global Strategy

Geo-Political Instability and Global Strategy

Organizer: **Roxanne Jaffe**, *U. of Maryland R.H. Smith School of Business*
Discussant: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Presenter: **Ilya Cuypers**, *Singapore Management U.*
Presenter: **Roxanne Jaffe**, *U. of Maryland R.H. Smith School of Business*
Presenter: **Chang Liu**, *Rutgers Business School*
Presenter: **Christopher B. Yenkey**, *Darla Moore School of Business, U. of South Carolina*
Participant: **Siddharth Sharma**, *Indian School of Business*
Participant: **Wilbur Chung**, *U. of Maryland*
Participant: **Dan Li**, *Indiana U.*
Participant: **Lorraine Eden**, *Texas A&M U.*
Participant: **Marjorie A. Lyles**, *Florida International U.*

The symposium features four presentations that examine the role of geo-political instability in international strategy research, as well as discussion from senior scholars. The presentations include a diverse set of business scholars with overlapping themes of political uncertainty at the country-level, and its role in shaping organization choices. The symposium is of interest to researchers in strategic management, international business, and organization and management theory.

Bringing Nationalism into International Management Research

Author: **Ilya Cuypers**, *Singapore Management U.*

A Competition-Based Model of International Expansion and Geo-political Shocks

Author: **Roxanne Jaffe**, *U. of Maryland R.H. Smith School of Business*
Author: **Siddharth Sharma**, *Indian School of Business*
Author: **Wilbur Chung**, *U. of Maryland*

Danger from a Distance: Executives' Social Distance & MNE Divestment Responses to Terrorist Attacks

Author: **Chang Liu**, *Rutgers Business School*
Author: **Dan Li**, *Indiana U.*
Author: **Lorraine Eden**, *Texas A&M U.*
Author: **Marjorie A. Lyles**, *Florida International U.*

Many Are Better Than Few: Concentrated Foreign Relations and State-level Misconduct

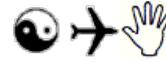
Author: **Christopher B. Yenkey**, *Darla Moore School of Business, U. of South Carolina*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1113** | Submission: **13743** | Sponsor(s): **(IM, STR, ODC, OB, OMT, HCM, SIM, AAM, AFAM, IAM, INDAM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM-10:00AMET (UTC-4)**

A Grand Challenge No One Chose: Succeeding & Failing against the Covid Pandemic—A Global Perspective
Covid--A Grand Challenge No One Chose



Organizer: **Sonja Sackmann**, *U. Bundeswehr, Munich*
Organizer: **Nancy J. Adler**, *McGill U.*
Participant: **Nancy J. Adler**, *McGill U.*
Participant: **Christoph Immanuel Barmeyer**, *U. of Passau*
Participant: **Cordula Barzantny**, *Toulouse Business School*
Participant: **Dan V. Caprar**, *U. Of Sydney*
Participant: **Christof Miska**, *WU Vienna U. of Economics and Business*
Participant: **Fiona Moore**, *U. of London*
Participant: **Sun Hyun Park**, *Seoul National U.*
Participant: **Sonja Sackmann**, *U. Bundeswehr, Munich*
Participant: **Anne-Marie Søderberg**, *Copenhagen Business School, Denmark*

The current pandemic and its related economic meltdown and social unrest challenges many countries, their societies, institutions, organizations, and individuals. Focusing on both more and less successful country-specific initiatives to fight the pandemic, the workshop organizers, contributors and participants will explore implications for effective action at the individual, organizational and societal levels. A wide range of international / cross-cultural management scholars will document actions taken and their various consequences in several countries around the globe (Australia, Austria, Canada, Denmark, France, Germany, New Zealand, South Korea, Sweden, Switzerland, UK, and USA). Informed by a cross-cultural lens, the panelists' opening statements set the stage for a dialogue to explore such urgent questions as: What is most important for leaders, scholars, and organizations to learn from dealing with critical, life-threatening, society-encompassing ongoing crises? How do leaders build and maintain trust? What kinds of communication have been most effective at various stages of the crisis? How can we accelerate learning processes for effective action? How does cultural resilience emerge within a rapidly changing environment of fear, shifting cultural norms, and challenges to core identity? This dialogue and exploration of these issues will enable us to learn from each other and begin to discover novel and more successful approaches in tackling this grand challenge.

Dear attendees, it will be helpful if you watched our asynchronous panel symposium on the same topic (A Grand Challenge No One Chose: Succeeding & Failing against the Covid Pandemic—A Global Perspective) prior to attending the PDW. The panel symposium will provide you with more detailed information for our PDW.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Compassion, Caring, and Helping

Digital Session Chair: **Ilanit SimanTov-Nachlieli**, *Tel Aviv U.*

OB: Give a Fishing Rod, Not a Fish: The Impact of Help Type on Support for Helper's Leadership

Author: **Ilanit SimanTov-Nachlieli**, *Tel Aviv U.*
Author: **Lily Chernyak-Hai**, *Peres Academic Center*
Author: **Daniel Heller**, *Tel Aviv U.*

We examine the differential impact of two types of helping behaviors— autonomy and dependency (providing peers in need “fishing rods” or “fish”, respectively), on support for the helper’s leadership. We found that autonomy- (vs. dependency-) helping enhances support for helper’s leadership for distinct focal parties— help recipients (Studies 1 and 2) and observers (Studies 3 and 4). Study 1, a correlational field study revealed that the more help given to an employee was perceived by him/her as autonomy-oriented (controlling for perceived dependency-oriented) the greater was one’s support for helper’s leadership. Study 2, a workplace role-playing experiment, established the causality of the effect and illuminated its underlying mechanism. Specifically, help recipients, randomly assigned to receive either an autonomy- or dependency-helping scenario, indicated greater support for leadership in the autonomy- (vs. dependency-) helping condition; an effect mediated by greater trust in the helper’s benevolence. Study 3, an experiment using an online team-based simulation context, replicated these effects among observers. Finally, Study 4, using a “moderation-of-process” experimental design, revealed that the benefit of autonomy-helping through benevolence-based trust was attenuated once incentives for help were present (vs. absent). Theoretical and practical implications of autonomy-helping in organizations and for leadership emergence are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Efficacy of an online self-compassion intervention at work: A randomized controlled study

Author: **Ivana Igic**, *U. of Bern*
Author: **Tobias Krieger**, *U. of Bern*
Author: **Dandan Pang**, *U. of Berne*
Author: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*

The present study investigated the effectiveness of a brief internet-based intervention to improve self-compassion (SC) among employees and tested if the intervention improves health (i.e., emotional exhaustion), motivation (i.e., work engagement), and productivity (i.e., procrastination). A sample of 100 employees participated in the randomized controlled trial including an intervention group (N = 48) and a waitlist control group with delayed access to the intervention (N = 52). Assessments were taken at baseline, after the intervention (6 weeks from the baseline), and at follow-up (12 weeks from the baseline). Mixed-model repeated-measures analysis of variance showed significant intervention effects for SC and procrastination. The intervention effects were maintained at the 6-weeks follow-up. No effects were found for emotional exhaustion and work engagement. Growth curve analyses revealed that those with unfavorable initial levels of exhaustion, work engagement, and self-efficacy benefited more from the intervention in terms of increased SC. Our findings are discussed in the context of occupational health promotion in general and SC-based interventions specifically.

Paper is NOT Available. Please contact the author(s).

OB: Will Receiving Help Always Harm Your Self-Esteem? A Symbolic Interaction Theory Perspective

Author: **Yuan-Fang Zhan**, *Huazhong U. of Science and Technology*
Author: **Ying Xia**, *Nanjing U.*
Author: **Lirong Long**, *Huazhong U. of Science and Technology*
Author: **Xing Hu**, *Wuhan Institute of Technology*

Previous research suggests that received help contains a mixture of threatening and supportive self-related elements, and recipient characteristics determine whether it is threatening or supportive drawn from threat to self-esteem model. In this study, with the overarching theory of symbolic interaction, we explain why and how receiving help brings variant effects on domains of competence-based self-esteem and relational-based self-esteem and its consequences of task crafting and relationship crafting, as well as its boundary condition of competence-contingent self-esteem. Utilizing an experience sampling methodology through which 111 employees were surveyed for 10 workdays, we find that receiving help increases recipients' relational-based self-esteem and it doesn't necessarily threaten competence-based self-esteem. Relational-based self-esteem and competence-based self-esteem in turn mediate the effects of receiving help on daily job crafting. Moreover, employees' competence-contingent self-esteem influences the strength of the daily relationships between receiving help and relational-based self-esteem, as well as competence-based self-esteem. We conclude by discussing theoretical and practical implications of our multilevel model.

Paper is Available to Meeting Registrants Only.

OB: Give a plum in return for a peach: linking employee caring practice to employee voice behavior

Author: **Bing Liu**, *Shandong U.*
Author: **Fengyu Li**, *Shandong U.*
Author: **Song Chang**, *Hong Kong Baptist U.*
Author: **Qi Lei**, *Shandong U. of Finance and Economics*

This study used multilevel and multisource data from 54 hotels, 226 teams, and 876 frontline employees in China to investigate how and when employee caring practice can motivate employee voice behavior. Drawing on social exchange theory, we proposed that employee gratitude is an important mediator in the influence of employee caring practice on employee voice behavior. Furthermore, the extent to which employee gratitude are associated with employee voice behavior depended upon employee’s positive reciprocity norm, such that the positive impact of employee gratitude on employee voice behavior is stronger when employee’s positive reciprocity norm is a higher rather than lower level. The empirical results of this study also confirmed our theoretical arguments and hypotheses. These findings provide new insights into how a service organization facilitates frontline employee voice behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Control-Trust in Teams

Digital Session Chair: **Catharina Claudia Jecklin**, *Bond Business School, Bond U., Australia*

OB: The Trust-Control Paradox: Towards a Better Understanding

Author: **Catharina Claudia Jecklin**, *Bond Business School, Bond U., Australia*

The purpose of this research is to better understand trust-control dynamics in organizations through conceptualizing relationships between managerial trust-building activities and employee effectiveness. We consider (a) how trust-building activities are applied by managers and perceived by their employees, and (b) how subsequent trust impacts job effectiveness through the social control mechanisms of stewardship climate and psychological contracting. Our conceptual model and distilled propositions provide avenues for future research to examine the influence of managerial trust-building activities and the mediating role of previously unexplored controls (i.e., stewardship climate and psychological contract) on employee effectiveness.

Paper is Available to Meeting Registrants Only.

OB: A Multilevel Investigation of Love as a Key Underpinning of the Control-Trust Dynamics

Author: **Henri Slob**, *Erasmus U. Rotterdam*

Author: **Emre Karali**, *Ozyegin U.*

Author: **Harry Commandeur**, *Erasmus School of Economics, Rotterdam*

For years, scholars have investigated control and trust, in isolation as well as in relation to each other. Still, we lack understanding regarding what underpinning may explain how control and trust relate to each other, and which boundary conditions this relationship is contingent on. Hence, in this study we utilize the comparative case study method to investigate how the virtue of love as a behavioral underpinning affects control-trust dynamics across organizational levels, contingent on organizational characteristics. We find that love is an important underpinning of control and trust. Throughout our study, control and trust act as complements, because actors are found to both control and trust out of love. We find the enactment of love to be contingent on levels of the organization and on organizational characteristics. With this article, we contribute to the literature on control-trust dynamics through underscoring the importance of behavioral underpinnings, such as love, and of organizational levels and characteristics.

Paper is Available to Meeting Registrants Only.

OB: Towards a Control-Trust Theory of Workplace Hazing

Author: **Kenneth Michael Sweet**, *Texas A&M U., San Antonio*

Author: **Rachel E. Sturm**, *Wright State U.*

Author: **Mortaza Zare**, *The U. of Texas, Permian Basin*

Author: **Marcus A. Valenzuela**, *Palm Beach Atlantic U.*

Utilizing a control-trust framework, we integrate the hazing literature with related literature in the management field to develop a theoretical account of why and how hazing generally manifests at work. In particular, we describe hazing as a trust-making control process designed to manage workgroup vulnerability with newcomers. Our theoretical model identifies four key phases of the workplace hazing process, including: 1) pre-arrival explains how workgroups can be vulnerable to potential newcomers due to a need for control or trust; 2) arrival captures how newcomer and workgroup perceptions of person-group fit interact to influence intragroup variance in hazing rituals; 3) adjustment unpacks the tensions emerging in a control-trust spiral that forms between newcomers and the workgroup; and 4) impact clarifies the nature of outcomes that can occur for both newcomers and workgroups. Our theorizing provides key insights into the interplay between control and trust dynamics in the context of socializing newcomers.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1116** | Submission: **17449** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

The Role of Digital Technologies During the COVID-19 Pandemic



Digital Session Chair: **Dritjon Gruda**, *National U. of Ireland, Maynooth*

OCIS: **Examining Anxiety Contagion in Computer-Mediated Communication using Machine Learning**  

Author: **Dritjon Gruda**, *National U. of Ireland, Maynooth*
Author: **Adegboyega Ojo**, *National U. of Ireland, Maynooth*
Author: **Alexandros Psychogios**, *Birmingham City U. Business School*

Based on emotional contagion theory, we longitudinally examine the transfer of state anxiety in computer-mediated communication (CMC) in a sample of 277 leaders and 1,649 followers across 87 companies. To test the proposed relationship, we use a machine learning (ML) approach to detect state and trait anxiety in 5,025,171 tweets of leaders and followers, resulting in a total of 88,946 daily dyadic leader-follower observations. We account for the dynamic changes in state anxiety, and control for leader and follower personality traits, demographics, and organization size. We also investigate the role of leader trait anxiety as a moderator of the relationship between leader- and follower state anxiety. In addition, we compare the relationship between leader and follower anxiety before and after the onset of the COVID-19 pandemic, over a total period of 316 days. We find a positive relationship between leader state- and trait anxiety and follower state anxiety even when considering a multi-day lagged analysis; no significant changes between pre and post-onset of the COVID-19 pandemic were observed. This study contributes to the literature on emotional contagion via computer-mediated communication using machine learning algorithms, allowing us to overcome several limitations outlined in previous research, and providing new insights into the complex relationship between leader and follower anxiety.

Paper is NOT Available. Please contact the author(s).

OCIS: **Person in Process of Practice: Between helping and managing helping**   

Author: **Michael Richard Cauley**, *Weatherhead School of Management, Case Western Reserve U.*

A qualitative examination of the work of health care professionals during the time of Covid-19 revealed the double-edged role of technologies between helping and managing helping. Health care professionals choose a health care profession through a commitment to helping. This commitment to helping is managed within a theoretical system of anti-planning, uncertainty, which relies on guarantors of faith and science. Health care providers are caught in the interrelatedness of how they practice and the systems in which they practice—the between. I used qualitative data from interviews with 24 health care professionals across the U.S. to develop an understanding of the between of helping and managing helping. This research suggests health care providers are caught in an interrelationship of the logics of intimacy in personal decision making and the logics of standardization in communication to the electronic medical record.

Paper is Available to Meeting Registrants Only.

OCIS: **Examining User Engagement in AI-based Interactional Tools: Valorizing the Essence of Human-Beings**  

Author: **Shalini Chandra**, *S P Jain School of Global Management, Singapore*
Author: **Anuragini Shirish**, *U. Paris-Saclay, U. Evry, IMT-BS, LITEM, Evry-Courcouronnes, France*
Author: **Shirish Chandra Srivastava**, *HEC Paris*

As the COVID-19 pandemic batters the world and disrupts the economic activities globally, companies are attempting to reshape the future by swiftly turning to use AI-based interactional tools to comply with the mandated social-distancing protocols. However, practitioners are unsure about the efficacy of AI-based interactional systems in facilitating the desired user engagement. Turing test premises user engagement in AI-tools based on the “indistinguishability” of AI-tools from human-beings. Such a user engagement approach for AI-tools is very different from the dominant user-engagement approach employed in prior IS research focusing on the “instrumental” value of technologies. Rooting our arguments in “human competency” and “media naturalness” literature, we theorize the significant role of the three human-like interactional competencies —cognitive, relational, and emotional competencies in interactional-AI tools, for fostering the desired user engagement with AI. We also hypothesize the mediating role of user trust in the relationship between ‘human-like interactional competencies in AI tools’ and ‘user engagement’. The theorized model is tested through a sequential mixed-methods approach comprising a quantitative two-wave survey followed by qualitative interviews with a sampled set of AI users. Results from our study largely support the theorized model. The emerging theoretical and practical implications are also discussed.

Paper is NOT Available. Please contact the author(s).

OCIS: **Exploring the Online Rumor Sharing Behavior among Individuals under the COVID-19** 

Author: **Peng Luo**, *Sichuan U.*
Author: **Chenxiao Wang**, *Harbin Institute of Technology*
Author: **Feng Guo**, *Tianjin U.*
Author: **Li Luo**, *Sichuan U.*

Under the outbreak of COVID-19, the rumor about the disease sharing online is growing concern around the world. Drawing on stimulus-organism-response framework, this study aims to explore the impacts of peer condition and peer communication on fear of COVID-19 and the impacts of fear of COVID-19 on online rumor sharing behavior considering the contingency effect of health self-efficacy. Data from 1167 respondents from online survey in China were adopted to test our research model. The results indicate that peer communication and peer condition induce fear of COVID-19, fear of COVID-19 results in online rumor sharing. Health self-efficacy alleviates the positive effect of peer communication on fear of COVID-19, and the positive effect of fear of COVID-19 on online rumor sharing. This study advances the literature of online rumor sharing and S-O-R, and provides practical implications to social media users and government.

Paper is Available to Meeting Registrants Only.

Author: **Feng Guo**, *Tianjin U.*

Author: **Apan Zhou**, *Tianjin U.*

Author: **Xuekun Liu**, *Nankai U.*

Author: **Xinxiang Xu**, *Nankai U.*

Author: **Xiaofei Zhang**, *Nankai U.*

How does rumor sharing on social media? The outbreak of the COVID-19 pandemic significantly threatens our health conditions and influences our information behaviors. More and more rumor sharing behaviors on social media are induced by the pandemic. From the perspective of information acquisition, we predict that information acquisition from social and traditional media interactively influence rumor decision (rumor belief and rumor sharing), and critical thinking shapes above relationships. Based a survey among 2424 valid sample of social media users during the COVID-19 pandemic, we find that information acquisition from social media is negatively related to rumor sharing and rumor belief mediates the relationship between information acquisition from social media and rumor sharing. Meanwhile, information acquisition from traditional media weakens the negative effect of information acquisition from social media and rumor belief and critical thinking alleviates the positive effect of rumor belief on rumor sharing. The theoretical contributions and practical implications are also discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1117** | Submission: **17289** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

New Organizational Forms

New Organizational Forms

Digital Session Chair: **Heewon Chae**, *Arizona State U.*

OMT: New Wine in a New Bottle: A New Organizational Form and Change in Valuation of Category Spanning

Author: **Heewon Chae**, *Arizona State U.*
Author: **Daphne Ann Demetry**, *McGill U.*
Author: **Deepak Nayak**, *Fox School of Business, Temple U.*
Author: **Todd Schifeling**, *Fox School of Business, Temple U.*

This study investigates how the theory of value in a market can evolve towards recognizing and rewarding category spanning. We suggest that a new organizational form in existing markets enables this process by creating a distinct identity that valorizes spanning, which problematizes the existing theory of value and encourages audiences to have positive experiences with spanning. We argue that the prevalence of the new organizational form, then, shifts audiences' theory of value to appreciate hybridity and ultimately drives a change in evaluations of category spanners of the established form. Using the rise of gourmet food trucks in the U.S. restaurant industry as our context, we find an increase in returns to spanning by conventional restaurants over time and with the increase of gourmet food trucks in a focal city. This study contributes to research on spanning and entrepreneurship by investigating how audience evaluations towards spanners are socially contingent and change over time, explicating a “categorical opportunity” for new organizational forms.

Paper is NOT Available. Please contact the author(s).

OMT: Player or Platform? How Metaphors Affect the Attribution of Actorhood to New Forms of Organizing

Author: **Alexander Buhmann**, *BI Norwegian Business School*
Author: **Kateryna Maltseva**, *BI Norwegian Business School*
Author: **Dennis Schoeneborn**, *Copenhagen Business School*
Author: **Patrick Haack**, *U. of Lausanne, HEC Lausanne*

As discussed in the literature on organizational actorhood, organizations either tend to pronounce or downplay their status as collective actors. While prior work has primarily focused on actorhood attributions on the level of public communication, we study the causal interplay between public communication and individual perceptions of organizational actorhood. For this purpose, we conducted four empirical studies to show how anthropomorphic metaphors (e.g., player or participant) and non-anthropomorphic metaphors (such as platform or app) used in organizational portrayals affect cognitive attributions of collective actorhood to organizational entities. We embed our study in the context of new organizational forms (e.g., digital platform organizations) because here the question of organizational actorhood and responsibility is particularly salient. We show that the use of anthropomorphic metaphors in organizational portrayals lead to higher levels of individuals' attributions of collective actorhood to organizations. Such higher levels of organizational actorhood attribution occur, as we demonstrate, due to anthropomorphic metaphors directing individuals' attention to the organization as a collective entity rather than to its constitutive parts (e.g., members, products).

Paper is Available to Meeting Registrants Only.

OMT: Triggers and Creation Processes of National Governance Codes for Cooperative Enterprises

Author: **Jozef Cossey**, *KU Leuven & UCLouvain*
Author: **Adrien Billiet**, *KU Leuven*
Author: **Frédéric Dufays**, *KU Leuven*
Author: **Johan Bruneel**, *KU Leuven & ETH Zurich*

During the last couple of decades, codes of governance have mushroomed in response to corporate scandals, the transformation of ownership and globalization. While most of these codes have been developed with the conventional firms as reference, some countries have recently witnessed the development of specific codes for cooperatives. Acknowledging the differences between conventional and cooperative governance, this paper explores how codes of governance found their way into the cooperative sector. With the help of qualitative semistructured interviews, we highlight the distinct challenges triggering code creation in a cooperative context namely, creating a shared purpose and managing member participation. Additionally we uncover two mechanisms of cooperative code creation within the sector: one that revolves around adoption, and another that originates from co-creation. We contribute to the literature by not solely focusing on the diffusion of codes, but especially in uncovering how alternative organizational forms such as cooperatives go through a phase of adaption in order to establish a code that meets their distinct governance nature.

Paper is Available to Meeting Registrants Only.

OMT: Business Model Configurations, Design Theme Patterning, and Firm Performance

Author: **Armand Smits**, *Radboud U. Nijmegen*
Author: **Hendrik Leeendert Aalbers**, *Radboud U. Nijmegen*

Business model (BM) research has thrived the last decade and attention has gone to BM design choices and their performance implications, yet BM's theorized configurational nature has received insufficient attention in empirical studies. Taking on a neo-configurational perspective, which supports the investigation of BM design theme patterning, this study sets out to unravel the way(s) of embedding (different) design themes in and across BM components and the associated consequences for firm performance. fsQCA is used to analyze data on Dutch architectural firms. Results suggest that only a selected set of hybrids - BMs in which different design themes are combined - consistently lead to high financial performance. We also find that successful design theme patterning is contingent on business size. Our findings contribute to a more fine-grained understanding of the interplay of BM configurational choices and their consequences.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1118** | Submission: **14781** | Sponsor(s): **(OMT, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Economic Sociology of Innovation and Entrepreneurship *Sociology of Entrepreneurship*



Organizer: **Mitali Banerjee**, *HEC Paris*
Organizer: **Hyejun Kim**, *HEC Paris*
Discussant: **Aleksandra Joanna Kacperczyk**, -
Discussant: **Henning Piezunka**, *INSEAD*
Presenter: **Minjae Kim**, *Rice U.*
Presenter: **Xuege (Cathy) Lu**, *Cornell U.*
Presenter: **Heeyon Kim**, *Cornell U.*
Presenter: **Yuan Shi**, *Cornell SC Johnson College of Business*
Presenter: **Jaekyung Ha**, *EMLYON Business School*

While research on innovation and entrepreneurship has been primarily focused on high-tech industries, the phenomenon of creating new products and organizations is not confined to high-growth industries. Oftentimes, sociological studies based on less conventional settings (i.e., non-high-tech settings) provide invaluable insights for innovation and entrepreneurship research. This symposium aims to discuss recent works that study innovation and entrepreneurship from the theoretical angle of economic sociology using unique settings. The four presentations share close theoretical connections, while each presentation uses a unique entrepreneurship phenomenon from the beer market to Broadway performances to crowdfunding to the juvenile product market. We expect the symposium will provide a good opportunity for the scholars to learn about the benefits of each of the unique settings to derive theoretical and practical implications.

Breaking Out Without Selling Out: Overcoming Identity-Based Constraints to Market Expansion

Author: **Minjae Kim**, *Rice U.*

Old Wine in New Bottles: Why Market Intermediaries Dislike Boundary-Spanners

Author: **Heeyon Kim**, *Cornell U.*
Author: **Xuege (Cathy) Lu**, *Cornell U.*

Away from the Crowd? Specialization of VC Investments in the Equity Crowdfunding Era

Author: **Yuan Shi**, *Cornell SC Johnson College of Business*

User Before Entrepreneur: When User-motives Can Signal Commitment to Customers

Author: **Hyejun Kim**, *HEC Paris*
Author: **Jaekyung Ha**, *EMLYON Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Chan Hahn Paper Award 

Digital Session Chair: **Stephanie Eckerd**, *U. of Tennessee*

 **OSCM: Effects of Competition and Cooperation in Supplier Network on Buyer Innovation: An Ego Network View**

Author: **Xiaotian Yang**, *Graduate School of Commerce, Waseda U.*

Firms have recognized that the way upstream suppliers work with each other is important for their product innovation. However, it is still unclear what influences supplier–supplier (S-S) cooperation and competition in the supplier network have on their innovation. Thus, this study is aimed to take an ego network’s viewpoint to investigate the influence of horizontal S-S competition and cooperation in the supplier network on the ego buyer’s innovation, combining network theory with transaction cost theory and resource dependence theory. It takes the ego buyer’s supplier network as the analysis unit with cross-sectional data of 130 listed Japanese manufacturers and their supplier networks in 2016. The results of negative binomial regression indicate that both S-S competition and cooperation have inverted U-shaped effects on buyer innovation, although the result of S-S competition is not robust. It also shows S-S competition can play a moderating role in the relationship between S-S cooperation and buyer innovation. Regarding their interplay, simultaneously maintaining moderate cooperation and low competition among suppliers is the best choice for buyer innovation, whereas simultaneously maintaining high competition and cooperation among suppliers is also unexpectedly conducive for buyer innovation. This study contributes to linking the dyadic analysis of vertical relationships to the network analysis of horizontal S-S relations. It also provides insights to manufacturers on how to strategically manage horizontal S-S relations for their innovation.

Paper is Available to Meeting Registrants Only.

 **OSCM: The Root Causes of Servitization Challenges: An Organisational Boundary Perspective**    

Author: **Ali Ziaee Bigdeli**, *Aston Business School, Aston U.*

Author: **Kawaljeet Kapoor**, *Aston Business School*

Author: **Andreas Schroeder**, *Aston Business School*

Author: **Omid Omidvar**, *Aston Business School*

This paper explains how servitization disrupts long-established internal and external boundaries of product-focused manufacturers and investigates the root causes of servitization challenges. It draws from the collective experiences of 20 senior executives from ten multinational manufacturers involved in servitization, using a multiple case study approach, and employ a codebook thematic analysis technique. We develop an integrative framework based on the theoretical notions of power, competency and identity boundaries to offer insights into the root causes of various servitization-related challenges. This study contributes to the extant research by establishing rational links between organisational boundaries (internal and external) and servitization challenges in the interest of building a coherent and systematically integrated body of theory that can be successfully applied and built upon by future research.

Paper is NOT Available. Please contact the author(s).

OSCM: Ancillary Cost Implications of Multisiting and Organizational Boundary Spanning during Healthcare 

Author: **Yingchao Lan**, *U. of Nebraska, Lincoln*

Author: **Deepa Wani**, *Georgia State U.*

Author: **Aravind Chandrasekaran**, *Ohio State U.*

This study investigates the management of diagnostic testing and pharmacy expenditures in U.S. acute-care hospitals. These so-called ancillary costs are charges associated with services provided to support patient treatment, including laboratory, radiology, and pharmacy charges. Previous studies suggest that investing in structural and technological boundary-spanning practices may help reduce the increasing ancillary costs. In this research, we examine the role of individual boundary spanners, namely multisiting physicians who practice at more than one hospital, in reducing ancillary cost. We also look at how organizational boundary spanning abilities measured by the hospital’s affiliation in an accountable care organization (ACO) model affect this relationship. To do this, we assembled a unique data set of 163,617 patients treated by 4,411 physicians at 182 hospitals in Florida from 2014 to 2016. Using an econometric estimation approach accounting for endogeneity, we find that patients treated by multisiting physicians experienced per-hospitalization reductions in laboratory and radiology charges of 49.16% and 32.04%, respectively. These savings increase, moreover, when multisiting physicians have less practice experience. We also find that hospitals participating in ACO model complements the savings achieved through multisiting physicians in the form of even lower pharmacy costs. In our post-hoc analysis, we find the cost reduction that multisiting physicians achieve come through reducing the total number of procedures or tests ordered. We also find that lower treatment charges do not compromise the clinical quality of patients treated by multisiting physicians. Collectively, the findings offer important insights to the healthcare operations management literature on the interaction between individual-organizational boundary-spanning efforts and patient-level outcomes.

Paper is Available to Meeting Registrants Only.

OSCM: Integrating Machine Learning and Human Judgment: A Study on Demand Planning in the Field  

Author: **Rebekah Inez Brau**, *Brigham Young U.*

Author: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

Author: **Enno Siemsen**, *U. of Wisconsin, Madison*

While firms use automated machine learning algorithms in their demand planning processes, human judgment continues to feature in these processes. This research examines two methods of integrating machine learning and human judgment into demand planning. We implement a field study at a large, multinational firm testing interactive machine learning (IML) in which humans estimate adjustment quantities due to special events, and human-guided machine learning (HGML) in which humans merely input information about the special events. Analyzing the results of over three million data-points across five product categories reveals that demand forecasts using IML and HGML are more accurate than the current demand planning process used in the firm. These findings suggest that using an appropriate process to integrate machine learning and human judgment—IML and HGML—provides a significant benefit to demand planning. Furthermore, the paper provides insights on how to implement IML and HGML in practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Understanding Public Employee Decisions and Behaviors

Digital Session Chair: **Rick Vogel**, *U. of Hamburg*

PNP: Public, Private, or Nonprofit? Experimental evidence on sector preferences in Germany and the U.S.   

Author: **Rick Vogel**, *U. of Hamburg*
Author: **Jana Cordes**, *U. of Hamburg*

Common wisdom suggests that public organizations often suffer from a poor employer image among 'high potentials.' However, sector preferences in job choice have rarely been tested empirically and across different administrative systems. We address this gap and examine how high potentials from an Anglo-Saxon (i.e., the U.S.) and a continental European (i.e., Germany) system evaluate the attractiveness of public, private, and nonprofit employers. In a between-subjects experimental design, respondents (n = 362) screened job offers under speeded and non-speeded conditions. The job offers only differed in the employer's sector affiliation, with all other job attributes held constant. Contrary to expectations, and consistently across the two subsamples, respondents evaluated public sector jobs more positively compared to vacancies in the private and nonprofit sector. By providing counterevidence to the prevalence of negative attitudes towards public organizations, our study warns against overgeneralizing previous findings on negativity biases to the context of employer image.

Paper is Available to Meeting Registrants Only.

PNP: Effects of Public Service Motivation, Risk Propensity, and Risk Perception on Defensive Decisions

Author: **Fabienne-Sophie Schäfer**, *Bundeswehr U. Munich*
Author: **Bernhard Hirsch**, *Bundeswehr U. Munich*
Author: **Christian Nitzl**, *Bundeswehr U. Munich*

Drawing on the literature on public service motivation, we investigate the relationship between public service motivation and defensive decision-making. Further, we explore risk propensity and risk perception as potential antecedents of defensive decision-making. Based on survey data from 144 German public financial managers of municipalities and federal agencies, we find no significant direct relationship between public service motivation and defensive decision-making. However, we can show that risk propensity fully mediates the relationship between public service motivation and defensive decision-making. Our findings also indicate that beyond the public service motivation and individual risk propensity of public financial managers, their risk perception does influence their decision making.

Paper is Available to Meeting Registrants Only.

PNP: Innovative Work Behaviour of public servants

Author: **Elisavet Kousina**, *Athens U. of Economics and Business*

Innovative behaviour of public servants is of key importance for public organizations' survival as its endorsement has been linked with increased efficiency and qualitative service delivery to citizens. However, only a handful of studies have sought to explore the determinants of employees' innovative work behaviour in public sector settings. Addressing this issue, we highlight the role of specific individual, psychological and contextual factors in unravelling the innovative potential of public sector employees. In a field study of 299 public servants and their immediate department heads, across 103 municipal and regional authorities of the biggest cities in Greece, we found that proactive personality and psychological ownership (as referred in its promotive-oriented dimension) are positively related to subordinates' innovative work behaviour. Additionally, the ambidextrous leadership style of supervisors is found to positively affect employees' innovative work behaviour. In light of our findings, important implications for policy makers, public managers and public sector's recruitment procedures are discussed.

Paper is Available to Meeting Registrants Only.

PNP: Psychological Antecedents of Managerial Networking: On the Role of Personality Traits and PSM

Author: **Lorenz Schönherr**, *U. der Bundeswehr München*
Author: **Julia Stephanie Thaler**, *U. der Bundeswehr München*

Although scholars and practitioners increasingly recognize the importance of networks in public service delivery, little is known about why some public managers engage more in networking than others. Particularly the psychological antecedents of managerial networking represent scientifically uncharted territory. Addressing this research gap, our study examines whether Big Five personality traits and public service motivation (PSM) affect managerial networking. Using partial least squares structural equation modeling, we analyzed data from 207 senior public managers in German youth welfare organizations. Our results suggest that agreeableness and conscientiousness exert a positive effect on managerial networking, which is mediated by PSM.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1121** | Submission: **13139** | Sponsor(s): **(RM, STR, OB, OMT, IM, OSCM, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Necessary Condition Analysis (NCA): Logic, Theory, Methodology, and New Applications



Necessary Condition Analysis (NCA)

Coordinator: **Jan Dul**, *Rotterdam School of Management, Erasmus U.*
Participant: **Sven Hauff**, *Helmut Schmidt U.*
Participant: **Stefan Breet**, *Radboud U. Nijmegen*
Participant: **Wangoo Lee**, *Fox School of Business, Temple U.*

In this workshop you will learn how to conduct Necessary Condition Analysis. This emerging method was recently published in the journal *Organizational Research Methods* (2016, 2018) and in the Sage book "Conducting Necessary Condition Analysis" (2020). NCA is now used in many fields including Strategy, OB, HRM, Operations, and Entrepreneurship and International Management. NCA understands cause-effect relations as "necessary but not sufficient" and not as additive and average logic that is used in regression analysis. "Necessary" means that an outcome will not occur without the right level of the condition, independently of the rest of the causal structure (thus the condition can be a "bottleneck", "critical factor", "constraint"). In practice, the right level must be put and kept in place to avoid guaranteed failure, and to allow the outcome to exist. NCA can be used as a stand-alone tool or in combination with regression and other approaches. By adding a different logic and data analysis approach, NCA adds both rigor and relevance to theory and data analysis. This interactive session familiarizes scholars with the method and has two parts. Part 1 is a general introduction discussing the importance of necessary conditions, illustrated with examples from different fields. Part 2 helps participants to become the first users of NCA in their field, with a practical demonstration about the application of NCA on how to build necessity theories, and how to analyze data for testing such theories using the NCA software.

This session is open to anyone and does NOT require registration or preparation. For information in NCA please visit the website www.crim.nl/nca. For information about the session you can contact jdul@rsm.nl

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Multinational Strategies at a Common Point in Time

Digital Session Chair: **Di Bian**, *U. of St. Gallen*

STR: **When Beauty is Beastly: Facial Attractiveness of Female CEOs and Investor Reactions to Acquisitions**     

Author: **Di Bian**, *U. of St. Gallen*

Author: **Wei Chi**, *Tsinghua U.*

Author: **Jerayr M. Halebian**, *U. of California, Riverside*

Author: **Tomi MMLaamanen**, *U. of St. Gallen*

The increasing presence of women in corporate executive positions has sparked research on gender bias against female leaders. Prior work in the management area has focused on between-group gender bias in which female executives are compared to their male counterparts, which has led to mixed findings. In this study, we move beyond prior management work to explore within-group variability of gender bias in which some female executives encounter greater levels of gender bias than others do. Specifically, we investigate a personal attribute that contributes to within-group variability: facial attractiveness. Building on gender role congruity theory and the beauty-is-beastly effect, we propose that more, as compared to less, attractive female CEOs are viewed as less competent to manage stereotypically male-typed strategic actions, such as acquisitions. In a sample of female CEOs of public firms in China, we hypothesize and find that investors react more negatively to acquisitions conducted by more attractive female CEOs than to those conducted by less attractive female CEOs. Moreover, we find that this within-group bias is reduced under conditions in which there are more positive media reports about the focal female CEO, and in industries in which female CEOs are represented at a higher rate. Finally, in supplementary analyses, we assess within group male CEO attractiveness, but find that it does not influence investor perceptions of male CEO competence in conducting acquisitions.

Paper is NOT Available. Please contact the author(s).

STR: **Does National Culture Matter for Nature and Quality of Innovation?**  

Author: **Kyunghwan Lee**, *Texas A&M U., Mays Business School*

Author: **Jaiho Chung**, *Korea U. Business School*

This study examines how one important dimension of national culture, individualism-collectivism, affects firms' nature and quality of innovation. In doing so, we explain how individualism gives rise to agency relationships and how collectivism facilitates stewardship relationships between shareholders and managers. We then argue that individualism is more likely than collectivism to cause short-termism behavior of managers. That is, managers in individualistic culture tend to pursue more predictable short-term oriented activities, such as exploitation, rather than risky long-term oriented activities, such as exploration. In contrast, managers in collectivist culture act as stewards and conduct more explorative innovation than those in an individualistic culture. As a result, we find that firms in a collectivist culture tend to generate higher quality innovations than those in an individualistic culture. We, therefore, claim that culture matters for a firm's pursuit between two different types of innovative activities and affects the quality of innovation as well.

Paper is NOT Available. Please contact the author(s).

STR: **Jumping Out or Following the Road Post-Conversion Innovation Behavior of International Joint Ventures** 

Author: **Lizhen Wang**, *Guanghua School of Management, Peking U.*

Author: **Huaxi Gao**, *Beijing Normal U.*

Author: **Qi Wang**, *Guanghua School of Management, Peking U.*

This study examines the effect of converting international joint ventures (IJV) to either local for foreign wholly owned entities on the subsequent impact of innovation from the perspective of knowledge-based view, complementary asset and knowledge recombination literature. We argue that different knowledge compositions (technological vs. complementary) of post-conversion firms affect the way they integrate learnt knowledge with existing ones and subsequent recombination strategies. Based on longitudinal data in China between 1998 and 2013, we use an instrumental variable (IV) estimation to strengthen identification of causal effects. We find that substantial stock of complementary knowledge of post-conversion local wholly owned subsidiaries (LWOS) promotes subsequent recombinant reuse (i.e., reconfigure combinations already known to the firm), while hinders their recombinant creation (i.e., create combinations new to the firm). In contrast, substantial stock of technological knowledge increases the likelihood that post-conversion foreign wholly owned subsidiary (FWOS) will take a recombinant creation strategy, but decreases the likelihood of taking a recombinant reuse strategy. Contingencies such as knowledge features obtained through IJV and external appropriability regimes are discussed. Our study contributes to the literature on IJV operation mode, knowledge-based view, complementary asset, and knowledge recombination.

Paper is NOT Available. Please contact the author(s).

STR: **Selling out, really? Post-acquisition performance of CSR-oriented products**

Author: **May-Anne Very**, *INSEAD*

Author: **Matthew Lee**, *New York U.*

We study the effect of acquisition on the performance of products with a corporate social responsibility (CSR) orientation. In particular, we develop hypotheses on the impact of acquisition on sales and existing customer relationships. We test these hypotheses using a proprietary database that tracks purchasing patterns of tens of thousands of households for consumer packaged food and beverage products. We find that, while acquisition has a positive impact on sales overall, it disrupts the relationship with existing customers of CSR-oriented products.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Firm Acquisitions and Managerial Perspectives

Digital Session Chair: **Myung-Seon Song**, *National U. of Singapore*

STR: The Impact of Acquisition Sequence on Acquirer Stock Market Performance

Author: **Myung-Seon Song**, *National U. of Singapore*

This paper builds on real option theory to examine how distinct sequence patterns of diversifying acquisitions affect the acquirer stock market performance. I theorize that platform acquisition, which is a “growth option” for an acquirer, is negatively related to the acquirer stock market performance. On the other hand, I argue that roll-up acquisition, which is an “option to stage and sequence investment,” is positively related to the acquirer stock market performance. I also suggest that the transaction value of platform acquisition (i.e., option premium), previous roll-up acquisition experience (i.e., the frequency of sequential investments), and elapsed time between acquisition deals (i.e., when to exercise option) moderates these main effects, respectively. Empirical results indicate that platform acquisition is negatively related to the acquirer stock market performance. On the other hand, roll-up acquisitions that are repeatedly undertaken in the same industry with the platform company lead to positive acquirer stock market performance. Moreover, the longer elapsed time between platform acquisition and first roll-up acquisition positively influences the acquirer stock market performance. These findings suggest that in terms of diversifying acquisition, both the sequence and the roll-up process of acquisition make differences in the acquisition performance of an acquiring firm.

Paper is NOT Available. Please contact the author(s).

STR: Intra-Shift Information Costs: Transition Services Agreements in Corporate Spinoffs

Author: **James McGlinch**, *The Wharton School, U. of Pennsylvania*
Author: **Emilie Feldman**, *U. of Pennsylvania*

In this study, we introduce the concept of intra-shift information costs, defined as the costs that market participants incur of acquiring and processing information about a company during (as opposed to before or after) a governance shift from hierarchy to market. We investigate the role that voluntary disclosure plays in reducing intra-shift information costs, as well as the equity market implications thereof. Building on prior work characterizing corporate spinoffs as a shift from hierarchy to market, we find that voluntary disclosure during such governance shifts is beneficial for equity market performance, and that this benefit is pronounced when disclosure increases the information that is available to investors and when it reduces their cost of assimilating that information. These findings contribute to the literatures on corporate strategy, transaction cost economics, information asymmetry, and voluntary disclosure.

Paper is NOT Available. Please contact the author(s).

STR: Corporate Diversification and Resource Allocation Adjustments in Multi-Business Firms

Author: **Niklas Martin Lindlbauer**, *Cambridge Judge Business School*
Author: **Yasemin Y Kor**, *Cambridge Judge Business School*
Author: **Kulwant Singh**, *National U. of Singapore*

The resource allocation literature has shown that multi-business firms exhibit a harmful inertia in their headquarters-level resource allocation to strategic business units. Drawing on the concept of private information, we develop and test theory of why some multi-business firms have a stronger tendency to inertia in their resource allocation than others. The results indicate that firms with high levels of unrelated diversification act less dynamically in adjusting their capital resource allocation. In addition, our findings indicate that under conditions of high environmental dynamism, difficulties in detecting the need for change are reduced, which lowers a diversified firm's risk of inertia in resource allocation. Further, firms with experience with strategic agility and greater resource availability have less difficulty in using their private information to detect the need for adjustments in resource allocation.

Paper is NOT Available. Please contact the author(s).

STR: I'm Disinclined to Acquiesce to Your Request: Managerial Resistance Against Activism via Acquisition

Author: **Jennifer J. Lee**, *Michigan State U.*
Author: **Stefan Wuorinen**, *Michigan State U.*
Author: **Junghyun Mah**, *Michigan State U.*
Author: **Gerry M. McNamara**, *Michigan State U.*

Shareholder activism has emerged as a prominent threat for corporate managers, but extant research overlooks how managers resist the pressure from activist investors. Since overt resistance can lead to even more aggressive counter-resistance by activist investors, managers are theorized to leverage their discretion to resist indirectly, such as by pursuing acquisitions. We argue and demonstrate that managers who are under activist pressure undertake larger and diversifying acquisitions, which can help them further embed themselves and weaken activists' footholds at the firm by preemptively spending firm resources, diluting activist stakes, increasing operational complexity, and deterring potential buyers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Community and Nonmarket Strategy

Digital Session Chair: **Cuili Qian, UT Dallas**

STR: Too Risky to Care? Government Corruption of a Local Region and Corporate Social Responsibility 

Author: **Cuili Qian, UT Dallas**
Author: **David Weng, California State U., Fullerton**
Author: **Louise Yi Lu, Australian National U.**
Author: **Kathy Jiang, Australian National U.**

The corporate social responsibility (CSR) literature has suggested that CSR can mitigate firm risk. However, we postulate that in regions with high levels of local government corruption, CSR, as a signal a firm has discretionary resources, may increase a firm's risk of becoming a government rent-seeking target. As such, firms operating in these regions may demonstrate less CSR commitment to avoid appropriation by corrupt local government. We further investigate the boundary conditions that may moderate the proposed effect including firm risk of becoming a government target (financial performance), firm susceptibility to government influence (sales to government), and firm susceptibility to the influence of local community (community religiosity). Results based on a sample of U.S. public firms from 1992 to 2013 support our arguments.

Paper is NOT Available. Please contact the author(s).

STR: Institutional Polycentrism and Community Resilience: Evidence From The COVID-19 Crisis In The U.S.

Author: **Zach Rodriguez, Syracuse U. Whitman School of Management**
Author: **Maria Minniti, Syracuse U.**

Communities expect crises to occur, like natural disasters, man-made disasters, complex emergencies, and pandemic events, which is why many communities create institutions to inform individuals against potential harm and protect local resources from contamination or depletion. Differences in how communities govern local institutions in response to crisis remains an understudied component of the community resilience literature. Institutional governance in this context refers to how communities develop strategies and make decisions in a system of related organizations. Using an institutional polycentric framework, we analyze how institutional governance affects community resilience during an unexpected crisis. We then investigate our theoretical framework empirically using the context of the spread of the novel Coronavirus in January 2020. Differences in public health governance exist across counties in the U.S. with regards to the centralization of public health decision-making. While some states give more autonomy to local governments and private entities, other states maintain decision-making power at the state-level. Our results show that counties under decentralized governance arrangements observe less cases and deaths related to COVID-19, while counties under centralized arrangements see an increase in cases. This result can be explained by the timing of emergency declarations issued across counties, as decentralized counties have the authority to issue public health orders sooner than centralized institutions, who must wait for direction from the state. As we think about communities facing unexpected crisis in the future, our results offer novel insight into the how differences in governance structure across institutions contributes to their ability to manage uncertainty, which can have serious consequences for community health and the protection of local public goods.

Paper is Available to Meeting Registrants Only.

STR: Are native plants green? Assessing environmental performances of locally-owned facilities 

Author: **Narae Lee, U. of Minnesota**
Author: **Jiao Luo, U. of Minnesota**

We study the impact of corporate ownership and community conditions on firm environmental pollution. While the existing literature often thinks of environmental pollution as a unitary construct, we emphasize the distinction between toxic emissions, which have immediate but locally bounded impact, and greenhouse gas (GHG) emissions which have gradual but global impact, producing climate change. Using a facility-level panel of all manufacturing facilities in the US from 2010-2018, and leveraging within-facility changes in ownership status, we show that locally owned firms have lower levels of toxic emissions, but they are also less likely to report GHG emissions, and have higher levels of such emissions when they do report them, with these effects being stronger where the owner is not only headquartered locally, but has operations limited to that state. Our study suggests that while the pressures of local embeddedness may drive firms to be more environmentally responsible towards their local community, they also make firms more indifferent to their global environmental impact.

Paper is Available to Meeting Registrants Only.

STR: How Community Ideology Influences How Much Firms Pollute

Author: **Dong Hyun Shin, U. of Florida**

Utilizing ten years of panel data on 13,198 US commercial facilities, this study examines whether political contexts of facility location influences the amount of hazardous pollution facilities emit. Countering both the lay and academic perspectives which predict that a facility's toxic emissions would increase in the conservatism of its political context, I find that emissions of hazardous pollution decline with the conservatism of the local community, where a facility is located. Such relationship between community conservatism and facility hazardous pollution is more salient when a facility is less embedded in the community and is located in an otherwise liberal state. I theorize that a strong sense of group identity and a narrow moral boundary associated with conservatism delineates why – contrary to our common beliefs – facilities would pollute less as the community becomes increasingly conservative.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1125** | Submission: **17037** | Sponsor(s): (STR)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Antecedents of Organizational Innovation

Digital Session Chair: **Pia Kerstin Neudert**, *EBS Business School*

 STR: **Ecosystem orchestration: Matching new ventures and established organizations to catalyze innovation**    

Author: **Pia Kerstin Neudert**, *EBS Business School*
Author: **Markus Kreutzer**, *EBS Business School*

Innovation ecosystems have emerged as novel ways how to facilitate resource mobilization in order to develop innovative products and services. In such multi-actor settings, orchestrating firms play an especially interesting role; however, it is not fully understood how they attract, guide, and bring actors together. To comprehensively address this question, we draw on existing insights on network orchestration and combine them with novel theory on ecosystems. We seek to explore which mechanisms innovation ecosystem orchestrators use to identify matching resources among new ventures and established organizations, and how these ecosystem orchestration mechanisms differ from known network orchestration mechanisms. We conduct a single-case study of a Germany-based innovation ecosystem managed by one orchestrating firm. We thereby generate insights into general ecosystem management and specialized innovation programs in which the orchestrator “matches” established organizations and new ventures to identify opportunities for value co-creation. We illuminate how ecosystem orchestrators enable new ventures and established organizations to identify non-generic, multilateral complementarities. In this regard, we distinguish the outcomes of formal matchmaking programs and more informal engagement in the ecosystem. In addition, we show how the ecosystem orchestrator blends stakeholder-based network orchestration approaches with ecosystem-specific attitudes and practices. Lastly, our research adds to the dialectical perspectives on ecosystems by pointing towards key tensions that orchestrators need to manage.

Paper is Available to Meeting Registrants Only.

STR: **Designing Collaborative R&D Contracts for Innovative Performance**

Author: **Punit Sharma**, *U. of California, Irvine*

Strategic management scholars have long emphasized the importance of innovation for a firm's competitive advantage. While firms have looked to interfirm collaborations as a common way to achieve innovative performance, R&D partnerships often fail to meet their expectations. The literature on interfirm collaborations has found that the design of the contract is a significant factor in explaining transaction outcomes. Thus, to understand why R&D partnerships fail or succeed it is important to examine the design of the contract. This paper seeks to develop a framework to better understand how elements of the design of the contract may impact the performance of R&D collaborations. Using the literature on innovation and R&D, the paper identifies management and interfirm relationship factors that can enhance or inhibit innovation that are likely to be affected by contract design. The paper then uses the literature on interfirm contracts to identify the control and coordination provisions of contracts that are highly pertinent to understanding interfirm behavior and outcomes, and augments it with recent research on contract framing to identify how certain provisions can play additional roles by psychologically impacting the exchange and ongoing relationship between firms. Finally, the paper integrates these two literatures streams and develops a framework and a set of propositions for understanding how contract design elements impact innovative performance through their effect on the management and interfirm relationship factors that enhance or inhibit innovation in R&D collaborations.

Paper is Available to Meeting Registrants Only.

STR: **Dynamics of Digital Change – How Digital Sophistication Influences Innovation in SMEs**

Author: **Kevin Krause**, *U. of Siegen*
Author: **Sohaib Hassan**, *U. of Siegen*
Author: **Konrad Meisner**, *U. of Siegen*
Author: **Levan Bzhalava**, *U. of Turku, School of Economics*

In this study we examine the influence of digitalization on innovation performance in SMEs. We first conceptualize digital maturity as a possible measure of digitalization in organizations and then propose a one-dimensional digital maturity model: digital sophistication model, to classify the state of digital maturity in SMEs. Subsequently, we use ordered logit estimation techniques to predict the influence of digital maturity on the prospects of innovation in our sample of 820 German SMEs. Our results show a significant positive influence of digital maturity on innovation performance in our sample SMEs. We discuss results and implications of our research study.

Paper is Available to Meeting Registrants Only.

 STR: **How environmental shocks influence firms' exploration intensity: Evidence from a nuclear disaster**  

Author: **Kathrin Wenke**, *U. of Cologne*
Author: **Philip J. Steinberg**, *U. of Groningen, Faculty of Economics and Business*
Author: **Matthias Schulz**, *U. of Cologne*
Author: **Christian Schwens**, *U. of Cologne*

Despite the importance of exploration intensity for firms' performance and survival, we lack a detailed understanding of how environmental shocks, which are increasingly common, influence firms' exploration intensity. We argue that environmental shocks increase firms' exploration intensity by breaking through firms' inertia and that this relationship is stronger in firms with lower levels of unabsorbed financial slack because they experience greater urgency to adapt to their environment. We empirically validate our research model through a firm-fixed effects model testing the effect of the 2011 Fukushima nuclear disaster on the exploration intensity of nuclear energy firms using an international multisource panel-dataset. We contribute to both the literature on exploration and exploitation and on slack resources.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1126** | Submission: **17051** | Sponsor(s): (STR)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Family Business, Management, and Governance

Digital Session Chair: **Qian Gu**, *Georgia State U.*

STR: Meeting Halfway? an Instrumental Approach of Family Firms' Voluntary Information Disclosure  

Author: **Qian Gu**, *Georgia State U.*

Author: **Stephanie L. Wang**, *Indiana U., Bloomington*

Author: **Tao Bai**, *Xi'an Jiaotong-Liverpool U.*

Whether and how family firms overcome public perception bias due to the perceived asymmetric treatment between family and nonfamily interests is under heated debate. Drawing insights from the instrumental stakeholder theory and the literature of voluntary disclosures, we propose family firms can overcome this bias by utilizing instrumental voluntary disclosure. Specifically, we distinguish between the intensity of information disclosure and the contents of information disclosed and develop the arguments in the context of voluntary information disclosure of newly established foreign subsidiaries. We posit that voluntarily disclosing more information can signal professionalization and alleviates concerns associated with family involvements. Disclosing information insensitive to socioemotional wealth, on the other hand, allows family firms to protect the core interests of the controlling families. We also highlight that the perceived salience of investor protection and family value protection in the host countries serves as important boundary conditions. We find support for our argument in a hand-collected sample of 425 newly established foreign subsidiaries from 283 Chinese publicly listed family firms from 2010 to 2017. Evidence from post-hoc analyses of foreign subsidiary survival and qualitative evidence further strengthens our arguments. We contribute to the literature of family business, voluntary disclosures, and the stakeholder theory.

Paper is Available to Meeting Registrants Only.

STR: Innovation Activities after CEO Succession in Family Firms: A Longitudinal Perspective

Author: **Nora Zyburá**, *U. of Mannheim*

Author: **Bettina Müller**, *U. of Mannheim*

Author: **Sandra Gottschalk**, *Leibniz Centre for European Economic Research*

In this paper, we examine how CEO succession affects family firms' innovation activities. We take on a broad perspective and consider the effect of a CEO succession on innovation input as well as different kinds of innovation output (product, process and organizational innovation) by following an upper echelons perspective. For our analyses, we use a longitudinal data set of small and medium-sized German family firms for the period 2001 to 2017 and apply a matching approach. Our results indicate that CEO succession is associated with a higher likelihood of family firms being involved in innovation activities. Family firms that experienced a CEO succession are more likely to introduce an innovation in the work organization. This holds in particular for those family firms that had no innovation activities before the CEO succession. However, we do not see an effect on the likelihood of introducing a product innovation. Thus, CEO succession leads primarily to a change in "how things are done".

Paper is Available to Meeting Registrants Only.

STR: Strategic market focus in family and nonfamily firms  

Author: **Ivan Miroshnychenko**, *Free U. Bozen, Bolzano*

Author: **Kimberly A. Eddleston**, *Northeastern U.*

Author: **Josip Kotlar**, *Politecnico di Milano School of Management*

We integrate the behavioral agency model with the mixed gamble view to study the importance of strategic market focus for family vs. non-family firms. Accordingly, we propose that negative performance gap changes how family vs. non-family firms view the competitive mixed gamble of strategic market focus, thereby leading to different scale of strategic market focus over time. We also consider in our framework the role of market leadership, change in rivals' speed and market contestability as boundary conditions in shaping family vs. non-family firms' strategic market focus to different levels of negative performance gap. Our analysis of Spanish firms during 2002-2012 supports our theoretical framework.

Paper is NOT Available. Please contact the author(s).

STR: Indulging in the Centre Stage: CEO Narcissism and Successor Selection in Family Firms   

Author: **Chunhui Cao**, *School of Business and Management, Shanghai International Studies U.*

Author: **Zi Yun He**, *Shanghai International Studies U.*

Previous research on family business succession indicates that characteristics of the incumbents can influence successor selection. Yet, what and how the incumbents' personality affects the process has rarely been discussed. In this study, we build on upper echelon theory and narcissistic supply logic to develop and test a model of family business succession as well as the moderating effects of the proportion of independent directors and pre-succession performance, using a dataset of 83 CEOs from family firms in the United States between 1995-2020. To solidify our finding, we use different ways to measure CEOs' narcissism to check the robustness from the US sample. Furthermore, we explore our main findings in a cross-culture context with 124 Chinese CEO samples. We largely found support for the model in both the US and China context- a positive relationship between CEO narcissism and family member selection. We extend prior theory on family business succession by exploring the relationship between CEO narcissism and successor selection, the moderating effect of independent directors as well as pre-succession performance, and offering a greater understanding of narcissistic supply theory. In this way, our findings shed light on how the CEO's personality can strongly influence a family firm's succession decision, which contributes to upper echelon theory, CEO narcissism, and family succession literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

The Effect of CEO and Board on CSR

Digital Session Chair: **Marwan Ahmad Alshammari**, *U. of Texas at Tyler*

STR: The Value of Expertise: How CEO and Board CSR Expertise Enhance the Financial Effects of Firm's CSR 

Author: **Marwan Ahmad Alshammari**, *U. of Texas at Tyler*
Author: **Soumendra Banerjee**, *Misericordia U.*
Author: **Tushar Ravindra Shah**, *Northeastern State U.*

We examine how CEO and board CSR expertise (knowledge) can interact to influence the extent to which firms benefit from their CSR investments. Using a sample of 170 publicly traded firms, we find evidence that CSR positively affect the firm's financial performance. Moreover, we find that firms realize optimal results from their CSR investments when both the board and CEO have higher CSR expertise. Both CEO and board CSR expertise positively impact the CSR-CFP relationship.

Paper is Available to Meeting Registrants Only.

STR: CEO Femininity, Masculinity, and Organizational Outcomes: The Effect on Corporate Social Performance

Author: **Lisanne Juliette Veter**, *Erasmus U. Rotterdam*
Author: **Jatinder Singh Sidhu**, *Leeds U. Business School*
Author: **Harry Commandeur**, *Erasmus School of Economics, Rotterdam*
Author: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*

How corporate leaders influence corporate social performance (CSP) enjoys long standing research interest. This study draws on upper echelons theory and cognitive, developmental and social psychology literature to investigate the influence of CEO femininity and masculinity attributes and behaviors on CSP. Both men and women can be more or less masculine or feminine. We argue that being feminine or masculine implies certain attributes and behaviors which inform ones' likelihood of deciding on social responsible activities. We examine how femininity and masculinity are related to CSP and we consider the moderating effects of (financial) firm performance and firm risk. Using panel data of S&P 100 firms (2003-2013), hypotheses were tested on a sample of 846 firm years. We find support for our main hypothesis and the results for the moderating hypotheses show a weakly significant positive moderating effect of firm performance and a strongly significant negative moderating effect of firm risk. We attempt to study the implications of more 'feminine' and 'masculine' corporate leaders in the upper echelons. By doing so, we study the organizational implications of the intuitive reality of more feminine or masculine individuals without resorting to a binary notion of gender. Furthermore, we identify boundary conditions for this relationship. Our findings contribute to the literature on the microlevel antecedents of CSP. This study provides practitioners with the knowledge and instrumental tools to influence CSP.

Paper is NOT Available. Please contact the author(s).

STR: The Effects of Executives' Time Horizons on CSR Disclosures 

Author: **Binqi Tang**, *School of Business, Nanjing U.*
Author: **Alan Muller**, *U. of Groningen*

Management scholars have long been interested in understanding executives' time perspectives. We extend this research by examining the strategic implications of executives' time horizons. Because executives with short-term horizons emphasize explicit short-term value, they may use CSR disclosures as an impression management tactic to efficiently garner resources from stakeholders. We then posit that the positive effect of executives' short-term horizons on CSR disclosures is weakened when the firm has better internal resource conditions as indicated by firm slack and board political connections. Further, we hypothesize that CSR disclosures have a positive effect on firm performance, but that this effect is attenuated by executives' short-term horizons. We test and find support for these arguments using a longitudinal sample of 482 listed Chinese firms from 2010 to 2014. This study explicates the cognitive mechanisms underlying how executives' time perspectives affect specific CSR activities.

Paper is NOT Available. Please contact the author(s).

STR: Do CEOs matter to corporate social (Ir)responsibility? A meta-analytic investigation

Author: **Sibel Ozgen**, *Florida International U.*
Author: **Dasol Sim**, *Florida International U.*
Author: **Ronaldo C. Parente**, *Florida International U.*

Following high-profile corporate scandals and continued questions about the role and obligation of corporations beyond financial metrics, CEOs have attracted considerable public and research attention with respect to their firms' social performance. Research attention examining the link between CEOs and social performance has developed along two largely separate paths: corporate responsibility and irresponsibility, neither of which have been empirically summarized. In this paper, we meta-analyzed over 500 empirical studies to estimate true correlations between five broad categories of CEO characteristics (demographics; personality, leadership, values; CEO power; CEO experience; other characteristics) and firm-level social performance as indicated by both broad and narrow measures of social responsibility and social irresponsibility. We find that CEO gender, CEO values, CEO narcissism, CEO duality are significantly associated with social (Ir)responsibility. We discuss implications for upper echelons research, as well as practical implications of our findings.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Incentives and Performance

Digital Session Chair: **Simone Maria Eulitz**, *LMU Munich*

STR: Beyond Biology – The impact of Perceptions CEO Social Gender on Investor Reactions During an IPO

Author: **Simone Maria Eulitz**, *LMU Munich*
Author: **Brooke A. Gazdag**, *U. of Amsterdam*

Leadership at the top of firms is largely performed by men. One reason for this male dominance in top leadership positions has been found in the congruity of male gender and leadership roles. Both – men as well as leaders – are assumed to show agentic behavior. We build on the assumption of the congruity of male gender and leadership roles, yet take it beyond biology. We hypothesize that CEOs of both sexes are rewarded by investors for behaving agentic in an IPO setting. We use a mixed method approach to investigate this phenomenon. We conduct a field study analyzing videos of CEOs during road show events complemented by an experimental study where investment decision based on CEO agentic behavior will be made under experimental conditions.

Paper is NOT Available. Please contact the author(s).

STR: Drivers of Firms' Risk Taking Behavior 

Author: **Turanay Caner**, *North Carolina State U.*
Author: **Beverly B. Tyler**, *Virginia Tech*

Risk-taking and behavioral theory of the firm (BTOF) research have not considered how positive economic sentiment influences firms' risk taking or how it moderates the performance feedback-risk taking relationship. Advocating scope acquisitions constitute evidence of firms' risk taking behavior, we develop theory that posits positive economic sentiment directly affects the number of scope acquisitions firms make, and moderates the relationship between firms' performance feedback and their scope acquisitions. Using data from the US economic sentiment index and 635 firms in 154 industries making 6,216 scope acquisitions between 1980 and 2015, we find support for our hypotheses. We contribute to the literature by recognizing positive economic sentiment as a boundary condition that influences firms' risk taking behavior in studies of behavioral theory of the firm

Paper is NOT Available. Please contact the author(s).

STR: The Effects of Incentive Structure Designs on Whether and Where Individuals Search

Author: **Mirza Ramic**, *Aarhus U., Department of Management*
Author: **Carsten Bergholtz**, *Aarhus BSS, Aarhus U.*
Author: **Oana Vuculescu**, *Aarhus U.*

The design of incentive structures affects individual search behavior both in an experimental (Ederer & Manso, 2013) and real life (Lee & Meyer-Doyle, 2017) context. Previous research on this particular topic has only focused on one aspect of search, which is where individuals search, ignoring the crucial first step in the two-step search process, which is whether individuals search (Billinger et al., 2020). This study integrates both steps of the search process and investigates how three different incentive structure designs first affect whether and then where individuals search. An experiment with a total of 343 participants is conducted, where all participants individually played a computerized problem-solving game built up around a NK landscape. Results show that incentive structure designs do significantly affect whether individuals search. An incentive structure design rewarding maximum performance leads to most searches followed by a design that relies only on a fixed payment and after that by a design rewarding average performance. Regarding where individuals search, we find clear evidence to conclude that a fixed payment design leads to significantly more exploratory search than a design rewarding average performance. The article contributes to the search literature by challenging and questioning previous results on the topic. This is done by showing that the theoretical predictions about where individuals search are not as clear as previously shown in the literature when one includes the important first step in the search process.

Paper is Available to Meeting Registrants Only.

STR: Underperformance duration and Corporate misconduct: Evidence from China    

Author: **Tong Zhao**, *Peking U. Guanghua School of Management*
Author: **Shufeng Xiao**, *Peking U.*

Behavioral theory has investigated how underperformance intensity impact firms' misconduct decisions; however, scholars paid less attention to the underperformance duration on corporate illicit behaviors. Drawing on behavioral theory, we argue that the length of time that a firm has been underperforming will lead to a higher likelihood of corporate misconduct. By using Bivariate Probit model estimation, we can differentiate the likelihood of firm's conducting corporate wrongdoings and the probability of misconduct detection. We test our theory by using CSMAR patent data for 2,823 A-share listed firms in China between 2008 and 2015. Our results largely support our prediction that underperformance duration has both positive relationship with misconduct commitment and detection. In addition, inspired by resource dependence theory, we introduce facets of environmental factors to complete behavior literature and we find marginal evidence that high munificence will weaken this relationship by supporting with critical resources whereas high environment dynamism will strengthen this relationship by intensifying uncertainty. We contribute by incorporating time horizons of negative performance feedback into organizational misconduct decisions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Politics & Governance

Digital Session Chair: **Justin Szewczyk**, *U. of Passau*

STR: How Board Embeddedness Affects Incumbents' Responses to Discontinuous Technologies

Author: **Justin Szewczyk**, *U. of Passau*
Author: **Christopher Kurzhals**, *U. of Passau*
Author: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Author: **Andreas Sebastian Konig**, *U. of Passau*

We combine research on strategic leadership, corporate governance, and organizational adaptation to technological change to provide a new perspective on the heterogeneous responses of incumbent firms to the emergence of discontinuous technologies. Specifically, we conceptualize two facets of the board of directors' embeddedness in the status quo—social-capital embeddedness (SCE) and knowledge-structure entrenchment (KSE)—and argue that they have intricate contradictory and interactive effects on the speed and intensity of incumbent adoption of discontinuous technologies. While higher SCE results in faster and more aggressive adoption of discontinuous technologies, higher KSE reduces adoption speed and adoption intensity. Moreover, we propose that the adoption-enhancing effects of SCE decrease with increasing levels of KSE, as more cognitively entrenched boards are less likely to leverage higher degrees of SCE to access information, capital, and status in ways that foster discontinuous technology adoption. Our examination of the responses of 75 U.S. retail firms to the advent of e-commerce between 1995 and 2019 largely corroborates our theorizing. Our research contributes by introducing strategic governance, especially boards, as an important yet thus far neglected perspective for research on incumbent inertia. It also highlights the paradoxical implications of cognitive and social board characteristics in times of disruptive change.

Paper is Available to Meeting Registrants Only.

STR: By the people and for the people: Ridesharing companies' political strategies in the U.S.

Author: **Yuni Wen**, *Said Business School*
Author: **Lori Qingyuan Yue**, *Columbia Business School*

We argue that in the face of local opposition to disruptive technologies, technology firms resort to state governments to legalize and regulate the industry. They use both direct political strategies, mainly lobbying and campaign contributions, and indirect political strategies, such as user mobilization. However, the two strategies have different impacts when the interests of users and firms are in conflict. We find evidence in the US ridesharing industry from 2009 to 2019. Adopting both the DID method with entropy balancing and the instrument variable control function method, we find that the use of user mobilization strategy simultaneously increases the possibility that a state will legalize the technology and enhances the stringency of regulations that protect passengers and thus pose a burden on ridesharing companies.

Paper is Available to Meeting Registrants Only.

STR: Stakeholder Rights, Market Introductions and Commercialization Performance: A Cross-country Study

Author: **Maarten Cerpentier**, *Ghent U.*
Author: **Tom R. Vanacker**, *Ghent U. and U. of Exeter*
Author: **Anja Schulze**, *U. of Zurich*

To date, we lack a detailed theoretical and empirical understanding of the country-level factors that influence firms' commercialization (success) of new innovations. Building on a stakeholder-power perspective, we propose that country-level laws protecting the interests of stakeholder groups (i.e., employees, creditors, shareholders) differently impact the probability that a firm introduces new innovations to the market, as well as the turnover resulting from these innovations. Empirically, we use a data from 6,316 small, independent, manufacturing firms from 12 European countries. We find that more stringent employment and creditor protection has a negative effect on the probability that a firm introduces a new innovation to the market. However, both laws have a positive influence on the commercialization performance of new innovations once introduced to the market. Taken together, these findings deepen our understanding of how country-level factors such as stakeholder protection laws impact the commercialization (success) of new innovations.

Paper is Available to Meeting Registrants Only.

STR: Board Independence and Acquisitions of External Knowledge: Overcoming the NIH Syndrome

Author: **Araksya Ayvazyan**, *U. of Groningen*
Author: **Eduardo Melero**, *U. Carlos III de Madrid*
Author: **Kurt Desender**, *U. Carlos III de Madrid*

The not-invented-here (NIH) syndrome, defined as a negative attitude toward outside knowledge, prevents organizations from absorbing external knowledge to generate further innovations. We argue that corporate-level actions can play an important role in neutralizing the NIH syndrome. In particular, we examine the role of independent members of boards of directors, given their monitoring and advisory functions. We hypothesize and show the existence of a positive link between the presence of independent directors on the board and the propensity to acquire outside knowledge. Furthermore, this relationship is more pronounced for companies that are more likely to suffer from the NIH syndrome and weaker when the independent directors' monitoring power is limited by the power of the CEOs. Overall, our findings suggest that the effect is primarily driven by the supervisory function of the independent directors on the boards.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1130** | Submission: **12216** | Sponsor(s): **(STR, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

Exploring Strategic Rhythms in the Digital Economy
Exploring Strategic Rhythms in the Digital Economy



Chair: **Pengxiang Zhang**, *Guanghua School of Management, Peking U.*
Chair: **Sali Li**, *U. of South Carolina*
Panelist: **Liang Chen**, *U. of Melbourne*
Panelist: **Ashton Lewis Hawk**, *U. of Colorado, Boulder*
Panelist: **Timothy Ott**, *U. of North Carolina, Chapel Hill*
Panelist: **Liliana Pérez-Nordtvedt**, *U. of Texas At Arlington*

Interest in strategic rhythms, which represent temporal patterns of ongoing strategic activities, is surging rapidly. The importance of rhythms has also been widely recognized for firms competing in dynamic environments. This is particularly relevant in the digital economy. The advances in digital technologies lead the world towards a new era of business by redefining firm interfaces with consumer, firm, and environment. Firms competing in the digital economy must deal with novel challenges, which impel firms to develop a new playbook of temporal rhythms. First, firms' engagement with customers has transformed from discrete events to a continuous process, which require firms to develop new temporal strategies. Second, the digital environment is changing rapidly, moving beyond firms' capabilities to keep up. Therefore, firms have to develop their own rhythms by selectively entraining to important environmental conditions. Third, firms competing in the digital economy thrive in an ecosystem, where their success is highly dependent on coordination with diverse partners. To align the timing of their strategic moves with multiple partners, they have to enact temporal rhythms on their partners. The challenges of the digital economy push firms to arrange strategic activities in a temporal rhythm. Such unique aspects of digital economy require substantial advance of extant temporal frameworks in strategy, technology and entrepreneurship. Our panel aims at catalyzing the discussion on the intersection of temporal rhythms and emerging phenomenon of digital economy to explore some novel venues for extending current research in a digital context.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1131** | Submission: **16181** | Sponsor(s): (TIM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:00AM - 9:30AMET (UTC-4)**

The Impact of IIoT on Ecosystems   
The Impact of IIoT on Ecosystems

Organizer: **Erkko Autio**, *Imperial College Business School*
Organizer: **Zhe Cao**, *Imperial College Business School*
Organizer: **Llewellyn D W Thomas**, *IESE Business School*
Presenter: **Jannis Kallinikos**, *Luiss U.*
Presenter: **Frank T. Piller**, *RWTH Aachen U.*
Presenter: **Peter Shearman**, *Cisco Systems, Inc*
Presenter: **Bing Wan**, *Siemens Advanta Consulting*
Presenter: **Yanjiang Jia**, *RootCloud*
Presenter: **Massimo Russo**, *Boston Consulting Group*
Presenter: **Dimitri Petrik**, *U. of Stuttgart*

The purpose of this workshop is to explore how IIoT influences ecosystem dynamics, and in particular the evolving scope of benefits that ecosystems deliver. It is the ecosystem benefits brought to life by digitalization that appeal to different stakeholders. As digital advances such as the Industrial Internet of Things (IIoT) expand the scope of potential ecosystem benefits, it is useful to take stock of what benefits ecosystems facilitate for various stakeholders and how. Our panellists include both leading academics and industry practitioners, who will present different types of ecosystem benefits from their various perspectives, as well as their insights into the managerial challenges related to IIoT. By focusing on ecosystem benefits and IIoT-related phenomena, we will engage the workshop participants in an exploratory discussion of the emerging research agenda and begin to establish a community of TIM scholars interested in the implications of IIoT ecosystems.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1132** | Submission: **17196** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:30AM - 10:15AMET (UTC-4)**

Digital Transformation of Healthcare Delivery and Care Coordination



Digital Session Chair: **Hassina Bahadurzada**, *Stanford U.*

Health Technology and Digital Transformation

HCM: Cultural and Dynamic Capabilities Factors Facilitating Digital Transformation of Healthcare Services

Author: **Rima Sermontyte-Baniule**, *Kaunas U. of Technology, Lithuania*
Author: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*
Author: **Victor Gimenez**, *U. Autònoma de Barcelona*
Author: **Isabel Narbón-Perpiñá**, *U. Autònoma de Barcelona*

Background Digital transformation of healthcare services was slow until the COVID-19 pandemic, however, global lockdown urged healthcare providers to accelerate the utilisation of advanced technologies in healthcare services. While the researchers focused on the role of technologies, the role of culture as an antecedent of dynamic capabilities responsible for digitalisation of the services, was undermined. Purpose The purpose of the paper is to explore the cultural and dynamic capabilities factors facilitating the digital transformation of healthcare services across three different countries. Methodology/Approach The exploratory multiple case study research design was applied, and data collected in Lithuania, the United States, and Spain. The multiple case study is based on 63 interviews of healthcare providers, start-ups, patients and secondary data analysis across three countries. Results Comparative analysis of the cultural dimensions, dynamic capabilities and performance of the digital healthcare services in Lithuania, California (United States), and Catalonia (Spain) shows that there is a tendency for strong dynamic capabilities to stimulate the more advanced performance of digital healthcare services. In addition, the manifestation of certain cultural dimensions, such as high masculinity and indulgency, might contribute to fostering dynamic capabilities. Conclusion Cultural context matters for developing strong dynamic capabilities in healthcare providers and, in turn, more advanced performance of digital healthcare services. Practice implications In order to accelerate the performance of digital healthcare services, healthcare providers are recommended to enhance dynamic capabilities, paying attention to the specifics of the national cultural dimensions.

Paper is NOT Available. Please contact the author(s).

HCM: AI Acceptance in Primary Care during COVID-19: A Two-Phase Study of Patients' Perspective

Author: **Efrat Kadosh**, *Tel Aviv U.*
Author: **Hila Chalutz Ben-Gal**, *Afeka Tel Aviv College of Engineering*

Artificial Intelligence (AI) is steadily entering and transforming the healthcare and primary care domains. We observe AI-based applications assisting physicians in disease detection, medical advice, triage, clinical decision-making, diagnostics and digital health. Recently literature explored the physicians' perspective about the potential impact of future technology on key tasks in primary care. However, limited attention has so far been paid to the patients' perspective about AI acceptance in primary care, specifically during COVID-19 pandemic. Addressing this research gap, we employed a two-phase mixed methods approach to investigate the criteria for patients' readiness to use AI-based primary care applications by analyzing key factors that affect the adoption of medical technology. First, we conducted a qualitative study which comprised of 18 semi-structured interviews. Second, based on the Technology Readiness and Acceptance Model (TRAM), we conducted an online survey (n=447). Study results indicate that respondents who score high on innovativeness have a higher level of readiness to use AI-based technology in primary care during COVID-19. Surprisingly, we found that patients' health awareness and socio-demographic factors such as age, gender and education are not significant predictors of AI-based technology acceptance in primary care. Therefore, we suggest exploring the effects of population-specific promotions and individual impediments to speed-up the adoption of AI-based technology in primary care in order to raise usability in complex digital healthcare ecosystems.

Paper is Available to Meeting Registrants Only.

HCM: Advanced EMR Functionalities and Frontline Staff's Perception of Clinical Process Integration

Author: **Hassina Bahadurzada**, *Stanford U.*
Author: **Maike Vanessa Tietschert**, *Vrije U. Amsterdam*
Author: **Anna Sinaiko**, *Harvard T.H. Chan School of Public Health*
Author: **Veronique Martin**, *Stanford U.*

Electronic Medical Records (EMR) is considered to facilitate care integration, as EMRs can enable information flow and care coordination. Yet, evidence also suggests negative consequences such as increased provider burden. Research has yet to identify whether and in what way EMRs can promote care integration. This research studied the association between EMR functionalities, designed to enhance the alignment and exchange of clinical information across health care facilities, and clinical process integration within and outside health systems as perceived by staff of health system affiliated primary care practices. Using survey methods, we collected data from 700 primary care staff members in 48 practice sites within 18 physician organizations affiliated with 13 health systems. To examine associations between EMR functionalities and perceived care integration, we used multi-level linear regression models, weighting staff survey data for differences in response rate by discipline. Among distinguishing EMR functionalities, clinical decision support ($\beta=0.23, p=0.02$), medication management ($\beta=0.22, p=0.04$), and electronic messaging ($\beta=0.32, p<0.01$) were significantly associated with higher levels of perceived clinical process integration within health system, but not outside the system. Our findings provide guidance to health systems in efforts to improve clinical process integration.

Paper is Available to Meeting Registrants Only.

Author: **Sebastian Gregor Bouschery**, *Institute for Technology and Innovation Management at RWTH Aachen*

Artificial intelligence is revolutionizing many industries, including the health care industry. While certain artificial intelligence applications are already being used to assist doctors with specific tasks, the development of artificial intelligence doctors that can autonomously interact with patients is still in an early phase. Such systems could potentially address several challenges that our health care systems are facing today, but patients are currently still resisting medical artificial intelligence. This paper investigates how trust and privacy impact the acceptance of such artificial intelligence doctors. Using data collected in an online questionnaire, this paper presents evidence that perceived risk, trusting beliefs, and perceived benefits play an important role in the formation of intentions to use artificial intelligence doctors. Trusting beliefs and perceived risk can be manipulated through the provision of trust forming information and the level of privacy protection that is offered by these artificial intelligence doctors. It is further shown that individuals' privacy literacy influences their ability to adequately assess risks associated with those privacy protection measures. This paper lays the groundwork for future research on the acceptance of artificial intelligence doctors and provides valuable insights for developers of such technology.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

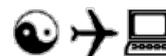


Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1133** | Submission: **17238** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:30AM- 10:15AMET (UTC-4)**

Organizational Adaptations Needed in Response to Public Health and Delivery System Challenges



Digital Session Chair: **Abi Sriharan**, *Health Services Researcher*

Emerging and Persistent Public Health and Delivery System Challenges

HCM: **Crisis Leadership during the COVID-19 Pandemic: A Review to Inform Policymaking**  

Author: **Abi Sriharan**, *Health Services Researcher*
Author: **Attila J. Hertelendy**, *Florida International U.*
Author: **Jane Banaszak-Holl**, *Monash U.*
Author: **Michelle M. Fleig-Palmer**, *U. of Saint Francis*
Author: **Cheryl Mitchell**, *Gustavson School of Business*
Author: **Jennifer Gutberg**, *U. of Toronto*
Author: **Devin Johnson Rapp**, *U. of Utah, David Eccles School of Business*

Context: The COVID-19 pandemic has placed unprecedented stress on health care systems worldwide. The global scale of the outbreak and its unpredictable nature has put a significant leadership burden on health care leaders and decision-makers. Predefined emergency preparedness plans are no longer working. Evidence-based guidelines and crisis communication plans are insufficient. There is an increased amount of pandemic fatigue among the general population. Businesses are suffering. A financial crisis is looming. Health systems leaders need new leadership behaviors and mindsets to help them lead during the next phases of this dynamic crisis as well as in future pandemics. Despite a proliferation of perspectives on the topic, given the novelty of the situation there is no aggregated resource distilling the evidence about how to lead under crisis conditions. Objective: The aim of this paper is to systematically examine evidence from research on public health crisis leadership to determine what competencies are explicitly needed to better respond to pandemics like COVID-19. Specifically, we sought to map and assess published studies on pandemics (a) to characterize core competencies required to lead in the health sector during a pandemic, and (b) to identify contextual enablers and barriers to leading during a crisis. Methods: We conducted a rapid review using the methodological framework of Arksey and O'Malley (2005), the World Health Organization Rapid Review Guide, and the Joanna Briggs Institute 2020 guide to scoping reviews (Peters et al., 2020; Tricco et al., 2017). The Preferred Reporting Items for Systematic Reviews and Meta-Analyses extension for Scoping Reviews (PRISMA-SR) guided our reporting of study findings. Data Sources: We performed a systematic and comprehensive search of MEDLINE (via Ovid), EMBASE, PsycINFO, Business Source Premier, and Canadian Business & Current Affairs for studies published between 2003 (since SARS) and July 28, 2020. Study Selection, Extraction, and Synthesis: We selected all empirical articles (quantitative, qualitative, and mixed methods) that discussed crisis leadership during a pandemic. Data Synthesis: The literature search identified 8,044 citations. A review of abstracts led to the retrieval of 749 full-text articles for assessment, of which 30 were selected for review. Conclusions: Our findings show that crisis leadership competencies commonly fall under three categories of leadership capacity: task, people, and adaptive. In pandemic-related leadership literature, task-related behaviors such as preparing and planning, establishing collaborations, and crisis communication often receive more attention. Our analysis revealed that during a crisis, people-oriented capacities and adaptive capacities are equally important for leaders to successfully lead in a dynamic situation shaped by structural, political, and cultural contextual factors.

Paper is NOT Available. Please contact the author(s).

HCM: **Interactive Effect of Covid-19 Risk and Hospital Measures on Healthcare Workers Turnover Intentions**   

Author: **Mehwish Majeed**, *International Islamic U., Islamabad, Pakistan*
Author: **Muhammad Irshad**, *Capital U. of Science and Technology*
Author: **Jos Bartels**, *Hong Kong Baptist U.*
Author: **Ume Rubab**, *Capital U. of Science and Technology, Islamabad Pakistan*

COVID-19 has led to a global health emergency worldwide. As a result, healthcare workers undergo distress mainly due to the perceived risk of contracting the virus. Such stress might cause them to leave their jobs. In this context, the current study: (1) introduced perceived risk of COVID-19 and measured it by adapting and validating an existing scale available on risk of infectious diseases and (2) investigated its outcomes, underlying mechanisms, and boundary conditions for healthcare workers. With the support of conservation of resources (COR) theory, the current study proposed the perceived risks of COVID-19 as a way to predict turnover intention among healthcare workers. Moreover, the present study examined the buffering role that perceptions of hospital measures against COVID-19 could have on diminishing workers' turnover intentions. Data was collected through a three time-lag email survey questionnaire of healthcare workers in Pakistan (n=178) who currently provide treatment to COVID-19 patients. The results supported that perceived risk of COVID-19 enhances fear of COVID-19 among healthcare workers and, consequently, their turnover intentions. Perceptions of hospital measures against COVID-19 weaken the relationship between perceived risk of COVID-19 and fear of COVID-19, which in turn reduces turnover intentions of health care workers. The current study offers implications for theory, practitioners, and society. Limitations and future research directions are also discussed.

Paper is Available to Meeting Registrants Only.

HCM: **It Won't Happen to Me: Investigating Optimistic Bias and Health Risk Behavior During COVID19 Pandemic**  

Author: **Shanu Shukla**, *Indian Institute of Management, Indore*
Author: **Himanshu Rai**, *Indian Institute of Management, Indore*

In the wake of the ongoing COVID-19 pandemic, much importance has been given on the preventive measures to curb the staggeringly increasing number of affected people. While a part of the population is seen following the suggested behavioral norms, a significant fraction is found behaving otherwise. One of the reasons for this tendency may be optimistic bias - the perception that one's own risk is lower than the risk of comparable others, existing among a fraction of the population. This behavior erects a serious obstacle against the efforts to bring the world back to normalcy and needs to be studied so that a solution to minimize the risks is found. Using an online survey (N = 496) the study explores whether optimistic bias related to the COVID-19 favors risk-taking behavior among Indian college students. Besides, it also investigates whether their optimistic bias depends on the degree of closeness with another person. Results suggest that participants with high COVID-19 optimistic bias are prone to taking more health avoidance risks when friends, instead of neighbors/strangers are present. However, this risk-taking tendency is minimized owing to preventive behavioral norms followed by their peers. These findings offer important implications for policymakers to minimize the transmission of the disease among college students during pandemic times.

Paper is Available to Meeting Registrants Only.

Author: **Josue Patien Epane**, UNLV

Author: **Ferhat Zengul**, U. of Alabama, Birmingham

Author: **Zo Ramamonjiarivelo**, Texas State U.

Author: **Luceta McRoy**, Southern Adventist U.

Author: **Robert J Weech-Maldonado**, U. of Alabama, Birmingham

RESEARCH OBJECTIVE: The coronavirus disease of 2019 (COVID-19) which was declared a pandemic by the World Health Organization in March of 2020 has claimed the lives of millions of people around the world. The United States leads all countries worldwide in the number of COVID-19 related deaths. Individual level factors such as preexisting conditions and demographics along with county level factors such as availability of resources have been attributed to increased risk of COVID-19 related death. This study seeks to build on previous studies to assess the relationship between the level of health care resources and COVID-19 mortality among U.S. counties. **STUDY DESIGN:** We merged 2019 data from the American Hospital Association (AHA) Annual Survey of Hospitals, Area Health Resources Files (AHRF), and USA FACTS. The final sample consisted of 2,395 counties in the United States. The dependent variable was the number of COVID-19-related deaths by county. Independent variables were county level resources which included the number of airborne infection control rooms, average occupancy rate, number of full-time equivalent hospitalists and registered nurses (RN), hospital spending per capita, number of Joint Commission accredited and teaching hospitals, and total skilled nursing facilities beds. We controlled for the percentage of the population 65 years and older. Ordinary least square regression was used to determine the relationship between the level of health care resources and number of COVID-19 deaths. **PRINCIPAL FINDINGS:** The level of health care resources was significantly associated with COVID-19 related mortality. An increase in FTE Registered Nurses ($\beta = -0.0002$; $p < 0.001$), hospital spending per capita ($\beta = -0.0001$; $p < 0.001$) and teaching hospitals in the county ($\beta = -0.2063$; $p < 0.001$) were associated with a decrease in COVID-19 related deaths. However, an increase in the number of airborne infection control rooms ($\beta = 0.0071$; $p < 0.001$), average occupancy rate ($\beta = 0.0102$; $p < 0.001$), total skilled nursing facilities beds ($\beta = 0.0003$; $p < 0.001$), FTE hospitalists ($\beta = 0.0204$; $p < 0.001$), per capita income ($\beta = 0.0001$; $p < 0.001$), and Joint Commission hospitals in the county ($\beta = 0.0767$; $p < 0.001$) were associated with an increase in COVID-19 related deaths in the county. For each increase in the percentage of population 65 years and older, there was a decrease in the COVID-19 related deaths ($\beta = -0.0771$; $p < 0.001$). **CONCLUSION:** The availability of resources such as the presence of teaching hospitals, increased spending per capita, and adequate number of nurses to better care for patient may lead to a reduction in COVID-19 related death.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1134** | Submission: **10751** | Sponsor(s): **(OB, HR, CAR, MOC, ODC, OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:30AM- 10:30AMET (UTC-4)**

How to Manage Academic Collaborations: Tips and Strategies from Team Scholars (2nd Annual) *How to Manage Academic Collaborations*



Organizer: **Ulrich Leicht-Deobald**, *U. of St. Gallen*
Speaker: **Hendrik Johan Van De Brake**, *U. of Groningen*
Organizer: **Stefan Berger**, *U. of St. Gallen*
Speaker: **Anna Mayo**, *Johns Hopkins Carey Business School*
Speaker: **Margaret M. Luciano**, *Penn State U.*
Discussant: **Deborah Ancona**, *Massachusetts Institute of Technology*
Discussant: **Amy C. Edmondson**, *Harvard U.*

In this PDW, we draw from current research on team boundary spanning, multiple team membership, and virtual teams, to learn how we can successfully manage complex academic collaborations. The primary goals of this PDW are (1) to enhance participants' awareness of how they can effectively work together in multiple and/or virtual teams, and (2) to derive practical strategies they can use after the PDW to increase their success in academic collaborations. The PDW will begin with a brief introduction to the concepts of team boundary spanning, multiple team membership, and virtual teams, followed by small group discussions in which participants reflect on when they were most successful in their academic collaborations. Drs. Margaret Luciano, Anna Mayo, and Joost van de Brake will then present their cutting-edge research in this field, proposing a set of practical strategies to help participants find opportunities to make their academic collaborations more rewarding and fruitful. Then, participants will develop an action plan for incorporating strategies in their daily lives to make their collaborations more effective and share them with other participants. Finally, the practical and theoretical insights will be discussed and put into perspective by Drs. Deborah Ancona and Amy Edmondson. The PDW will conclude with a summative discussion of key learnings.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1135** | Submission: **13030** | Sponsor(s): **(ODC, OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:30AM - 10:00AMET (UTC-4)**

Team-level Resources: The Answer to Today's Organizational Challenges

Team-level Resources: The Answer to Challenges



Chair: **Eleni Georganta**, *TUM School of Management, Technical U. of Munich*
Chair: **Anna-Sophie Ulfert**, *Goethe U.*
Discussant: **Shawn Burke**, *U. of Central Florida*
Presenter: **Jan B. Schmutz**, *ETH Zürich*
Participant: **Mirko Antino**, *Instituto U. de Lisboa (ISCTE-IUL)*
Participant: **Denniz Dönmez**, *Swisscom AG*
Presenter: **Jennifer Feitosa**, *Claremont McKenna College*
Participant: **Alicia Davis**, *Claremont Graduate U.*
Participant: **Fabrice Delice**, *Brooklyn College, City U. of New York*
Presenter: **Reggie Romain**, *Accenture*
Presenter: **Meinald Thielsch**, *U. of Muenster*
Presenter: **Stefan Röseler**, *U. of Münster*
Participant: **Julia Kirsch**, *U. of Münster*
Participant: **Christoph Lamers**, *State Fire Service Institute NRW*
Participant: **Guido Hertel**, *U. of Muenster*
Presenter: **Eleni Georganta**, *TUM School of Management, Technical U. of Munich*
Participant: **Anna-Sophie Ulfert**, *Goethe U.*
Participant: **Lilian Marie Friedrich**, *TUM School of Management, Technical U. of Munich*
Participant: **Katharina Piehlmeier**, *Ludwig Maximilian U. of Munich (LMU)*

To advance our understanding of the mechanisms required to support teams under today's unstable and unpredictable conditions, this symposium explores team-level resources under various external (high perceived team virtuality, adopted agile methodology) and internal challenging conditions (membership change, high team diversity, autonomous technology as a team member). Bringing together five high-quality empirical papers that use a range of methodologies, we present evidence on emergent states (e.g., mutual trust, psychological safety) and team processes (e.g., feedback seeking behavior, coordination) as important team-level resources in various team types and contexts. Building on our findings, organisations can create teamwork-supportive conditions and environments to reduce stress, improve processes, and increase effectiveness.

Are all virtual teams created equally? Work characteristics and Team Perceived Virtuality

Author: **Patricia Costa**, *UCP - Católica Lisbon School of Business & Economics*
Author: **Lisa Handke**, *Freie U. Berlin*
Author: **Thomas Alexander O'Neill**, *U. of Calgary*

Unpacking the relationship between psychological safety and feedback seeking in agile teams

Author: **Jan B. Schmutz**, *ETH Zürich*
Author: **Mirko Antino**, *Instituto U. de Lisboa (ISCTE-IUL)*
Author: **Denniz Dönmez**, *Swisscom AG*

When a Team Member Leaves: Adapting to Compositional Disruptions

Author: **Jennifer Feitosa**, *Claremont McKenna College*
Author: **Alicia Davis**, *Claremont Graduate U.*
Author: **Fabrice Delice**, *Brooklyn College, City U. of New York*
Author: **Reggie Romain**, *Accenture*

Crisis Management Teams during the COVID-19 pandemics: Demands and Resources

Author: **Meinald Thielsch**, *U. of Muenster*
Author: **Stefan Röseler**, *U. of Münster*
Author: **Julia Kirsch**, *U. of Münster*
Author: **Christoph Lamers**, *State Fire Service Institute NRW*
Author: **Guido Hertel**, *U. of Muenster*

Affective Team Trust in Human-Agent Teams: The Importance of Benevolence

Author: **Eleni Georganta**, *TUM School of Management, Technical U. of Munich*
Author: **Anna-Sophie Ulfert**, *Goethe U.*
Author: **Lilian Marie Friedrich**, *TUM School of Management, Technical U. of Munich*
Author: **Katharina Piehlmeier**, *Ludwig Maximilian U. of Munich (LMU)*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1136** | Submission: **17606** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 8:30AM - 10:00AMET (UTC-4)**

STR Best Dissertation Finalists' Presentations

STR Best Dissertation Finalists' Presentations

Organizer: **Heather Berry**, *George Washington U.*
Presenter: **Stephen Thomas Downing**, *U. of Missouri*
Presenter: **Harshvardhan Ketkar**, *Bocconi U.*
Presenter: **Hyunjin Kim**, *INSEAD*
Presenter: **Arianna Marchetti**, *London Business School*
Presenter: **Almantas Palubinskas**, *EMLYON Business School*

This session features the five finalists for the 2021 STR Division Wiley Blackwell Outstanding Dissertation Award. These finalists will present summaries of their dissertations (and the 2021 winner will be announced during the STR Business meeting - which follows this event). The five finalists for the 2021 award include: Stephen Downing (National Chiao Tung University PhD), Assistant Professor at the University of Missouri Dissertation Title: "Competitive Myopia: Redressing Blind Spots in Interindustry Competition," Dissertation Chair: Jin-Su Kang Harshvardhan J. Ketkar (University of Michigan PhD), Assistant Professor at Bocconi Dissertation Title: "Essays on Organizing Human Capital, Automation and Innovation," Dissertation Co-Chairs: Seth Carnahan and Felipe Csaszar Hyunjin Kim (Harvard Business School PhD), Assistant Professor at INSEAD Dissertation Title: "Field Experiments on the Barriers Firms Face in Realizing Gains From Data," Dissertation Chair: Dennis Yao Arianna Marchetti (INSEAD PhD), Assistant Professor at London Business School Dissertation Title: "Organizational Culture and Firm Performance," Dissertation Co-Chairs: Phanish Puranam and Ithai Stem Almantas Palubinskas (Syracuse University PhD), Postdoctoral Researcher at Emlyon Business School Dissertation Title: "Entrepreneurial Firms and Nonmarket Strategy: Lessons from the Drone Industry," Dissertation Chair: Maria Minniti

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Artificial Intelligence & Innovation

Digital Session Chair: **Margaret Dalziel**, *U. of Waterloo*

TIM: University-Industry Knowledge Transfer: The Case of the Godfathers of Artificial Intelligence

Author: **Margaret Dalziel**, *U. of Waterloo*

Author: **Xiao (Mimoso) Zhao**, *U. of Toronto, Rotman School of Management*

Though university-industry linkages are channels for two-way knowledge sharing, in the case of breakthrough research, it is the path from scientific discovery to commercial application that is of primary interest. The central question is whether knowledge can be codified and disseminated in disembodied form, or if engagement with knowledge creators, either explicit engagement through collaborative relationships or potential engagement made possible by geographic proximity, is required. We consider the case of the godfathers of artificial intelligence (AI), Geoffrey Hinton (University of Toronto), Yoshua Bengio (Université of Montréal) and Yann LeCun (New York University), who collectively won the 2018 Turing Award, the Nobel prize of computing, and examine the factors that affect the ability of private technology developments to absorb and build upon their research. We construct a dataset consisting of the modern AI patent universe and use patent citations to godfather research as an indicator of knowledge transfer, modelling the likelihood that an AI patent will cite godfather research as a function of geographic proximity and social relations. We find strong effects for geographic proximity, where inventors were former co-inventors or co-authors of the godfathers, and for absorptive capacity as a crucial control.

Paper is Available to Meeting Registrants Only.

TIM: Pictures Worth A Thousand Words? AI for Design Patents

Author: **Egbert Amoncio**, *Goethe U.*

Patent examination process is crucial for firms and policymakers alike. From a firm's perspective, the duration of patent examination process and grant decision carries important strategic, legal, and financial implications. At the same time, policymakers are interested to optimize the allocation of scarce examination resources and improve the reliability of patent grant assignments. I propose using Image Analysis to enhance and standardize patent examination procedure. Using granted design patents for mobile phones issued by the U.S. Patent and Trademark Office (USPTO) from 1990-2018 as an exemplary case, I extract prior art contribution measures and develop an algorithm to assign new design patents. Results show that contrary to prior research on technological patents, text-based similarity and novelty measures do not perform well in the case of design patents. Next, results suggest that a high level of prior art contribution would have a shorter patent examination process. Lastly, evidence exhibits that the trained neural network has a 94 percent accuracy rate in automatically classifying new patent designs. I draw policy and managerial implications.

Paper is NOT Available. Please contact the author(s).

TIM: Measuring the Innovation Impact of Scientific Research: Exploring the Potentials of AI

Author: **Andreas Distel**, *Rotterdam School of Management, Erasmus U.*

Author: **Christoph Grimpe**, *Copenhagen Business School*

Author: **Sven Körner**, *thingsTHINKING GMBH*

Author: **Mathias Landhäusser**, *thingsTHINKING GMBH*

Author: **Marion Kristin Poetz**, *Copenhagen Business School*

Policy makers and funding agencies increasingly expect scientists to demonstrate the societal innovation impact of their knowledge production. But how can they assess the broader innovation impact of the research they provided funding for beyond the citation impact that publications associated with the funded research have? And, how can scientists increase their understanding in terms of how their research benefits society? In this paper, we explore the potential of machine learning to assess how scientific publications inform practice guidelines and as such shape actual decision-making in society. More specifically, we suggest an artificial intelligence-based semantic processing approach (AI) that seeks to identify the use of published research results in the field of diabetes in new clinical practice guidelines. Using this context allows to calibrate and validate the AI-based approach since guidelines contain citations to published articles while at the same time representing broader impact on clinical practice. Our results demonstrate the feasibility of AI-based impact measurement and identify a number of instances in which published research was used in guidelines but not cited ("hidden impact") or cited but not actually used ("legitimacy building"). We follow up on these cases through a series of expert workshops and discussions to validate insights and identify potentials and limitations of an AI-based innovation impact measurement.

Paper is NOT Available. Please contact the author(s).

TIM: Artificial Advantages: Toward a Theory of Situated AI

Author: **Ayenda Kemp**, *Virginia Tech*

How can firms establish competitive advantages using artificial intelligence (AI)? Although AI is beginning to permeate business activities, our understanding of how AI can be used to create unique value is rather limited. To address this void, this paper introduces the concept of situated AI and illuminates its importance for establishing AI-driven competitive advantages. The framework explains the constituent activities involved in situating AI—grounding, bounding, and recasting—and explains the conditions in which these situating activities may enhance the uniqueness of a firm's AI-driven capabilities, the cost of developing those capabilities, and the extent to which those capabilities match the demands of the firm's strategic environment. Thus, our theory offers an integrative framework for connecting a firm's AI pursuits to competitive advantage.

Paper is Available to Meeting Registrants Only.

Research on AI has been active for decades in fields such as engineering and computer science, but only recently in business. Employing bibliometric methods, we look into the structure of the business and management literature on AI and use bibliographic coupling to detect different topics within it with the aim of identifying the emerging ones. The emergence criteria we adopted in our analysis are growth, novelty, and scientific impact. Our findings show that four emerging topics in this literature are AI and Industry 4.0 technologies, AI and Robotics, AI in Marketing and Commerce, and AI Adoption and Acceptance. The importance of such findings can be seen both at the field level as well as at the researcher level. Bibliometric studies such as this one are seen as a complement to and not a substitute of extensive reading and literature reviews and have the role of providing a direction that can point toward more fine-grained content analysis of articles in those emerging topics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategic HR

Digital Session Chair: **Sorin Krammer**, *U. of Exeter Business School*

HR: **HUMAN RESOURCE POLICIES AND FIRM INNOVATION: HR Policies and firm innovation**

Author: **Sorin Krammer**, *U. of Exeter Business School*

This paper examines the effects of human resource (HR) policies on firm innovation as proxied by its investment in R&D. Specifically, we argue that firms who implement policies to stimulate job autonomy and performance-based incentives will also be more likely to innovate (i.e., invest in R&D and patent). Moreover, we argue that the institutional and competitive context in which firms operate will affect this relationship between HR management and innovation. These hypotheses are tested using a sample of more than 900 firms in manufacturing sectors from a heterogeneous set of 12 countries. Our empirical results provide strong support to the role of HR practice in enabling firm to pursue formally innovation via R&D investments, and partial support to the role of institutional and competitive context in moderating this relationship.

Paper is Available to Meeting Registrants Only.

HR: **Bridging the Female Gap at the Top: Implications for Firms' Strategic Behavior and Performance**

Author: **Steffen Burkert**, *LMU Munich*

Author: **Lena Göbel**, *LMU Munich*

A large literature has examined whether female representation in Top Management Teams (TMT) positively affects firm performance. These studies provide evidence of a performance advantage, however, evidence is rare when it comes to the question why this advantage occurs. We analyze how four intervening mechanisms - namely strategic conformity, risk taking, CSR and governance - influence the relation between female representation at TMT and firm performance. We test our theoretical predictions using data on the TMT of the S&P 1,500. We find robust mediating effects of conformity, risk taking and CSR: Female representation at TMT leads to less conformity, less risk taking and more CSR engagement. Performance effects are mixed.

Paper is Available to Meeting Registrants Only.

HR: **Impact of critical mass on internal CSR: Moderating role of critical actor, position and culture**

Author: **Pooja Vijayakumar**, *U. of Limerick*

Author: **Michael J. Morley**, *U. of Limerick*

Author: **Noreen Heraty**, *U. of Limerick*

Practicing corporate social responsibility (CSR) helps organizations build sustainable business models. Drawing upon critical mass, human capital and institutional theories, we examine the direct relationship between the proportion of female employees (critical mass) and internal CSR policies. Furthermore, we examine the moderating role of senior female HR executive (critical actor), senior HR expertise on the board (critical position) and national culture (GDI index and Hofstede's masculinity/femininity index) on the direct relationship. We tested our theory-based research model with CRANET data from 7317 organizations across 34 countries. Our findings indicate that organizations that had a higher critical mass offered more work flexibility schemes. Organization with both a critical mass and a critical position offered more compressed work week and mobile work flexibility schemes. Organizations in high GDI countries with a critical mass offer high-flier schemes and international work assignments. Organizations in more masculine societies with critical mass did provide compressed work week and mobile work flexibility schemes, specific action programs targeting female employees, and parental support schemes. These findings will help organizations to seriously consider critical mass, critical actor, critical position, and national culture before designing their internal CSR policies, thereby preventing female employees from opting out of the workforce.

Paper is Available to Meeting Registrants Only.

HR: **Effect of Franchise Growth on Franchisees' Investment in Human Resource Management**

Author: **Can Ouyang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

The growth of corporations influences the way that subsidiaries manage their employees. Drawing on the theory of organizational routines and agency theory, I argue that the effect of corporate growth varies depending on the area of HR management and the governance strategies that parent firms adopt to control their subsidiaries. Findings based on 893 franchisees in the quick service restaurant sector indicate a positive relationship between the growth of franchise brands and franchisees' investment in standardized skill-enhancing HR practices such as selection and training, but not in non-standardized motivation-enhancing HR practices such as pay and rewards. Transactional governance strategies motivate franchisees to comply with franchisor requirements and invest in skill-enhancing HR practices. By contrast, when franchisors adopt relational governance strategies, franchisees are more likely to increase their investment in motivation-enhancing HR practices. This study provides important implications for research on organizational growth and strategic human resource management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1139** | Submission: **16643** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 9:00AM - 10:00AMET (UTC-4)**

Academy of Management William Newman Award Presentation
All-Academy Award: William Newman

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*
Chair: **Ralph Hamann**, *U. of Cape Town*

AOM William Newman Award Committee Chair, Ralph Hamann, will present the 2021 finalists and honoree of the 2021 William Newman Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1140** | Submission: **16821** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 9:00AM- 10:00AMET (UTC-4)**

Emerging Market Multinational Corporation (EMNC) Internationalization



Digital Session Chair: **Rany Salvoldi**, *Ben Gurion U. School of Management*

This session examines the internationalization of emerging market corporations (EMNCs). It contains papers on international family firms from emerging markets, outward FDI of emerging market firms, the internationalization of state-owned enterprises, and the impact of home country political connections on EMNC internationalization.

IM: Do Political Connections Make Good Travel Companions? A Review of Politically Connected EMMNCs   

Author: **Dongdong Huang**, *Business School, Nankai U.*
Author: **Lai Si Tsui-Auch**, *Nanyang Technological U.*
Author: **Marleen H. Dieleman**, *National U. of Singapore*

Overseas investments from emerging market multinational corporations (EMMNCs) have stirred debate among stakeholders in host countries, as many such firms possess political connections to their home country governments. Based on a thorough review of the literature, we develop a multi-theoretical framework that identifies, from each major theoretical perspective on this topic, core assumptions, focus, main unit of analysis, factors shaping the strength of home country political connections, mediating and moderating mechanisms, and overseas investment outcomes while synthesizing arguments from major theories used. In the end, we develop an agenda for future research.

Paper is Available to Meeting Registrants Only.

IM: Individual- and Board-Level Attributes in the Internationalization of Emerging Market Family Firms

Author: **Carlos Gonzalez**, *ITAM*
Author: **Ana González-Galindo**, *ITAM*

International family firms (FFs) from emerging markets are increasingly widespread; little research, however, has considered how differences in the institutional context influence the way FFs organize to internationalize. Drawing upon institutional theory, we propose that FFs located in less-developed institutional contexts will rely upon a different set of individual- and board-level attributes to expand internationally. Results of a comparative research design based on the internationalization decisions of 162 U.S. and Mexican FFs show that in environments characterized by the prevalence of institutional voids, FFs configure their internal operations with the intention of overcoming obstacles to internationalization at home and abroad.

Paper is Available to Meeting Registrants Only.

IM: Imitation, Performance Feedback, and the Outward Foreign Direct Investments of Emerging Market Firms 

Author: **Yong Wang**, *Xi'an Jiaotong U.*
Author: **Kaige Li**, *Xi'an Jiaotong U.*
Author: **Jiawen Chen**, *School of Management, Guangzhou U.*

This study proposes that emerging market firms (EMFs) tend to imitate the outward foreign direct investment (OFDI) decision made by their interlocked partners and high-status firms in the same industry. We further posit that interlocked partners and high-status firms have differential values in gaining legitimacy and providing key information for EMFs. Moreover, when EMFs' performance exceeds the aspiration level, they will be more likely to imitate high-status firms and less likely to imitate interlocked partners as high-status firms can provide information on high-valuable OFDI and high level of legitimacy or reputation despite the associated challenges. We validated these hypotheses by using panel data for a sample of Chinese listed firms during 2001–2017.

Paper is Available to Meeting Registrants Only.

IM: The Internationalization of Chinese State-owned Enterprises under Multiple Institutional Complexity

Author: **Limin Chen**, *Wuhan U.*

An important emerging phenomenon is that a large number of state-owned enterprises begin to expand globally. Because SOEs have particular nature in that they do not obey the profit-maximizing logic but seek non-economic objectives, so the interesting question is that what different result will appear when SOEs internationalize? Will the state ownership have positive impact because of government-related advantages? Or will the impact be negative due to liability of stateness? In this paper we take Chinese listed firms as the sample in which SOEs occupy a considerable share to study the influence on internationalization by ownership. More important, the typical institutional complexity in China make it possible to further investigate its interactive effects with another two levels of institutional complexities besides the organization-level institutional complexity as profit-maximizing logic and non-economic motives conflict brought by state ownership: One is the field-level institutional complexity—the regional market of the headquarter as liberal market or coordinated market; Another is the individual-level institutional complexity—the governance attribute as the top management with particular overseas background or not. By these we enter a thicker institutional context with vertical nestedness, study the overlapped interplay by the triple institutional complexities (organization* field*individual), and obtain the following valuable conclusions: The degree of internationalization of SOEs is significantly lower than that of POEs (private-owned enterprises). Moreover, no matter the liberal market environment or the manager's overseas background both promote POE's internationalization more if they act respectively. However, their joint promotion to the SOE's internationalization is larger than to the POE's. This indicates that the vertical nestedness and complicated interaction by multiple institutional complexities will produce a totally different configurational effect from the thin institutional context. As for the deeply institutionalized organizations such as SOEs which have immense strategic inertia, their behavior can be effectively changed only under the functioning of multiple institutions combined as a system. Our paper contributes to the research of SOE's internationalization, to the theory of institutional complexity, especially for the configurational effect by the vertical nestedness of multiple institutional complexity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1141** | Submission: **16826** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 9:00AM- 10:00AMET (UTC-4)**

Foreignness Issues in International Management



Digital Session Chair: **Harald Puhr**, *WU Vienna*

This session examines various issues related to foreignness in international management. The papers address reputation spillovers among MNE subunits, corruption, the digital economy and foreign subsidiary profitability, foreign divestment and its implications, and rent extraction by host country political actors from MNCs.

IM: **Corruption, digital economy and profitability of foreign subsidiaries**

Author: **Yan Wu**, *Shanghai Lixin U. of Accounting and Finance*

Author: **Yong Yang**, *U. of Sussex*

Author: **Tomasz Marek Mickiewicz**, *Aston Business School*

Drawing on more than 14,000 multinational enterprises and their foreign subsidiaries (over 18,000) operating in 14 emerging markets over the period of 2008-2016, we find that there is a reversed J-shaped relationship between profitability of a foreign subsidiary and host country corruption: when the host country corruption is in a middle range, foreign subsidiary profitability is strongly and negatively affected, which we argue is consistent with prospect theory. Yet, when corruption is widespread and becomes a norm, reducing uncertainty, the financial performance becomes relatively stronger, albeit still at a lower level compared to corruption-free environment. Furthermore, business restrictions decrease foreign subsidiary profitability, yet corruption attenuates this negative relationship, which is in line with the (narrowly defined) greasing-the-wheel theory. Foreign companies operating in digital sectors are less affected both by the host country corruption and by the business restrictions, compared to those in non-digital sectors.

Paper is Available to Meeting Registrants Only.

IM: **A 40-year-retrospective of foreign divestment and its implications**

Author: **Ha Nguyen**, *U. of Vaasa*

Over the past forty years, foreign divestment has received a tremendous attention in international business and management research. While there are excellent previous review studies on the antecedents of the foreign divestment decisions, the implications of the decisions such as divestment mode choices, process and outcome are still not received deserved attention. It leads our knowledge on foreign divestments to be insufficient. This paper traces the history of this research stream over these past four decades using bibliometric and qualitative content analyses covering leading journals and books, with a particular emphasis on the antecedents and implications of the foreign divestments. We highlight the evolution of interest in different contexts, phenomena, theories, and methodologies, along with the factors that have driven interest in these topics. We also offer a research agenda to stimulate new insights and novel work on the variables that relating to divestment decisions of foreign subsidiaries.

Paper is Available to Meeting Registrants Only.

IM: **A Nasty Face of Liability of Foreignness: MNCs and Rent Extraction**

Author: **Asli Kozan**, *IPAG Business School*

This paper provides a conceptual framework on contingency factors that determine rent extraction by host country political actors from MNCs. Using insights from resource dependence theory (RDT) and international business literature, the paper identifies the factors at different levels (MNC, dyad and political environment level) which determine rent extraction and aims to shed light in understanding why MNCs in a host country differ in their susceptibility vis-a-vis the political actors in terms of being subject to rent extraction and in their ability to manage their liability of foreignness. Moreover, by integrating the horizontal and vertical distribution of power in the political environment to the analysis of the power-dependence relation between the MNC and the political actors, it extends the resource dependence theory's dyad-focused approach and addresses a shortcoming of RDT in taking into account the dynamics of the external environment of the firm.

Paper is Available to Meeting Registrants Only.

IM: **Reputational Spillovers Among MNE Subunits: The Tension Between Categorical and Institutional Logics**

Author: **Lilac Nachum**, *City U. of New York, Baruch College*

Author: **Suparna Chakraborty**, *U. of San Francisco*

Applying reputation theories to the MNE, we theorize reputational spillovers among MNE subunits as originating in the tension between categorical and institutional logics. We test the theory based on a sample of non-US MNEs that listed in the US, employing listing as the reputation-generating activity. We find that listing affects reputation of US subunits and that of the MNE globally at varying magnitudes and time-spans. The relationships are contingent upon the similarity between the names of the MNE and US subunits and the diversity of their audiences. The study extends the theorization of assets' sharing and spillovers among MNE subunits to reputation, an asset that received limited research attention in spite of its critical impact on MNE performance in foreign countries and globally. It also advances reputation theory by studying reputational spillovers among geographically-separated entities connected by ownership and shared nationality.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1142** | Submission: **10914** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:00AM- 10:30AMET (UTC-4)**

Scenario Planning Gaming Workshop for Consultant-Facilitators *Scenario Planning Game*



Organizer: **Daniel Degraevl**, *California State U., Northridge*
Facilitator: **Alessandro Fergnani**, *National U. of Singapore*
Facilitator: **Donna Dupont**, *Purple Compass*
Facilitator: **John A. Sweeney**, -
Facilitator: **Aleksandra Wrobel**, *Erasmus U.*

Following the increase of interest in corporate foresight among practitioners and of the demand for corporate foresight consulting services, we will deliver a scenario planning gaming PDW, a participatory approach to facilitate corporate foresight via gaming/simulation. We will use the Scenario Exploration System method (virtual version), a highly interactive board game devised to explore alternative future scenarios of a business environment with cards and tokens in a series of role-played, simulated (future) actions. We will teach this game to participants in the same manner we have taught it in a variety of executive education settings. Attending AOM members will be able to pick up the method in a learning-by-doing fashion. During the workshop, participants will form groups of players who will play against each other autonomously. Our team of facilitators is composed of corporate foresight experts from both academia and practice. We will close the workshop with a sharing session and a briefing where we will reiterate the importance of consulting on corporate foresight.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1143** | Submission: **14727** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 9:00AM - 10:30AMET (UTC-4)**

Bringing Value Back to Digital Transformation: For Collaborative Research between MC, OCIS and MED
Bringing Value Back to Digital Transformation



Organizer: **Alok Gupta**, *Airbnb*
Organizer: **Emmanuel Monod**, *Shanghai SUIBE U.*
Chair: **Manju K. Ahuja**, *U. of Louisville*
Chair: **Eric Sanders**, *Elmhurst U.*
Chair: **Uzonna Olumba**, *U. of Michigan*
Distinguished Speaker: **Alan B. Eisner**, *Clark U.*
Distinguished Speaker: **Sephan Klein**, *U. of Muenster*
Distinguished Speaker: **Noshir Contractor**, *Northwestern U.*
Discussant: **Ole Hanseth**, *U. of Oslo*
Discussant: **Elena Parmiggiani**, *NTNU*
Discussant: **Elisabeth Joyce**, *Edinboro U.*

This AAT symposium proposal is a response to the AOM 2021 CFP (theme: "Bringing the Manager back in Management"): "What technologies and methodologies will help us better understand managerial issues?... Supply chains and other operations will be affected. How will firms' competitive and comparative advantages, core competencies, and dynamic capabilities change? Where will new competitors come from and how will corporate strategies change in the future?" (Hillman 2020, p. 1). In MC, OCIS and MED AOM divisions, different approaches have been developed to investigate the research question of digital transformation value (DTV). The three divisions recently collaborated during and an AAT symposium on the topic of "artificial intelligence value" during the annual meeting of the AOM 2020 in Vancouver PDW and on a PDW on "artificial intelligence in management" during the AOM 2018 annual meeting in Boston. These divisions also organized pre-AOM conference on digital transformation at Harvard University in 2019 and 2020 in a virtual mode prior to AOM 2020 Vancouver. During these events, the three divisions compared their different research tradition on artificial intelligence value. These divergence are today extended to the broader field of digital transformation. In a nutshell, the keywords used by each divisions indicate how different may be the respective viewpoints. Whereas OCIS draw from the the business value of IT and IT success and failures or changing nature of work, MC rather consider the impact of technology, socio-economic approaches to management and organizational development. From the standpoint of MED, these issues raise research questions the future of management education including the role of business schools and MBA/MSc classes and programs. More precisely, how is digital transformation value approached in each division? In OCIS division, this digital transformation value is investigated through the concepts of process-oriented approach for evaluating the business value (Mooney, Gurbaxani, and Kraemer 1996; Lynn, Mooney, Rosati & Cummins 2019), or cost savings due to IT outsourcing either or not related to cloud platforms (Bapna et al., 2016), hidden work related to artificial intelligence in digital transformation projects (Watson-Manheim & Klein 2019), gain-share contracts in coordination in customer support center (Bhattacharya et al., 2014) or the strength of ties in online social networks (Bapna et al., 2017). In MC division, while the impact of technology and resistance to change have been subject to a growing number of communications during recent AOM annual meetings (Monod et al., 2018; Monod et al., 2019a; 2019b), one of the most promising approach to investigate digital transformation value seem to be related to hidden costs and Socio-Economic Approach to Management (Savall & Zardet, 2013; Savall et al., 2019) and their connection to organization development (Sanders, 2019). Beyond cost and benefit calculations, the future of management education may be at stake with AI. In the context of the crisis of business school described in AMLE (Pfeffer & Fong 2002; Pfeffer & Sutton 2006; Henisz, 2011), the way business schools will be able to catching competitive advantage (Eisner, 2003) relies in a great extend on the way they may take the lead on AI, renew their role, and include digital transformation in their MBA/MSc and DBA classes and programs (Eisner & Monod, 2019). This move would contribute to business school professors' credibility with practitioners (Ritter et al., 2016).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1144** | Submission: **13738** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:00AM - 10:30AMET (UTC-4)**

MOC Social Event (2 of 2)
MOC Social (2 of 2)

Participant: **Abhijeet K. Vadera**, *Singapore Management U.*
Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Naomi Beth Rothman**, *Lehigh U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

Come catch up with longtime friends and meet new ones on a fun and engaging virtual platform! We will be mingling on the GatherTown platform. Here's how you access: Go to <https://gather.town/i/5HxsT6bw> Enter the password - Social The platform is very easy to use, but here are some tips to smooth entry – use Chrome; once you are on the site, allow the browser to access your camera and microphone by clicking on the little lock icon next to the URL; make sure you are logged out of Zoom; (optional) complete the short tutorial when you enter

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1145** | Submission: **13832** | Sponsor(s): **(MOC, GDO, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:00AM - 10:30AMET (UTC-4)**

How Much Do I Tell You? The Interpersonal Dynamics of Self-Disclosure at Work



How Much Do I Tell You? Self-Disclosure at Work

Organizer: **Natalie Longmire**, *Tulane U.*
Organizer: **Kerry Roberts Gibson**, *Babson College*
Panelist: **Belle Rose Ragins**, *U. of Wisconsin, Milwaukee*
Panelist: **Brent John Lyons**, *Schulich School of Business, York U.*
Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Panelist: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Panelist: **Kerry Roberts Gibson**, *Babson College*
Moderator: **Natalie Longmire**, *Tulane U.*

Self-disclosure is foundational to relationships, yet scholars are just beginning to uncover the complex interpersonal dynamics of exchanging personal (and sometimes stigmatizing) information in the workplace. This panel symposium is designed to move the field forward by gathering experts to share perspectives and recent findings from multiple conceptualizations of self-disclosure. Topics will include processes of disclosing and reacting to stigmatizing information about oneself or a colleague, as well as how self-disclosure more generally has been impacted by the shifting context of work. Finally, attendees will have the opportunity to engage with each other and the panelists.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1146** | Submission: **12608** | Sponsor(s): **(MSR, MED, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:00AM- 10:30AMET (UTC-4)**

**Developing Consciousness and Creativity for a Post
COVID World**
Development of Creativity



Chair: **Anil K. Maheshwari**, *Maharishi U. of Management*
Chair: **R Ray Gehani**, *U. of Akron*
Participant: **Chitra Khari**, *FORE School of Management*
Participant: **Sharda Nandram**, *Nyenrode Business U.*
Participant: **Nisha Pandey**, *Vivekanand Education Society's Institute of Management, Mumbai, India*
Participant: **Vikram Gulati**, *Maharishi International U.*

A crisis such as COVID-19 creates fear, uncertainty, and doubt which may hinder effective behaviors of employees. Standard managerial skills are not enough to manage a department, an organization or even a small team in such a situation. Additional abilities may be required to delve deeper into the experiences and interpretations of employees e.g., for helping them mentally to cope with the pandemic, for finding creative and collaborative ways to complete their current tasks, and to invite their imagination for organizing future tasks for the post-COVID world. This implies that managers need to connect with others at a much deeper level to bring together skills and resources seamlessly and creatively to address the current pandemic and other grand challenges. Addressing the Academy's 2021 theme, we suggest that one of the key qualities being brought in managers would be creativity. Creativity is a multi-dimensional concept that can be associated with the person, the product, and the process of creation (Amabile, 2012). Development of creativity in a person requires development of consciousness through a process of reflection (Torrance & Hall, 1980). By transcending surface reality, one can connect with pure transpersonal consciousness, which is the field of total interconnectivity. Participants in this workshop will be able to engage in an experiential reflection exercise for development of consciousness. Their creative output will be measured using standardized tests before and after the reflection exercise. Their participants will be able to compare their outputs before and after, and with those of the others, using tools and guidance provided by the presenters. Participants will gain valuable lessons on how to improve and measure creativity, and new areas of teaching and research could emerge.

Everyone is welcome!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1147** | Submission: **11182** | Sponsor(s): (NDSC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:00AM- 12:00PMET (UTC-4)**

New Doctoral Student Consortium 2021 Part 1
New Doctoral Student Consortium



Chair: **Louisa Antonia Bloedorn**, *WHU– Otto Beisheim School of Management*
Organizer: **Khamael Al Safi**, *Bayes Business School (formerly Cass)*
Organizer: **Elsa Bergstrom**, *Oregon State U.*
Organizer: **Maggie Cascadden**, *U. of Alberta*
Organizer: **Jose Antonio Cerecedo-Lopez**, -
Organizer: **Aardra Chandra Mouli**, *U. College London, UK*
Organizer: **Urmi Chaudhuri**, *U. of Massachusetts, Amherst*
Organizer: **Na Li**, *Xi'an Jiaotong-Liverpool U.*
Organizer: **Ibiyemi Omeihe**, *U. of the West of Scotland*
Organizer: **Debby Osias**, *Doctoral Student*
Organizer: **Joseph Richard Schaefer**, *U. of Mississippi*
Organizer: **Thekla Schmidt**, *WHU-Otto Beisheim School of Management*
Organizer: **Nadine Scholz**, *King's College London*
Organizer: **Karl Schwonik**, *Haskayne School of Business, U. of Calgary*
Organizer: **Jadwiga Supryn**, *BI Norwegian Business School*
Organizer: **Marla White**, *UT Arlington*
Organizer: **Yuting Yang**, *Iowa State U.*
Organizer: **Ruidong Zhu**, -

A mini-conference within the AOM conference, the New Doctoral Student Consortium (NDSC) is one of the longest running and most well-attended pre-conference activities. The NDSC's central mission is to provide a professional development outlet for doctoral students entering the first or second year of a doctoral program, as well as those considering entering a doctoral program. The NDSC provides an interactive environment in which doctoral students can learn skills to succeed in a doctoral program and enter the academic profession. Participants will gain insights into how to navigate the Ph.D. journey as well as the academic career, network with fellow doctoral students from around the world, and learn how to get the most out of the Academy of Management Meeting. The NDSC is committed to facilitating doctoral students' initial experience with and further integration into the Academy of Management and the academic community at large. For the second time, the NDSC is embracing the opportunity to go online and connect new doctoral students in a virtual format. The NDSC will run across two days: ● Tuesday, August 3rd: 9:00am-12:00pm (noon) EST Session ID# 11182: Thriving in your PhD ● Wednesday, August 4th: 9:00am-12:00pm (noon) EST Session ID# 17413: Building your academic career Pre-registration is required for this workshop as space is limited to 110 participants. The deadline to register online is June 24th, 2020. Please register with the following link: https://docs.google.com/forms/d/e/1FAIpQLSeQtqkmSqVJsmtmhYdhCxbO4VhvS7cxXDJ3B_eKp1MC5xqvA/viewform?usp=sf_link In case of questions or difficulties in accessing the link please send an e-mail to: ndsc.aom@gmail.com

Please note: Completing the survey does not guarantee you a spot at the NDSC. Registration is only completed when you received a confirmation e-mail. Places will be given based on a first-come-first-served basis with priority given to pre-doctoral, first- and second-year Ph.D. students. The registration deadline is June 24th. We will inform you whether we can offer you a spot shortly after this date.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Negative Feedback, Attribution, and Impression Management

Digital Session Chair: **Patrick Flynn**, *North Carolina State U.*

OB: Impression Management and Group Member Performance: Examining the Role of Collective Altruism 

Author: **Patrick Flynn**, *North Carolina State U.*
Author: **Bradley L. Kirkman**, *North Carolina State U.*
Author: **Lynn A. McFarland**, *Darla Moore School of Business, U. of South Carolina*
Author: **Jeffrey M. Pollack**, *NC State U.*

There is debate in the literature regarding when impression management motivates affiliative behavior (i.e., helping others) and how well individuals perform organizational tasks when the driving motivation is to “look good.” Based on social exchange and sensemaking theories and research, and considering the increasing use of groups and teams in today’s workplaces, we propose that characteristics of the groups to which members belong enable them to make sense of, and interpret, their collective environment and subsequently determine how they should behave to look their best. Specifically, we identify collective altruism as an important group characteristic affecting how individuals’ positive (i.e., self-promotion, exemplification, ingratiation) and negative (i.e., supplication, intimidation) impression management tactics influence their willingness to help fellow group members. Findings from a sample of entrepreneurial networking groups illustrate that the relationship between positive impression management tactics and affiliative behavior was more strongly positive when collective altruism was higher, rather than lower; and, the relationship between negative impression management tactics and affiliative behavior was positive when collective altruism was higher, and not significant when it was lower. We discuss implications for both theory and practice.

Paper is Available to Meeting Registrants Only.

OB: Solving the Emotional Expression Dilemma during Negative Feedback Giving Using Affective Shift 

Author: **SiYan Guo**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Myeong-gu Seo**, *U. of Maryland*

Leaders expect their developmental feedback to effectively help employees develop skills and improve performance, yet the effect of developmental feedback on learning remains unclear. While the feedback intervention theory (FIT, Kluger & DeNisi, 1996) suggests that feedback delivery style contains important cues moderating the effect of feedback on learning, little is known about how cues from the feedback giver’s emotional expression influence this relationship. Integrating the FIT with emotion as social information theory, we hypothesized that leaders shifting affective displays from negative to positive significantly enhance the positive effect of developmental feedback on learning via enhanced task learning and reduced intention to quit, relative to leaders shifting affects in the reverse order (from positive to negative) and in steady-state PA or NA. An online experiment manipulating leader affective displays (transitioning from NA to PA vs. transitioning from PA to NA vs. steady-state PA vs. steady-state NA) and negative feedback message (developmental vs. non-developmental) supported our hypotheses. We discuss the theoretical and practical implications of our findings.

Paper is NOT Available. Please contact the author(s).

OB: A Theory of Attribution Profiles and Employee (Dis)trust Reactions to Supervisor Justice Enactment 

Author: **Yan Liu**, *Wuhan U.*
Author: **He Huang**, *Wuhan U.*
Author: **Ning Jiang**, *Wuhan U.*
Author: **Yan Li**, *Wuhan U.*

Although they value fair treatment, employees may not react in an equally favorable manner when experiencing the same justice from their supervisors. Prior research has suggested that employees tend to reason why their supervisors acted fairly and their attributions lead to cognitive, affective, and behavioral consequences. However, this research stream overlooks the reality of employee-supervisor power dependence, thus providing an oversimplified theory of employee attributions to supervisor justice motives. Drawing on power-dependence theory, we develop a theoretical framework delineating how the different forms of power dependence within the employee-supervisor dyad shape distinct patterns of employee attributions of supervisor justice motives, and how the combinations of motive attributions affect employee (dis)trust reactions to supervisor justice. Challenging the assumption that there is homogeneity in employee attributions of supervisor justice motives, our research conceptualizes heterogeneous groups of employees when making justice motive attributions, advances the understanding of employee reactions to justice, and has important implications for research on interpersonal relationships.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1149** | Submission: **12824** | Sponsor(s): **(OB, OCIS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 9:00AM - 10:30AMET (UTC-4)**

AI and Algorithmic Decision Making: Exploring Their Promises, Perils, And Pitfalls

AI and Algorithmic Decision Making



Organizer: **Dawei Wang**, *Northwestern Kellogg School of Management*
Discussant: **Michal Kosinski**, *Stanford U.*
Presenter: **Sandra Matz**, *Columbia Business School*
Presenter: **Poruz Khambatta**, *UCLA Anderson School of Management*
Presenter: **Dawei Wang**, *Northwestern Kellogg School of Management*

With the recent advancements in artificial intelligence (AI), there is a trend in management research to study how algorithms can assist in critical organizational decisions, such as who to target for web content, or who to interview and hire. These examples show that on one hand, AI can be a powerful tool that improves decision-making, helping companies to become more efficient and cost-effective. On the other hand, these improvements come with certain costs that research has recently exposed, such as algorithmic biases. These opportunities and challenges pose further questions as to how organizations will embrace AI in decision-making, and the extent to which managers' will trust in AI. In this symposium, we discuss the promises AI brings in recommendation, hiring, and lending systems. We also discuss the perils and pitfalls such as algorithmic bias. Lastly, we discuss how managers can navigate this novel and less-understood territory, given these opportunities and challenges.

Programming Algorithmic Recommendations to Target Ideal Preferences

Author: **Poruz Khambatta**, *UCLA Anderson School of Management*
Author: **Shwetha Mariadassou**, *Stanford Graduate School of Business*
Author: **Christian Wheeler**, *Stanford Graduate School of Business*
Author: **Joshua Morris**, *Stanford Graduate School of Business*

Evaluating the Generalizability of An Interviewability Prediction Algorithm

Author: **Dawei Wang**, *Northwestern Kellogg School of Management*
Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

The Managerial Effects of Algorithmic Fairness Activism

Author: **Bo Cowgill**, *Columbia Business School*
Author: **Fabrizio Dell'Acqua**, *Columbia Business School*
Author: **Sandra Matz**, *Columbia Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1150** | Submission: **17269** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:00AM - 10:30AMET (UTC-4)**

Secrecy at Work: Navigating the Technological Frontier *Secrecy at Work: Technology*

Digital Session Chair: **Madeleine Stefanie Rauch**, *Copenhagen Business School*

OMT: Drones in Military Warfare: The Moral and Emotional Implications of an Emerging Technology

Author: **Madeleine Stefanie Rauch**, *Copenhagen Business School*

Winner of the OMT Division Best Paper Award

While there has been increasing interest in the design, adoption, and workplace-related issues pertaining to emerging technologies, the emotional and moral challenges for people interacting with them have received relatively less attention. In this paper, we study how emerging technologies trigger mixed feelings by disrupting the meaning and moral legitimacy of their work. We examine how drones—an emerging technology in warfare used to remotely observe and attack targets from offsite command centers—have changed the nature of the work of military personnel. To understand this change and its effects, we draw on field observations, interviews, internal documents, and 43 personal diaries from current and former military personnel working for the U.S. Air Force’s “drone program.” We explain how actors grapple with emotional ambivalence—the simultaneous pull of oppositional positive and negative emotions—but suppress the display of their emotions in an organization with strong social controls. We develop a model that explains how new technology changes the nature of work and triggers emotional ambivalence by unsettling its core meaning and moral legitimacy, and how actors deploy different strategies to uphold extant meaning in their work, add meaning to their work, or quit the organization altogether. We advance theory on emergent technologies by illuminating their emotional and moral implications for the nature of work.

Paper is NOT Available. Please contact the author(s).

OMT: Open Secrecy and Liminal Space: Managing Collective Secrecy in the Making of the Atomic Bomb

Author: **Rohin Borpujari**, *London Business School*

Innovation projects often involve the deployment of secrecy as a protectionary measure to prevent information leakages. Research in sociology and anthropology has long emphasized that a core consequence of secrecy is the social structuring of groups of actors, creating boundaries between those in-the-know and those not. This translates to a tension between the inclusion and exclusion of workers within the organization, which in turn presents a tension between value creation and value appropriation in the context of innovation. Through a historical case study of the making of the atomic bomb during World War II, I probe the question of how organizations manage this tension. I find that the emergence of a grey area between tactics of secrecy and openness – what I call “open secrecy” – facilitated the navigation of inclusion-exclusion boundaries in the “Manhattan Project”. I define open secrecy as the intentional revelation of secret-related information between actors. Secret-related information can be of three kinds – information about the act of concealment, meta-information about the secret, and partial information about the secret. I argue that open secrecy tactics give rise to a liminal space within the organization, occupied by groups that are partially included into the secret-keeping in-group, yet neither fully included nor fully excluded. This liminal space allows for the preservation of the value-creation benefits of inclusion while safeguarding the value-appropriation benefits of exclusion, thus helping the organization successfully achieve its innovation objective.

Paper is NOT Available. Please contact the author(s).

OMT: Safe Crossings: How Laboratory Staff Circulates Knowledge Amid Scientific Secrecy

Author: **Danielle Elaine Bovenberg**, *UC Santa Barbara*

Finalist for the Louis R. Pondy Best Paper Based on a Dissertation Award

In regional economies that revolve around advanced technologies, organizations often pool their resources into shared-instrumentation facilities that make crucial instrumentation available to all (Medler et al., 2016; Sia & Owens, 2015). Yet, when working in these facilities, competing researchers will likely hesitate to share useful operational knowledge with each other because they fear being “scooped” by researchers whose work lies close to theirs (Haas & Park, 2009; Nelson, 2016; Walsh, Cho & Cohen, 2005a, 2005b). Consequently, such pressures for secrecy hamper the capacity of shared facilities to foster cumulative innovation (Murray & O’Mahony, 2007). To deliver value despite these pressures, the facility’s technical staff must strike a balance when assisting competing users: develop expertise that is available to all users while safeguarding individual users’ competitive interests. This article considers how the staff engineers of a nanofabrication facility approach this task of circulating operational improvements among users despite pressures that keep users from sharing. Drawing from a year-long ethnographic study and ethnographic interviews with users and staff, I suggest that the facility’s process engineers develop strategies for arranging “safe crossings”, occasions when operationally useful but strategically innocuous information is transferred between research groups. Two facets of process engineers’ role in the facility’s division of labor enable them to arrange safe crossings: that of technician and that of broker. This combined role provides these engineers with technical and network-related knowledge surpassing that of the lab’s users, enabling process engineers to recognize risks and adapt their sharing practices accordingly. The findings contribute to literature on scientific secrecy and brokerage occupations by showing the strategies by which technical staff shares and withholds information to maximize the potential for innovation in competitive communities of practice.

Paper is Available to Meeting Registrants Only.

OMT: Talk in Safe Modes: Firms’ Language Use Under Scrutiny

Author: **Hitoshi Mitsuhashi**, *Waseda U.*

Author: **Azusa Nakamura**, *Bocconi U.*

Author: **Aneesh Datar**, *Bocconi U.*

Firms communicate to gain resources and social support from stakeholders with highly diversified interests. Previous research suggests that firms engage in selective disclosure when being under scrutiny, but we know little about how firms under scrutiny change communication patterns, which can be characterized with language volume, language attributes, and language contents. In this study, we propose and test an argument of “talk in safe-modes”: if being highly scrutinized, firms use less voluminous and complex language and communicate in a less self-serving manner. To test our hypotheses, we use the variations in the level of scrutiny that results from U.S. SEC different leaderships and base our analysis upon valid qualitative evidences that Mary L. Schapiro (January 27, 2009 – December 14, 2012) was a stronger enforcer than Mary Jo White (April 10, 2013 – January 20, 2017). Our analysis of high-tech firms’ communication patterns in Form 10-k supports our arguments of “talk in safe-modes.”

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1151** | Submission: **14584** | Sponsor(s): **(ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:00AM - 11:00AMET (UTC-4)**

Changing Socio-Ecological Systems at the Theory-Practice Nexus



Systemic change at theory-practice nexus

Organizer: **Domenico Dentoni**, *Montpellier Business School*
Organizer: **Rahmin Bender**, *Wageningen U. and Research*
Organizer: **Rob Lubberink**, *Amsterdam school of International Business*
Organizer: **Carlo Cucchi**, *Wageningen U. and Research*
Discussant: **Helen Etchanchu**, *Montpellier Business School*
Discussant: **Sylvia Grewatsch**, *Brock U.*
Discussant: **Ralph Hamann**, *U. of Cape Town*

A plethora of wicked problems affect our planet. Entrenched in ecological systems, our social systems struggle to organize to address, and even cope, with these grand challenges. Within these social systems, we - as sustainable business scholars, educators and/or practitioners - also struggle to organize our research and social impact activities in ways that effectively and collaboratively address these problems. As we face these daunting issues, the overarching goal of the PDW is to collectively stimulate, experience, reflect and theorise on processes of purposeful and collective change within socio-ecological systems. To meet this goal collectively, we invite PDW participants to work in teams that: 1) collectively map a complex socio-ecological problem (based on causal loop diagrams) and the actor ecosystem (based on value network maps) where the problem is entrenched; 2) collectively identify leverage points to address the problem innovatively and design novel partnerships in the actor ecosystem accordingly; 3) pitch the outcome of their mapping and proposed systemic intervention, and receive feedback from the other teams, us as co-organizers, and invited thought leaders; and 4) collectively reflect on the usefulness of this problem-ecosystem mapping approach, on how it could be further adapted, and on its potential in terms of theory and practice contribution.

Please contact Domenico Dentoni at Montpellier Business School, University of Montpellier (email address: d.dentoni@montpellier-bs.com) to receive background material in preparation for this session.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1152** | Submission: **16731** | Sponsor(s): **(PUBS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:00AM- 10:00AMET (UTC-4)**

AMP Coffee Hour with the Editors
AMP Coffee Hour with the Editors

Organizer: **Phillip Phan**, *Johns Hopkins U.*
Organizer: **Gideon D. Markman**, *Colorado State U.*
Organizer: **Geoffrey T. Wood**, *U. of Western Ontario*

All are welcome to attend.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Collectively Acting and Re-Acting: Insights on Coping with the Past and Strategizing for the Future

Collectively Acting and Re-Acting in Strategizing



Digital Session Chair: **Neil Aaron Thompson**, *Vrije U. Amsterdam*

SAP: **Practicing Strategic Philanthropy: Notes from the Field**

Author: **Desmond Wong**, *Our Aletheia*

Strategic philanthropy is a field that has yet to tangibly apply Porter and Kramer's (2002; 1999) original concepts. In line with Kubickova's (2018) review of the field, this short paper seeks to fill a gap on the 'how' of measuring impact and applying strategy frameworks and tools to better managerial decision making. Action research was applied to answering two questions, following a five-week retrospective on synthesizing a framework to do just this for a grantmaker in Singapore. Application always precedes measurement, but adaptation needs to be made to the frameworks and tools. A competitive position and capabilities for 'outside-in' strategy is operationalized through issue-based dynamic capabilities and investment, as well as ongoing boundary critique on focus issues (where meaning is transverse on multiple planes). By comparison, the value chain in 'inside-out' strategy requires a synthesis with process-based approach to horizontal flow (where analyses on demand and attribution are bi-directional due to the nature of public goods). Saliently, the measurement inherent in cost accounting has a unique function of recombining both 'outside-in' and 'inside-out' strategies for an integrated approach and a cogent framework to embed in organizations. Scholar-practitioners would well benefit from mining the under-researched links between strategic management, systems thinking, and action research, where there has been theoretical exploration in the past five years. This is especially so for a field where meaning, horizontals, and systems in value creation cannot be divorced from what Laudal (2019) terms the utility, supply, and conversion of public goods in his novel analysis.

Paper is NOT Available. Please contact the author(s).

SAP: **Let Them All Discuss: Realizing Organizational Moral Agency through Collective Sensemaking**

Author: **Vinayak Ram Tripathi**, *IMT Ghaziabad*
Author: **Swati Ghulyani**, *Ahmedabad U.*

This paper explores how the moral agency is realized in organizations through collective sensemaking of the lived experiences of the organizational actors and organization virtues. In this ethnographic study, we use the strategy-as-practice perspective to examine the micro-social activities undertaken by doctors, nurses, hospital administrative staff, and frontline workers (community counselors) during a bi-weekly maternal healthcare review meeting at a community service hospital. These meetings are a salient platform facilitating interaction between the clinical and social actors delivering neonatal and antenatal care to a tribal community with high incidents of sickle-cell anemia. By illustrating the examination of an incident across two meetings, our findings demonstrate the subtle and intricate nature of interaction a) amongst the actors belonging to different professions and b) between the actors and the organization through the spiritual readings discussed at the beginning of every meeting. It is noted that collective sensemaking of the actors' experiences, their professional expertise, and the guiding philosophy of the organization symbiotically interact towards shaping the moral agency of the organization. We identify four inter-related collective sensemaking practices by these actors which are central to the process of realizing organizational moral agency. The practices a) exchanging information and b) experiencing liminality are mediated by c) engaging in organizational identification by reflecting on the foundational values and these linearly drive towards the fourth practice i.e. d) taking responsible actions towards the community. Implications of the study are discussed.

Paper is NOT Available. Please contact the author(s).

SAP: **Re-Acting Together: Coping Collectively with Breakdowns and the Evolution of Practices**

Author: **Daniel Massie**, *BI Norwegian Business School*

Coping with breakdowns is a challenge for people across fields of practice. Yet, both the role of breakdowns in interdependent work-processes and how actors cope collectively with them are currently not well understood. This ethnographic field study on coordination and inter-organizational relationships in a construction project presents empirical evidence of breakdowns and theorizes their role, consequences, and the variety of ways actors cope with them. Workers (on construction projects) face frequent breakdowns in their work-processes that they make sense of and cope with collectively. The paper examines breakdown processes that unfold over time to understand how actors make sense of and cope with breakdowns collectively. I identify three distinct types of breakdowns, and choose to focus on operational breakdowns to theorize about the breakdown resolution processes and how they relate to the evolution of practices. The analysis identifies four distinct coping practices for dealing with breakdowns. In conclusion, I suggest that both breakdown-processes and coping practices play a significant role in influencing project outcomes and the evolution of practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Incentives and Firm Performance

Digital Session Chair: **Djordje Zivkovic**, *U. of Liechtenstein*

SIM: Being Paid for Doing Good: The Effects of TMTs' Social Incentives on Firms' Social Performance

Author: **Djordje Zivkovic**, *U. of Liechtenstein*
Author: **Alexander Zimmermann**, *U. of Liechtenstein*

While recent years have witnessed radical environmental, regulatory, and societal transformation, an increasing number of organizations view social performance as an important business outcome. However, we know relatively little about the antecedents of this performance outcome. This study examines how the integration of social incentives in TMT compensation schemes affect firms' social performance and what role the overall firms' social value orientation plays in this regard. We rely on a novel database for TMTs' social incentives for the years 2016 and 2017 and found a positive relationship between social incentives and social performance. Further, we provide evidence that social value orientation on the firm level only fosters the adoption of social incentives, but not social performance itself. Based on these findings we contribute to the literature by introducing the adaptation of social incentives as (1) an important driver for social performance, and (2) as instrumental for the effectiveness of social value orientation.

Paper is Available to Meeting Registrants Only.

SIM: Are CEO incentives for corporate social responsibility really effective?

Author: **Philipp Alexander Thompson**, *Freie U. Berlin*

Calls for corporations to act more socially responsible have increased in intensity in recent years. As a result, in an effort to improve corporate social performance, companies have begun to introduce monetary incentives for executives to improve their firms' CSR engagement. However, insights from stewardship theory, behavioral research into the motivational effects of monetary incentives cast doubt on the supposed effectiveness of such CSR incentives. I argue that these new incentives, by fostering extrinsic motivation and an instrumental decision frame among executives, and crowding-out intrinsic and pro-social motivations, foster symbolic CSR efforts by managers, instead of improving substantial CSR implementation. The analysis of a panel dataset of roughly 1300 large, publicly traded corporations in the US nonfinancial sector over the period from 2002 until 2015 shows that CSR incentives for CEOs only increase the adoption of formal CSR policies, but do not lower the risk of corporate irresponsibility scandals.

Paper is Available to Meeting Registrants Only.

SIM: Natural Experiments on the Impact of Financial Performance on Subsequent Changes in ESG Ratings

Author: **Abbas Hejri**, *Macquarie U.*
Author: **Dan Daugaard**, *Macquarie U.*
Author: **Martina K. Linnenluecke**, *Macquarie U.*
Author: **Thomas Martin Smith**, *Macquarie U.*

Much of the current reporting in the financial press suggests that companies with superior environmental, social, and governance (ESG) ratings outperform their competitors financially. However, and despite numerous studies on the relationship between a corporation's financial performance (FP) and its ESG score, researchers are yet to reach a consensus on whether there is indeed a causal relationship between FP and ESG. Here, we explicitly investigate the issue of reverse causality – while better ESG performance might lead to higher subsequent FP due to improved corporate reputation and less investment risk, it can also be argued that companies with higher FP have more slack resources, which are used for subsequent ESG investments. Endogeneity may mask the genuine relationship between variables; hence we employ a natural experiment method, using three distinct large-wave exogenous shocks in the market (the Enron/Worldcom scandal, the global financial crisis, and the introduction of Obama's climate change bill) to attempt to resolve this issue. Consistent with the slack resources theory first proposed by Waddock and Graves (1997) in the FP?ESG context, we find that corporations with superior FP in one period have more engagement in ESG-related activities in subsequent periods. We use both accounting-based and market-based measures for FP, and our results remain robust for all three exogenous shock episodes. We conclude by discussing implications for future research.

Paper is NOT Available. Please contact the author(s).

SIM: Corporate environmental responsibility motivated by loss aversion

Author: **Minjung Lee**, *U. of Texas at Dallas*
Author: **Young Hoon Jung**, *Montclair State U.*
Author: **Jihyun Eun**, *Salisbury U.*

As societal concerns over environmental protection increase, firms begin to face increasing legal obligations to engage in corporate environmental responsibility (CER). Interestingly, however, some firms go beyond what is legally required and proactively undertake CER practices, leaving scholars to question their motivations. To our best knowledge, the previous literature only offers a dearth of information on the characteristics of proactive CER practices as a risky investment. Thus, in this study, we investigate how organizational risk-taking propensity derived by loss aversion affects corporate motivation to implement proactive CER practices. Using data of firms voluntarily participating in the Green Power Partnership program in the United States, we find that firms performing better than their peers are likely to increase their use of green power. As outperforming firms typically have more to lose than underperforming firms, they become more risk-seeking to avoid future loss of competitive advantage. As a result, they become motivated to more proactively engage in stakeholder management in the form of green energy consumption, even though such proactive CER requires more time and resources. We also find that unrelated and related diversifications have conflicting influences on such a motivation mechanism.

Paper is NOT Available. Please contact the author(s).

Author: **Yuwei Qi**, *Renmin U. of China*

Author: **Ruxi Wang**, *Renmin U. of China*

Although research on CSR (corporate social responsibility) recognizes the impact of institutional pressure from government, there is little understanding of how that stakeholder would respond to CSR reporting. We developed a framework to examine how state-owned capital run by the government with both social effects and economic interests to pursue would react to CSR reports, the response of firms following government signals. Using the sample of Chinese private firms from 2014-2018, we found that CSR report quality would be positively related to socially effective state-owned capital investment while negatively related to profit-seeking state-owned investment. These two relationships are moderated by the power represented by the shareholding of these investors. Our study contributes to the CSR literature by examining whether obedient firms ultimately receive the resources they seek from the government, and advances stakeholder research by examining the interaction between government and firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Control and Trust in Teams

Digital Session Chair: **Dongwon Choi**, *Ewha Womans U.*

OB: The Interactive Effects of Peer-based Control and Leader Goal Orientation on Team Effectiveness

Author: **Dongwon Choi**, *Ewha Womans U.*
Author: **Yooshin Im**, *Anyang U.*

While peer-based control is one of prevalent control mechanisms in team process, the extant literature has examined the role of peer-based control under self-managing team context rather than more general team contexts with a formal team leader. Integrating team regulatory theory and the notion of goal orientation, we investigate the interactive effects of peer-based control and leader goal orientation on team effectiveness through team reflexivity. To test the research model, we adopted a time-lagged survey research design. On the basis of data from three sources (335 team members, 68 team leaders, 21 upper-level leaders), results showed that peer-based control is positively associated with team reflexivity, which result in higher team effectiveness. In addition, we found that leader learning goal orientation facilitates the positive impact of peer-based control on team reflexivity, which result in better team effectiveness. While we failed to find a significant moderating effect of leader performance-prove goal orientation, we instead found a three-way interaction effect of peer-based control, leader learning goal orientation, and leader performance-prove goal orientation in predicting team reflexivity. We discuss the implications of considering the interactive nature of team-member dynamics and leadership influences for understanding team processes at work.

Paper is Available to Meeting Registrants Only.

OB: Outcomes of Organizational Trust: A Multi-Level Perspective and Meta-Analytic Examination

Author: **Jae Young Choi**, *Drexel U.*
Author: **Bart De Jong**, *Australian Catholic U.*
Author: **Christian Resick**, *Drexel U.*
Author: **Natalie Jungyoun Shin**, *Drexel U.*
Author: **Edward Hyatt**, *U. of Melbourne*

Recognizing that organizational trust is inherently multilevel, scholars have adopted a level-of-analysis perspective in studying this phenomenon. However, research has predominantly focused on cross-level effects of team-level factors, thereby neglecting factors residing at higher levels of analysis (e.g., societal) and alternative models integrating levels (e.g., multilevel and compositional models). Consistent with these limitations, scholars have converged around the need to address three unanswered levels-of-analysis questions: 1) Are relationships of trust with other variables homologous across levels of analysis? 2) How does societal-level culture shape lower-level relationships of trust with other variables? 3) How does trust consensus help clarify the way trust operates at the unit level? This paper aims to advance understanding of these issues through a meta-analytic examination. In line with our multilevel theorizing on homology, we find that trust-outcome relationships are different in magnitude across levels. Contrary to our situational strength prediction, our cross-level findings reveal that Cultural Tightness strengthens individual-level trust-outcome relationships. Finally, our compositional findings demonstrate that trust consensus promotes unit outcomes both directly and by moderating the impact of trust magnitude. Our study advances a multilevel understanding of trust and elaborates on current theories by revealing discontinuities in how trust operates and manifests across levels.

Paper is NOT Available. Please contact the author(s).

OB: Reconceptualization of Intra-Team Trust: Shared Origins of Trust Perceptions Within a Team

Author: **Jin Won Park**, *Binghamton U.-State U. of New York*

This paper argues that current conceptualization of team trust seems deficient due to the questionable assumptions of the construct. Unlike the assumptions underlying the team trust construct, trust perceptions that individual team members hold may not be shareable or generalizable. Rather, what can be generalized and shared and thus become a shared team-level property is existence (or non-existence) of team members' trust in the team and the origins of trust perceptions existing within the team. Based on the clarified assumptions, team trust is redefined. And, as reconceptualization of team-level trust, novel forms of intra-team trust are proposed.

Paper is Available to Meeting Registrants Only.

OB: The impression management-emergent leadership relationship: The mediating role of trustworthiness

Author: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*

Recent research has greatly expanded our understanding of the element of emergent leadership (i.e., being perceived as "leaderlike", despite a lack of formal status or authority), exploring a number of individual behaviors thought to impact team members' perceptions of others as leaderlike. While growing attention to how individuals' natural behaviors influence these emergent leadership perceptions has seen success, questions regarding the impact of strategically used behaviors remain. To better our understanding of how conscious attempts to influence others' perceptions lead to informal leader emergence, I examine how different impression management tactics spark varying effects on these resulting perceptions. Further, I examine perceptions of trustworthiness as a mediating mechanism of this relationship and how an individual's trait authenticity moderates subsequent leadership emergence. In doing so, I look to provide a link between signaling and social categorization theories to help show how calculated behaviors act as signals of attributes associated with perceived leaders.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Creativity, AI, and the Future of Work

Digital Session Chair: **Daria Morozova, HEC Paris**

OB: I. Human: How Artificial Agents Make Us Try Harder (Or Not) In Creative Tasks

Author: **Daria Morozova, HEC Paris**
Author: **Mathis Schulte, HEC Paris**

Although creativity is almost universally considered a uniquely human faculty that will help humans keep their jobs and compete against artificial agents (robots, artificial intelligence), little research has examined how exposure to artificial agents impacts the human creative process. Drawing on social comparison and expectancy violation theories, we hypothesized that individuals would decrease their creative effort when they are exposed to artificial agents, but not humans, and consider artificial agents non-threatening. In multiple experimental studies and a survey (total n=1497) across collaborative, competitive, and neutral contexts, we found support for our hypothesis and showed that this effect is contingent on perceptions of artificial agents' creative capacities. When artificial agents are, in defiance of the general belief, capable of delivering a creative output, individuals exert greater effort when creativity as a uniquely human characteristic is more salient to the self and the perceived threat from an artificial agent increases.

Paper is NOT Available. Please contact the author(s).

OB: How Narcissism, Promotions Criterion, and Empowering Leadership Jointly Influence Radical Creativity

Author: **Huan Cheng, Huazhong U. of Science and Technology**
Author: **Shuangshuang Tang, Huazhong U. of Science and Technology**
Author: **Zhiqiang Liu, Huazhong U. of Science and Technology**
Author: **Wenjun Yin, School of Management, Huazhong U. of Science and Technology**
Author: **Kong Zhou, School of Management, Huazhong U. of Science and Technology**

From a person-situation interactional perspective, this study examined a three-way interaction among narcissism, promotions based on relative performance, and empowering leadership that affects radical creativity. Drawing on trait activation theory, we theorized that the relationship between narcissism and radical creativity is contingent upon promotions based on relative performance and empowering leadership. In addition, we also hypothesized employees' diverse information searching as an underlying mechanism linking the three-way interaction and radical creativity. We tested these hypotheses with a multi-time and multi-source field study of 462 employees in 88 teams, and as we expected, the results indicated that narcissism was positively related to radical creativity via diverse information searching when employees' promotions are based on relative performance and their supervisors display high empowering leadership.

Paper is Available to Meeting Registrants Only.

OB: The Bias in Creativity Evaluation of Artificial Intelligence

Author: **Federico Magni, Hong Kong U. of Science and Technology**
Author: **Jiyoung Park, -**
Author: **Manchi Chao, Hong Kong U. of Science and Technology**

Drawing from folk psychology theories, we examine when and how the producer's identity as artificial intelligence (AI) or human influences creativity evaluations. Four experimental studies demonstrated that people generally discount the creativity of apparent AI (vs. human) production, both directly and because of reduced effort perceptions. However, this effect is not ubiquitous. Evaluators who believe that creativity is a fixed (vs. malleable) attribute are less likely to discount the creativity of productions presented as made by AI rather than humans. Moreover, the evaluation bias is found when production is framed as artistic but not when it is framed as commercial. Thus, the bias in creativity evaluations toward AI (vs. human) production is situated and depends on both internal (i.e., lay theories) and external (i.e., production domain) influences.

Paper is Available to Meeting Registrants Only.

OB: Environmental Sensitivity and Task Performance: Exploring the Potential of Vantage Sensitivity in Le

Author: **Maike Andresen, U. of Bamberg**
Author: **Patrice Wyrsh, U. of Bern**

Environmental sensitivity is the ability to register and process environmental stimuli. Previous research shows a 'best-worst-school-performance' pattern in highly sensitive children. In this context, vantage sensitivity refers to the bright side, whereas vulnerable sensitivity refers to the dark side of sensitivity. However, environmental sensitivity has not yet been linked to employees' performance. Drawing on conservation of resources (COR) theory, and based on 217 German leader-follower dyads, our results show that both employee and leader vantage sensitivity are related to increased leader-rated employee task performance; employee and leader vulnerable sensitivity, meanwhile, are related to decreased employee task performance. Moreover, polynomial regression and response surface analysis show that the comparably highest performance levels are attained by vantage-sensitive dyads. Furthermore, vulnerable-sensitive leaders decrease the performance of vantage-sensitive employees. Lastly, the theoretical and practical implications of these findings, as well as limitations and future research directions, are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1157** | Submission: **17203** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:30AM - 11:00AMET (UTC-4)**

Legitimation Processes

Legitimation Processes

Digital Session Chair: **Chang Wa Huynh, HEC Paris**

OMT: **Organizational Purpose: Legitimacy Judgments and Preference for a Company**

Author: **Chang Wa Huynh, HEC Paris**
Author: **Yoonjin Choi, London Business School**
Author: **Rodolphe Durand, HEC Paris**

Organizational purpose is an overarching corporate goal that reaches beyond profit maximization which to be effective must be perceived as legitimate. In this paper, we test whether legitimacy judgments about a firm's purpose increase preference for the firm. Drawing on legitimacy-as-judgment theory and prosocial orientation literature, we expected and found using two distinct experiments that perceived collective agreement on legitimacy and personal deviations from this agreement both contribute to a higher preference for a purposeful company, while only the latter component depends on prosociality. This result holds for the moral (but not the pragmatic) dimension of legitimacy. This paper contributes to research on organizational purpose and the literature on legitimacy as judgment and has critical relevance for practice.

Paper is NOT Available. Please contact the author(s).

OMT: **Selling Liberation: Gender Washing and Tainted Markets' Legitimation (1920s-2010s)**

Author: **Lilia Giugni, U. of Cambridge**
Author: **Paul Tracey, U. of Cambridge**

This in-depth historical study explores the ways in which two tobacco manufacturers appropriated over a century the cultural resources produced by feminist movements in order to legitimate an increasingly 'tainted' market. Using archival, interview and online multimodal data spanning from the 1920s to the 2010s, we suggest that these corporations engaged in a specific type of social symbolic work, which we call gender washing. Based on this analysis, we offer a process model that encapsulates the conflicts surrounding gender-related meanings, labels and artefacts within the marketplace. We contribute to debates on market legitimation, as well as on the gender politics of market developments and social symbolic work.

Paper is Available to Meeting Registrants Only.

OMT: **Can Radicals Get a Seat on the Negotiation Table? A Dynamic Perspective on Legitimation Processes.**

Author: **Karina Reif, Albert-Ludwigs-U. Freiburg**
Author: **Thomas Karl Gegenhuber, Leuphana U. Lüneburg**
Author: **Diemo Urbig, Brandenburg U. of Technology Cottbus-Senftenberg / Indiana U. Bloomington**
Author: **Robin Buerger, Fraunhofer Center for International Management and Knowledge Economy IMW**

The growing body of the cultural entrepreneurship literature seeks to understand how actors facing the liability of newness gain legitimacy in the eyes of resource holding audiences. However, less is known about how dynamics play out overtime when an actor with a lack of legitimacy seeks to regain it. In this paper, we conduct a qualitative, in-depth case study of a radical soccer fan community facing an identity-threatening political decision (i.e., relocating their fan zone within their stadium). Realizing that they lack a seat on the negotiation table and their traditional forms of protest bore no fruits, they launched a crowdfunding campaign to promote their cause (i.e., keeping the fan zone). The radicals successfully raised money and - even more important - convinced several national and international audiences, ultimately resulting in a legitimacy gain in the critical local political audience's eyes. This paper demonstrates how digital artifacts such as crowdfunding serve as a mechanism for dissociating with illegitimate elements while reconfiguring the links with the environment to gain legitimacy. Moreover, we demonstrate that actors with a lack of legitimacy first need to gain endorsements from other actors before turning to the actor holding the most critical resource.

Paper is Available to Meeting Registrants Only.

OMT: **New Ventures Versus Established Firms: Legitimizing Innovations in a Novel Market**

Author: **Dennis Van Kampen, Vrije U. Amsterdam**
Author: **Fleur Deken, Vrije U. Amsterdam**
Author: **Hans Berends, Vrije U. Amsterdam**
Author: **Joey Van Angeren, Vrije U. Amsterdam**

We study how new ventures and established firms legitimize their innovations for external audiences. While the existing literature has focused on distinguishing between the legitimacy consequences of familiarity and distinctiveness framing, and how this may also depend on the audience, what has been overlooked, however, is the actor who is framing. We therefore lack understanding on how differences between actors framing an innovation affect its legitimization. By following 6 new ventures and 9 established firms in a novel market, we find that the activities of new ventures and established firms to legitimize their innovation differed. For new ventures, gaining attention and acquiring legitimacy was particularly important, for which a distinctiveness frame was mostly effective. Established firms instead were confronted with audiences' existing expectations about them and had to ensure that their new product aligned with these expectations in order to extend legitimacy for the new product as well. For extending legitimacy, only familiarity framing was effective. Our main contribution is that the consequences of framing do not only depend on the framing strategy or the audience that is being addressed, but also on the actor framing the innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1158** | Submission: **13628** | Sponsor(s): **(OMT, ENT, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 9:30AM - 11:00AMET (UTC-4)**

Entrepreneurial Pivoting: Theoretical Frontiers and Practical Implications

Entrepreneurial Pivoting



Organizer: **Alicia DeSantola**, *U. of Washington*
Organizer: **Cheng Gao**, *U. of Michigan, Ross School of Business*
Organizer: **Christian E. Hampel**, *Imperial College Business School*
Panelist: **David Hsu**, *The Wharton School, U. of Pennsylvania*
Panelist: **Laura Huang**, *Harvard Business School*
Panelist: **Riitta Katila**, *Stanford U.*
Panelist: **Pinar Ozcan**, *Oxford U., Saïd Business School*
Panelist: **Violina Rindova**, *U. of Southern California*
Panelist: **Paul Tracey**, *U. of Cambridge*
Panelist: **Andy Wu**, *Harvard Business School*

This Symposium examines the emerging phenomenon of entrepreneurial pivoting through the lenses of key theoretical perspectives. While pivoting is often considered ubiquitous among new ventures, scholarly research on this topic is still nascent. This Symposium seeks to bridge this gap by shedding light on the major theoretical frontiers in entrepreneurial pivoting research. To this end, the Symposium will bring together leading scholars who will reflect on the state of entrepreneurial pivoting research and its implications for stakeholders from different theoretical perspectives (e.g. institutional theory, organizational learning, nonmarket strategy, design theory, stakeholder cognition, and new market emergence). The symposium will start with an introduction of pivoting research, and then will feature insights from each of the panelists, followed by an integrative discussion and Q&A session. The Symposium intends to equip participants with an understanding of the pivoting phenomenon, key theoretical approaches to studying pivoting, and promising opportunities for developing theory by advancing the theoretical frontiers of entrepreneurial pivoting research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1159** | Submission: **15096** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:30AM - 11:00AMET (UTC-4)**

Heterogeneity in exchange platforms: Drivers of complementors' behavior and platform's performance *Heterogeneity in exchange platforms*



Organizer: **Katia Meggiorin**, *NYU Stern School of Business*
Presenter: **Carliss Baldwin**, *Harvard U.*
Presenter: **Bilgehan Uzunca**, *ESADE Business School / Ramon Llull U.*
Presenter: **Hakan Ozalp**, *Vrije U. Amsterdam*
Discussant: **Arun Sundararajan**, *NYU Stern*

This symposium discusses the strategic implications of heterogeneity in exchange platforms. In particular, the panelists will present original work investigating the effects on performance of heterogeneity at both the platform and the users' level (with a stronger focus on the supply side). The discussion that will follow, will uncover new research pathways for scholars and practitioners who are looking for ways to embrace the complexity present in platform environments, where there coexists a tension between the platform's need to influence the behavior of its users, and the complementors' need to pursue unique competitive strategies allowing them to differentiate from competitors in the same market space.

Managing Strategic Bottlenecks in Digital Exchange Platforms

Author: **Carliss Baldwin**, *Harvard U.*

Automated Governance Mechanisms in Digital Labor Platforms

Author: **Bilgehan Uzunca**, *ESADE Business School / Ramon Llull U.*

Strategic Responses to Innovation Shocks: Evidence from the Video Game Industry

Author: **Hakan Ozalp**, *Vrije U. Amsterdam*

Platform's Performance Consequences of Complementors Noncompliance with a New Law

Author: **Katia Meggiorin**, *NYU Stern School of Business*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Structure, Formalization, and Rules in Public Organization



Digital Session Chair: **Anders Ryom Villadsen**, *Aarhus U.*

PNP: Making Sense of Critical Incidents in High Reliability Organizations: A Formative Literature Review

Author: **Catharina Geurtzen**, *U. of Bern*
Author: **Claus Jacobs**, *U. of Bern*

How has sensemaking of critical incidents in high reliability organizations been studied empirically? This paper explores this question by way of a formative review of the literature, by charting the terrain and by concluding an integrative framework that suggests future research. Drawing on the nexus of literatures on sensemaking and high reliability organization, we demonstrate that most empirical work has focused on the context of actual, fatal disasters (at the expense of important early cues such as critical incidents); has foregrounded the reliability threat from technology failure (with social-interaction-based reliability still to be fully understood) and shows a certain bias for after-action sensemaking (rather than in-action sensemaking). We conclude that future research should dedicate more attention to critical incidents and near-errors; reliability threats stemming from lapses in social interaction and therefore employ more in-action, interaction-oriented approaches to sensemaking.

Paper is Available to Meeting Registrants Only.

PNP: Of Saints and Scroungers: Effects of Administrative Burden on Citizens' Policy Perceptions

Author: **Jonas Bruder**, *U. of Mannheim*
Author: **Martin Sievert**, *U. of Mannheim*

Administrative burdens potentially influence citizens' perceptions of welfare policies and beneficiaries. Still, empirical evidence on the effects of different cost categories (learning, compliance, and psychological costs) on citizens' perceptions is scarce. This research aims to unravel the impact of administrative burden on different levels of policy feedback. To this end, we apply a factorial survey experiment to examine the separate effects of learning, compliance, and psychological costs. Following previous research, we investigate whether and how exposure to administrative burdens affects citizens' prejudices against beneficiaries, their policy support, and legitimacy judgments. The design includes information cues about administrative burdens in the German unemployment benefit policy "Hartz 4". The results from a sample of 1.602 German citizens confirm an influence of administrative burdens on policy perceptions. Specifically, exposing participants to information about psychological costs decreases policy support and legitimacy judgments. At the same time, it increases support for spending on the policy. Furthermore, compliance costs decrease legitimacy judgments. However, learning costs have no impact, and prejudices against beneficiaries remain unaffected by administrative burdens, contradicting previous research. The findings provide fine-grained insights into the consequences of administrative burdens, showing that primarily psychological costs shape citizens' perceptions of policies and the implementing organization.

Paper is Available to Meeting Registrants Only.

PNP: Perceived Red Tape and Recruitment and Selection Practices in the Public Sector

Author: **Anne Skipper Bach**, *Aarhus U.*
Author: **Ann-Kristina Løkke Møller**, *Aarhus BSS, Aarhus U.*
Author: **Anders Ryom Villadsen**, *Aarhus U.*

This study investigates the effects of perceived red tape on recruitment and selection practices in public organizations. Although, red tape is argued to constrain organizational practices and thus organizational performance, it has not yet been analyzed whether red tape is associated with recruitment and selection practices. By conducting a study with survey responses from 1,000 public frontline leaders combined with administrative data, this paper investigates how perceived red tape is associated with the formation of recruitment objectives and selections based on values and cultural fit. Findings indicate a negative relationship between perceived red tape and the formation of recruitment objectives and selections based on fit. Furthermore, findings indicate that leadership tenure does not moderate the association between red tape and recruitment and selection practices. The study contributes to the public human resource management literature by focusing on the negative influence of perceived red tape on HR practices.

Paper is NOT Available. Please contact the author(s).

PNP: Alleviating administrative burden through digitalization: An experimental approach

Author: **Janne Kalucza**, *U. of Hamburg*

Individuals experience costs of administrative burden when trying to gain access to social programs. Digitalizing the bureaucratic application processes could alleviate some of these negative experiences. In a lab experiment, participants (N=120) were randomly assigned to undergo one of two application processes to the German governmental student financial aid program: the standard paper-based or a digitalized and redesigned application procedure. Results show that students not only experience significantly less administrative burden in the digitalized application procedure as compared to the standard paper-based process, but also are more satisfied and perform better. Of three investigated variables of individual human capital, only functional literacy partly improves citizens' experience of the bureaucratic encounter, while core self-evaluations and financial insecurity do not. These findings reveal the potential of redesigning and digitalizing application services to alleviate some of the negative experience of administrative burden for digitally literate citizens, irrespective of their individual characteristics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1161** | Submission: **16801** | Sponsor(s): **(PNP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 9:45AM - 11:15AMET (UTC-4)**

Nonprofit Strategy and Value Creation

Digital Session Chair: **Gaëlle Cotterlaz-Rannard**, *U. of Geneva and U. of Savoie Mont Blanc*

PNP: The four blades of the societal value creation of nonprofit organizations business models

Author: **Gaëlle Cotterlaz-Rannard**, *U. of Geneva and U. of Savoie Mont Blanc*
Author: **Michel Ferrary**, *GSEM - U. of Geneva & Skema Business School*

Most research on business models focuses on their role as description of what the firm does to grow and increase profits. However, by definition and nature, nonprofit organizations are different from for-profit organizations since their ultimate goal is to create societal value. Building on the Bourdieusian theory of forms of capital (i.e. economic, social, cultural and symbolic), the aim of this paper is to propose a theoretical framework to define a business model for non-profit organizations that highlights the fundamental mechanisms underlying the creation of societal value and its capture. We propose that the societal value creation and capture in the business model relies on the capability of a nonprofit organization to accumulate and convert complementary forms of economic, social, cultural and symbolic capital. To illustrate our theoretical framework, we build on the case study of Doctors without Borders (MSF).

Paper is Available to Meeting Registrants Only.

PNP: Towards a Framework of Strategic Approaches for Membership Growth in Nonprofit Community Sport

Author: **Kristen A. Morrison**, *U. of Waterloo*
Author: **Katie E. Misener**, *U. of Waterloo*

Engaging in a strategic planning process may help nonprofit managers to develop strategic thinking as well as build capacity to sustain and expand their programs and services despite environmental uncertainty. This study proposes a typology for understanding how the membership growth strategies of community sport organizations, as one focal nonprofit context, are shaped based on their environment. Semi-structured interviews with fifteen presidents of nonprofit organizations, alongside analysis of strategic plan documents, were used to identify strategic imperatives that nonprofit managers considered when formulating their organizational strategies. These imperatives were grouped into two dimensions: organizational readiness for growth and environmental dynamism. These dimensions were then juxtaposed to create a matrix of four strategic types: Trailblazers, Enhancers, Maintainers, and Carers. Each type is described in detail and implications for practice are discussed.

Paper is NOT Available. Please contact the author(s).

PNP: Community Leadership: A Conceptual Framework and Preliminary Findings for Community Foundations

Author: **Viviana Chiu-Sik Wu**, *Assistant Professor at UMass Amherst*

Community foundations are increasingly looked to as community leaders that coalesce money, people, knowledge, and networks for addressing public problems at the local level. However, the field remains difficult to grasp—what it is and how it materializes in practice. Drawing from both academic and practitioner literature, this article proposes a multi-dimensional conceptual framework that construes community leadership in six capacities: (1) Convening, (2) Knowledge Building, (3) Capacity Building, (4) Policy Engagement, (5) Partnering, and (6) Strategizing. I then applied this conceptual framework to analyze 539 annual reports of U.S. community foundations using semi-automated content analysis. The exploratory analysis shows that they tend to specialize in one or a few leadership capacities, such as partnering, policy engagement, and capacity building, whereas convening, knowledge building, and strategizing are less common among community foundations. This article contributes to building the theoretical foundation and providing preliminary evidence to advance future research on community leadership.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1162** | Submission: **16648** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:00AMET (UTC-4)**

Academy of Management Closing Remarks

All-Academy: Closing Remarks

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

Organizer: **Michael McShane**, *Academy of Management*

Organizer: **Carley Tryon**, *Academy of Management*

Participant: **Herman Aguinis**, *George Washington U.*

Participant: **Quinetta M. Roberson**, *Michigan State U.*

Please join the AOM President, Quinetta M. Roberson and President Elect, Herman Aguinis in this live session as they transition AOM leadership, review highlights of the past few days and share their observations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1163** | Submission: **13814** | Sponsor(s): (AFAM, IM, GDO, ODC, OMT, SIM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00AM- 12:30PMET (UTC-4)**

Adaptation of Diversity, Equity, and Inclusion for Organizations in the Post- COVID-19 Environment *Diversity in the Post-COVID-19 Environment*

Organizer: **Mzamo P. Mangaliso**, *U. of Massachusetts, Amherst*
Discussant: **Miles Kevin Davis**, *Linfield College*
Participant: **Robin Mark Back**, *U. of Central Florida*
Participant: **Sylvia Van De Bunt**, *Vrije U. Amsterdam, School of Business and Economics*
Participant: **Howard Jean-Denis**, *UMass Amherst*
Participant: **Ben A. Kahn**, *Massachusetts College of Liberal Arts*
Participant: **Sanaz Kateb**, *Vrije U. Amsterdam*
Participant: **Bradford J Knipes**, *Westfield State U.*
Participant: **Zengie Mangaliso**, *Westfield State U.*
Participant: **Leah Ndanga**, *West Chester U. of Pennsylvania*
Participant: **Hellicy C. Ngambi**, *mulungushi U.*
Participant: **Nancy L. Ovitsky**, *Massachusetts College of Liberal Arts*
Participant: **Alfons Trompenaars**, *Vrije U. Amsterdam*

The Clarion Call for the 2021 meetings suggests that, “seeking to help managers deal with the issues confronting them would be a valuable contribution to the world we live in.” In response to this challenge, this PDW will discuss strategies for mitigating the impact of the COVID-19 pandemic on issues of diversity, equity and inclusion in organizations. The outbreak of COVID-19 last year is noted for the global economic toll it has taken. But it also became a harbinger of heretofore less pronounced discriminatory practices, particularly against minorities and people of color. Several studies have shown an uptick in incidences of institutional racism, intolerance to diversity, and personal discrimination since the outbreak of the COVID-19 pandemic. In the post-COVID-19 years, interventions will be needed to address the social and structural determinants of these practices in order to foster a climate of equity and inclusion in organizations. This PDW will address these issues by focusing on several promising initiatives to mitigate the impact of these discriminatory practices. Examples will include RARE leadership as practiced in Zambia; ‘entrepreneurial leaping’ found to be successful in South Africa; a study of how nations have coped COVID-19 (the Netherlands); mitigating homophobic social networks for diversity; and challenges faced by URMs in PWI in the USA. The presenters will show how these practices can be used as models or archetypes for sustainable organization and institutionalizing diversity in the workplace in the post-COVID-19 environment.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Identity and Careers

Digital Session Chair: **Justin Pepe**, *Florida State U.*

CAR: To Identify or Not to Identify: The Impact of Performance & Status on Professional Identity   

Author: **Justin Pepe**, *Florida State U.*
Author: **David Maslach**, *Florida State U.*

This study focuses on how status influences the relationship between performance and how individuals identify in the professional context. Specifically, building on research on status and professional identity, we found evidence that the relationship between performance and professional identity is stronger for middle-status individuals than for high and low-status individuals. The results suggest that high performing middle-status individuals are more likely to conform to professional identity expectations than high or low-status individuals. We find empirical evidence in management scholarship that high-impact scholars from middle-status institutions are more likely to identify with practice. Implications for practice identification, status, and the science of science are discussed.

Paper is Available to Meeting Registrants Only.

CAR: How young refugees choose a career: The role of contextual factors and other people 

Author: **Elena Glauninger**, *U. of Graz*
Author: **Renate Ortlieb**, *U. of Graz*

What factors affect the career choices of young refugees? This paper examines how contextual factors of the host country and varying people influence young refugees' career choices. We apply social cognitive career theory to unpack how individuals' self-efficacy and outcome expectations are shaped in the refugee setting. Drawing from qualitative visual and interview data produced by refugees serving an apprenticeship we find that young refugees pursue a common overarching goal, namely safety and stability in their lives. Legal, economic, and social aspects are connected to this goal, thereby constituting factors influencing young refugees' career choices. Furthermore, families, job coaches, teachers, refugee peers, private mentors, coworkers, and supervisors at work influence young refugees' career choices either through verbally persuading them to take up an apprenticeship in a set occupation or serving as models for vicarious learning. Contextual factors and other people's influences intertwined create distinct patterns of career choices, which are associated with more or less opportunity for young refugees to follow their own interests in choosing a career.

Paper is Available to Meeting Registrants Only.

CAR: Identity Reinvention: How Epiphanies Impact Women's Career Paths and Identities

Author: **Christine Deborah Bataille**, *Ithaca College*
Author: **Melissa Symanski**, *Simpson Gumpertz & Heger*

In recent years, there has been an explosion of research on identity work as scholars seek to understand how individuals create and recreate their identities in response to experiences that call one's identity into question. Researchers who study identity transitions often draw on the three-phase model proposed by Van Gennep (1960) that begins with separation, which entails disengaging from a prior role/identity, followed by liminality, wherein the individual transitions to a new role/identity, and culminates in integration, in which the individual incorporates the new role/identity into their self-identity. Identity transitions are catalyzed by expected career events as well as unexpected experiences, such as career-ending injuries and epiphanies. In this study, we analyze 80 career narratives elicited through two qualitative studies of mid- and late-career professional women. From these 80 cases, we uncovered 27 cases in which the informant had experienced at least one identity-implicating epiphany. Through our analysis of these cases, we discover how professional women reinvent themselves in response to epiphanic experiences and unveil the profound impact that "identity reinvention" has on women's careers and identities. Based on these results, we propose an alternative model of the identity transition process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1165** | Submission: **12607** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:30AMET (UTC-4)**

**Bringing back the Manager into Management:
The Role of Reflexivity in Leadership Practice**
The Role of Reflexivity in Leadership Practice



Organizer: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*
Participant: **Regina F. Bento**, *U. of Baltimore*
Facilitator: **Mary M. Crossan**, *Western U.*
Participant: **Gareth Edwards**, -
Presenter: **Beverley Hawkins**, *U. of Exeter Business School*
Discussant: **Oliver Laasch**, *U. of Nottingham, China*
Discussant: **Craig Marsh**, *U. of Lincoln*
Presenter: **Miguel Morillas**, *Stockholm School of Economics*
Participant: **Christina Nizamidou**, *Zayed U.*
Participant: **Clare Rigg**, *U. of Liverpool Management School*
Participant: **Laurence Romani**, *Stockholm School of Economics*
Participant: **Chrysavgi Sklaveniti**, *U. of St. Gallen*
Participant: **Woon Gan Soh**, *U. of Liverpool Management School*
Participant: **Christina Stokkeland**, *Norwegian Defence U. College/Royal Norwegian Air Force Academy Norway*
Participant: **Christian Moldjord**, *Norwegian Defence U. College/Royal Norwegian Air Force Academy Norway*
Participant: **Marina Mavromati**, *U. of Macedonia*
Presenter: **Steven S. Taylor**, *Worcester Polytechnic Institute*
Participant: **Fotis Vouzas**, *Prince Mohammad Bin Fahd U.*
Discussant: **William Torbert**, *Global Leadership Associates & Boston College Emeritus*

Drucker conceptualised the Practice of Management as intimately connected to a new version of man – the Industrial Man (1942) – putting an end to the Economic Man (1939). It is this reframing and the scope for management to be understood as a distinct form of work which also inspired Drucker to conceive of the ‘Manager’ as an integral part of making management possible. In this framing a ‘Manager’ was not only an efficient executive, but also a professional, an entrepreneur, an innovator, a leader – a catalyst for progress. Despite Drucker’s powerful framing of Management and Managers’ receptivity alone has not proven enough to address the very ‘inability of capitalism to satisfy the criteria of economic performance and its moral failure’ (Flaherty, 1999: 23) which Drucker intended to see addressed through a ‘functioning society’. This raises not only the need for, but also the practical use of reflexivity to explore how management, managers and the future of work, corporations and leadership can be envisioned afresh, placing back the man and hu-man-ity into ‘Man-Agement’ (Antonacopoulou, 2014; 2015) and redefining who managers (‘Man-Agers’) are. Such a repositioning begs not only reassessing if a reflexive turn (Weick, 1999) has taken place, but what will it take for reflexivity to support resilience and reliability in future management practices given the variety of genres of reflexivity (Latour, 1988). This highlights the urgency to revisit what reflexivity actually is when practiced which this symposium will address through new empirical findings bringing the perspectives of junior and senior academics as well as practitioners to advance this agenda.

The Role of Reflexivity in Bringing the Manager back into Management and Leadership Practice

Author: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*
Author: **Christina Nizamidou**, *Zayed U.*
Author: **Marina Mavromati**, *U. of Macedonia*
Author: **Fotis Vouzas**, *Prince Mohammad Bin Fahd U.*

Characterizing Reflexivity according to Content, Process and Outcome

Author: **Beverley Hawkins**, *U. of Exeter Business School*
Author: **Gareth Edwards**, -
Author: **Christian Moldjord**, *Norwegian Defence U. College/Royal Norwegian Air Force Academy Norway*
Author: **Chrysavgi Sklaveniti**, *U. of St. Gallen*
Author: **Christina Stokkeland**, *Norwegian Defence U. College/Royal Norwegian Air Force Academy Norway*
Author: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*

Reflexivity in Leadership Development through Art-Based Methods (ABM)

Author: **Steven S. Taylor**, *Worcester Polytechnic Institute*

Cultivating a ‘Reflexive Mindset’: Lessons from Reconfiguring the Internal Audit Function

Author: **Woon Gan Soh**, *U. of Liverpool Management School*
Author: **Regina F. Bento**, *U. of Baltimore*
Author: **Clare Rigg**, *U. of Liverpool Management School*
Author: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*

When doxa bounds critical reflexive learning: The limits of thinking that ‘diversity is good’

Author: **Miguel Morillas**, *Stockholm School of Economics*
Author: **Laurence Romani**, *Stockholm School of Economics*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1166** | Submission: **17468** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:30AMET (UTC-4)**

Economic Development

Digital Session Chair: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

ENT: Regulatory Reforms and Entrepreneurs' Choices of Firm Structure: Evidence from Sub-Saharan Africa   

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

Carolyn Dexter Award Nominee

How do regulatory reforms lowering the upfront and ongoing barriers to registration and legal incorporation affect entrepreneurs' choices of firm structure? This study examines the effects of institutional reforms reducing the barriers to formalization on entrepreneurs' choices of firm structure. These reforms lowered the upfront barriers to formalization in terms of registration and incorporation time, fees, procedures, and the ongoing barriers to formalization, comprising labor, profit, and property taxes. The analyses employ firm-level nationally-representative samples from 36 countries in Sub-Saharan Africa over 2004-2019 comprising 13,441 informal micro, small, and medium enterprises (MSMEs) and event-history models with cohort and country fixed effects to evaluate the effects of these reforms on entrepreneurs' decisions about whether to register and legally incorporate their businesses. The findings show that reforms that reduced the upfront and ongoing formalization barriers increased entrepreneurs' registration rates and legal incorporation by between 68 and 93 percent. Reforms reducing the upfront barriers to formalization were most effective for small, high-productivity firms. In contrast, those reducing the ongoing barriers to formalization were most effective for large, high-profitability firms. These findings show that entrepreneurs' choices of firm structure depend on their institutional environments.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Public Private Partnerships: The Case of the Boulder Energy Challenge

Author: **Elizabeth Embry**, *U. of Colorado, Boulder*

Author: **Jeff York**, *U. of Colorado, Boulder*

This study explores an innovative public-private partnership that leverages the flexibility and docility of private entrepreneurial start-ups to address a public goal. In 2014, the city of Boulder, Colorado launched the Boulder Energy Challenge (BEC) to partner with local entrepreneurs to reduce and mitigate the impact of carbon emissions. Through an inductive study of the two BEC cohorts over a four-year period, we find that the success of an entrepreneurial public private partnership is driven through the establishment of systems that enable collaboration of the governmental, entrepreneurial, and market logics. Examining the organizational structure and social innovation process of this unique case study expands our understanding of how policy makers and entrepreneurs can form unique organizations to address pressing environmental issues. Our findings bridge the literature on entrepreneurship, public-private partnerships and institutional logics to offer a new model of entrepreneurial collective action.

Paper is Available to Meeting Registrants Only.

ENT: When Does Entrepreneurship Contribute to Productivity Growth?  

Author: **Seongwuk Moon**, *Sogang U.*

We examine the role of incumbent corporations in the contribution of entrepreneurship to national productivity growth. We insist that entrepreneurship contributes to national productivity growth better in countries where corporations actively employ organization and management practices conducive to collaborating with entrepreneurs ("high experiment capacity") because high experiment capacity lowers the access costs of entrepreneurs to the resources and value chains of incumbent corporations. Using panel data of 73 countries over 13 year period from multiple international databases, we estimate the effect of experiment capacity on the relationship between entrepreneurship and productivity growth. Our data support the hypothesis: The increase in experiment capacity score by one standard deviation is associated with the increase of productivity growth by 0.037 percentage point. The magnitude is comparable to one standard deviation of the distribution of productivity growth rate. We also find that incumbent corporations with high experiment capacity are more important for entrepreneurs who entered in the previous year relative to those who just entered. The organization and management practices of incumbent corporations are under-appreciated factors for effective entrepreneurial policies.

Paper is Available to Meeting Registrants Only.

ENT: What's Interesting about Unicorn Ventures? An Exploratory Study 

Author: **Suresh B Kotha**, *U. of Washington, Seattle*

Author: **Seowon Joseph Shin**, *U. of Washington*

Author: **Greg Fisher**, *Indiana U.*

Unicorns—private new venture firms with over a billion dollars in valuation—are a category that has recently emerged in the entrepreneurship domain. New ventures valued at or above one billion dollars have garnered increased attention from the media, analysts, regional politicians, and the general public. Using a complete dataset of all unicorns, we unpack similarities and differences within this group of high-growth venture firms. We examine critical issues around the resourcing and scaling of unicorn ventures, to highlight significant differences in the speed at which unicorn ventures have achieved their coveted status within our population. Guided by prior research, we specifically examine the associations among founder, investment, venture, business model characteristics, and the time to reach unicorn status. We provide some novel findings that we hope will provide a foundation for building a future theory of high-growth ventures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Co-working together

Digital Session Chair: **Ricarda B. Bouncken**, *U. of Bayreuth*

ENT: Who Am I, Where Am I? The Influence of Founder Identity in Coworking Spaces

Author: **Ricarda B. Bouncken**, *U. of Bayreuth*

Author: **Martin Ratzmann**, *U. of Bayreuth*

Author: **Katie Brownell**, *Indiana U. - Kelley School of Business*

Author: **Till Marius Gantert**, *U. of Bayreuth*

Coworking spaces enable collaboration, creativity, and knowledge exchange among entrepreneurs, as well as offer opportunities to develop social and professional networks. Our study of 317 entrepreneurs across 57 coworking spaces demonstrates that an innovation-based narrative of the workspace predicts new venture progress for entrepreneurs embedded within the space. Using structural equation modeling, we show that the relationship between innovativeness and venture progress is moderated by founder identity. Similarly, the relationship between founder identity and venture progress is mediated by a sense of community within the coworking space. In this paper, we contribute to the founder identity literature by proposing that it is the reciprocal relationship between the context of the coworking space and the identity of founders embedded within that is critical for venture growth and performance.

Paper is NOT Available. Please contact the author(s).

ENT: Founder Imprinting and Gender Dynamics: Implications from Coworking Spaces

Author: **Rosalyn Grace Sandoval**, *U. of N.C. At Charlotte*

Coworking spaces are growing exponentially in the U.S. and worldwide and offer entrepreneurs a location to collaborate, network, and be part of a meaningful community. As such, coworking spaces offer a unique research opportunity to explore how the founders of coworking spaces envision and create their venture influences other entrepreneurs. Coworking spaces can be considered mini ecosystems of interconnected actors who have a range of ties but are also influenced by the very system they are a part of (i.e., the founder and coworking space). Thus, coworking spaces provide a novel context, allowing new insights into how a founder's new venture vision and creation can have intended and unintended consequences on their organization's gender equality and dynamics, thus influencing female entrepreneurs' business personal outcomes. Qualitative interviews were conducted with five founders from four coworking spaces across six locations. Interviews were also conducted with 52 staff and coworkers across locations and 550 hours of observation. Findings indicate that the founder's vision for their coworking space imprints onto their organizations, influencing the coworkers drawn to the space and, ultimately, business and personal outcomes for female entrepreneurs. This research provides important insights into theories on founder imprinting and gendered organizations and how founders have the power to change the gender dynamics of their organizations.

Paper is Available to Meeting Registrants Only.

ENT: Finding Self Among Others: Navigating the Tensions Between Personal and Social Identity

Author: **Furkan Amil Gur**, *Northern Illinois U.*

Author: **Blake D. Mathias**, *Indiana U.*

Personal and social identity are critical for entrepreneurs in their journey of creating nascent ventures. However, tensions arise in entrepreneurial experiences due to the independence underlying personal identity and embeddedness underlying social identity. In this qualitative study involving interviews with entrepreneurs and leaders from incubators, accelerators, and shared work spaces in a large Midwestern city, we explore how entrepreneurs at different stages of the entrepreneurial process navigate the tensions between personal and social identity. We find that early-stage entrepreneurs are mainly concerned with discovering their unique personal identity (personal identity centrality) which predominantly occurs via extensive broad interactions within social groups (social identity salience). On the other hand, late-stage entrepreneurs devote more time to their advanced ventures (personal identity salience) and less time in social groups but they value these social groups, and the targeted collaborations occurring therein, more (social identity centrality). We discuss the mechanisms that we uncovered from our study that underlie the paradox between centrality and salience of personal and social identity for entrepreneurs at different stages of the entrepreneurial process.

Paper is NOT Available. Please contact the author(s).

ENT: The art of the pitch: More promise for entrepreneurship research and practice than meets the eye

Author: **Josie Burk**, *U. of Alabama*

Author: **Craig Armstrong**, *U. of Alabama*

The act of entrepreneurial pitching has achieved global recognition through popular media in television shows like Shark Tank and Dragon's Den, online pitching platforms such as Global Pitch, Kickstarter, GoFundMe, and Indiegogo, and the social phenomena of global startup incubators and university pitching competitions. In many of these instances the fate of a seemingly promising startup depends on the entrepreneur's ability to attract resources from strangers, quite often through the entrepreneurial pitch. The stakes are high, not just for the fate of a single new venture, but for the practice of entrepreneurship and our understanding of the processes entrepreneurs use to signal legitimacy to attract resources. We summarize the literature on entrepreneurial pitching research and identify several promising approaches for improving both practice and research in entrepreneurship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Decision-Making By Entrepreneurs 1

Digital Session Chair: **Katharina Fellnhofer**, *ETH Zurich, Harvard U.*

ENT: **The link between entrepreneurial passion and tolerance for failure mediated by adaptive cognition** 

Author: **Marie Cecile Wilm**, *Chair of Innovation Management, TU Dortmund U.*

Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*

Emotion and cognition are fundamental for successful entrepreneurial efforts. Yet, the interplay between emotion and cognition and ultimately venture-level outcomes is not fully understood. This study sheds light on this relationship by investigating how entrepreneurial passion relates to adaptive cognition and ultimately to venture-level tolerance for failure. Drawing upon mood-dependent retrieval theory, we develop a mediation model in which adaptive cognition mediates the relationship between entrepreneurial passion and venture-level tolerance for failure. We test our hypotheses among a sample of 447 entrepreneurs in Germany. Our results suggest that adaptive cognition mediates the relationship between entrepreneurial passion for inventing and developing and venture-level tolerance for failure in an indirect-only manner. Overall, we contribute to mood-dependent retrieval theory by showing how emotion and cognition interact in an entrepreneurial context. We do so in a nuanced way considering three domains of entrepreneurial passion. Additionally, we investigate adaptive cognition as a translating mechanism from entrepreneurial passion to venture-level tolerance for failure.

Paper is Available to Meeting Registrants Only.

ENT: **How to Measure Knowing Without Knowing? A Systematic Bibliometric Mapping and Visualization** 

Author: **Katharina Fellnhofer**, *ETH Zurich, Harvard U.*

In this work, we explore rational and intuitive decision-making styles via a literature review by taking advantage of advanced bibliometric analysis techniques. To contribute to the scientific debate, the aim of this mapping and clustering analysis is to systematically explore cognitive styles to call attention to several psychometric properties that can inspire future research, in particular for measuring intuitive decision making, the unconscious form, which has received less scholarly attention than the rational form. The data examined from the Web of Science and Scopus databases comprise 20,582 peer-reviewed documents published through the end of 2019. Based on this research review of decision-making styles across research domains and entrepreneurship literature in particular, we analyzed the literature regarding intuitive decision-making styles in greater detail. So far, the scientific community has focused its attention on measuring rational decision making. Thus, this first systematic bibliometric mapping and visualization study will allow us to recognize “invisible colleagues” across domains not only by offering insights from current research into the two uncorrelated constructs of intuitive and rational systems by identifying intellectual relationships but also by serving as food for thought for new measurements of entrepreneurial intuitive decision making.

Paper is NOT Available. Please contact the author(s).

ENT: **When Nudges Enhance Rationality—Experiments of Entrepreneurial Decisions Under Risk and Uncertainty** 

Author: **Kim Böhm**, *U. of Duisburg-Essen*

Author: **Marvin Müller**, *U. of Duisburg-Essen*

Author: **Erich Renz**, *U. of Regensburg*

Entrepreneurs often make decisions under risk and uncertainty. When evaluating future-oriented entrepreneurial actions, cognitive biases can arise that are manifested as aversions towards risky and uncertain situations, leading to non-optimal, irrational decisions. We investigate deviations from rational entrepreneurial decisions and rationality-enhancing behavioral interventions in a business venture setting by using experimental methods. We find that using a recommendation nudge before as well as after making an initial decision improves entrepreneurial performance to achieve higher rationality levels. In sum, we show that in entrepreneurial decision-making processes, where experience, time, and information are often lacking, simple decision-making aids lead to better decisions.

Paper is NOT Available. Please contact the author(s).

ENT: **Entrepreneurial Framing: A Literature Review And Future Research Directions**   

Author: **Yuliya Snihur**, *Toulouse Business School*

Author: **Llewellyn D W Thomas**, *IESE Business School*

Author: **Raghu Garud**, *Pennsylvania State U.*

There is increasing recognition among scholars that entrepreneurs legitimize their ventures and the broader fields within which they operate through framing. Yet, there is no unifying framework to bring together existing theoretical perspectives on entrepreneurial framing and to make sense of their underlying mechanisms. Based on an integrative review of prior studies, we propose a conceptual framework for organizing this important literature. Our review also suggests directions for future research on entrepreneurial framing.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Crowdfunding 3   

Digital Session Chair: **Clarissa E. Weber**, *U. of Goettingen*

ENT: How Overfunding and Category Spanning Affect Release and Quality of Crowdfunded Products

Author: **Clarissa E. Weber**, *U. of Goettingen*
Author: **Norbert Steigenberger**, *Jonkoping International Business School*
Author: **Hendrik Wilhelm**, *U. of Witten/Herdecke*

In this paper, we employ data on crowdfunded video game development projects to study the effects of overfunding on product release and customer-perceived product quality as well as the moderating effect of the product's category spanning. We find that overfunding is generally more beneficial for products spanning fewer categories. Overfunding increases the probability that low-category-spanning products are released but has no effect on the release probability of high-category-spanning products. We further find that high levels of overfunding increase customer-perceived product quality for low-category-spanning products but that overfunding exhibits an inverted U-shaped relationship with customer-perceived product quality for high-category-spanning products. Our study is among the first to connect fundraising success with the subsequent outcomes of crowdfunded product development projects and contributes to our emerging understanding of the role of categories in crowdfunding.

Paper is Available to Meeting Registrants Only.

ENT: Equity Crowdfunding and Startup Performance  

Author: **Nohyoon Sung**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*
Author: **Keongtae Kim**, *Chinese U. of Hong Kong*
Author: **Siva Viswanathan**, *Robert H. Smith School of Business, U. of Maryland*

This study examines the effect of equity crowdfunding on startup performance. To do so, it uses a novel dataset of equity crowdfunding startups from January 2016 to April 2019 and constructs a sample of matched non-crowdfunding startups. The data indicate that equity crowdfunding startups rather than non-crowdfunding startups are more likely to survive, and conditional on closure, their closing dates are later than those of non-crowdfunding startups. Equity crowdfunding startups also show higher growth. The positive effects of equity crowdfunding are observed mainly in equity offerings, but not in debt offerings. Additional analyses indicate that expert investors are crucial for startup performance at least by facilitating access to external funding.

Paper is Available to Meeting Registrants Only.

ENT: Tough Love: A Story of Stigmatization in Crowdfunding Communities  

Author: **Itziar Castelló**, *Surrey Business School*
Author: **David Lopez**, *U. of Exeter Business School*
Author: **Jordi Surroca**, *U. of Groningen*
Author: **Josep A. Tribo**, *Stevens Institute of Technology*

Why entrepreneurs entering a new community might be stigmatized? We adopt the perspective of evaluators, who are very influential actors in a community, to develop a theory of strategic stigmatization. Whereas extant research has focused on the pro-community orientation of the valuers, we propose that valuers may derive private gains from stigmatization processes. We use data from Kickstarter, an online crowdfunding platform, to understand the processes by which entrepreneurs get socially sanctioned and stigmatized. Results show that valuers' status plays a fundamental role in the stigmatization processes of newcomers in a community. We also show that cumulative and extreme sanctioning can turn into a boomerang effect: reducing both valuers' status in the community and the community's attractiveness to newcomers. With these findings, our study extends the theory on social sanctioning and stigma by understanding its strategic application in crowdfunding platforms. Why entrepreneurs entering a new community might be stigmatized? We adopt the perspective of evaluators, who are very influential actors in a community, to develop a theory of strategic stigmatization. Whereas extant research has focused on the pro-community orientation of the valuers, we propose that valuers may derive private gains from stigmatization processes. We use data from Kickstarter, an online crowdfunding platform, to understand the processes through which entrepreneurs can be socially sanctioned and stigmatized. Results show that valuers' status plays a fundamental role in the stigmatization processes of newcomers in a community. We also show that cumulative and extreme sanctioning can turn into a boomerang effect: reducing both valuers' status in the community and the community's attractiveness to newcomers. With these findings, our study extends theory on social sanctioning and stigma by understanding its strategic application in crowdfunding platforms.

Paper is NOT Available. Please contact the author(s).

ENT: The Performance Implications of Crowdfunding

Author: **Christopher Kulins**, *Ernst & Young*

This study explores how crowdfunded products perform in comparison to their non-crowdfunded counterparts and which mechanisms explain differences in performance. Relying on a unique data set of Kickstarter-funded video game ventures, I find strong evidence that products backed by the crowd are more successful. As such, successful crowdfunding is a signal of product quality that helps potential customers in their buying decision. Moreover, crowdfunded products benefit from the contribution of innovative users who modify the product to extend its functionality and share these modifications with other users. The paper thus contributes to lead user and signaling theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **1170** | Submission: **15518** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:30AMET (UTC-4)**

Entrepreneurship Division Plenary Session
Entrepreneurship Division Plenary Session

Chair: **April Franco**, *U. of Toronto*

Tba

Tba

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1171** | Submission: **15477** | Sponsor(s): **(ENT, OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:30AMET (UTC-4)**

Facts vs. Folklore of Founding Teams: Let's Talk with the Trailblazers
Facts vs. Folklore of Founding Teams



Moderator: **Audra Grace Quinn**, *Ivey Business School*
Moderator: **Jason F. D'Mello**, *Loyola Marymount U.*
Panelist: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*
Panelist: **April Franco**, *U. of Toronto*
Panelist: **Howard Aldrich**, *U. of North Carolina*
Panelist: **Cyrine Ben-Hafaidh**, *IESEG School of Management*
Panelist: **Martin Ruef**, *Duke U.*
Panelist: **Mary E Zellmer-Bruhn**, *U. of Minnesota*
Panelist: **Noam Wasserman**, *Yeshiva U.*
Panelist: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*

This panel aims to engage scholars in current debates about entrepreneurial teams – are they better? How can we better study them? What theoretical developments are needed to integrate the field? And what makes an effective founding team? In assembling the preeminent scholars on these subjects to engage in lively debate to answer these questions, the panel aims to address what we know and the most pressing research directions ahead.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1172** | Submission: **17151** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00AM- 12:00PMET (UTC-4)**

Black in America

Digital Session Chair: **Courtney Lynn McCluney, ILR at Cornell**

Black Lives Matter

GDO: **Detroit Hustles Harder: Organizational Practices that (De)Stigmatize Blackness in Context**   

Author: **Courtney Lynn McCluney, ILR at Cornell**
Author: **Morela Hernandez, U. of Michigan, Ann Arbor**
Author: **Olivia Walker, U. of Virginia**

In this article we examine how organizational practices can reinforce systemic racism. We identified the stigmatization of Blackness as an ongoing social process that maintains devaluation of Black people through our inductive, qualitative investigation of Detroit, Michigan's entrepreneurial ecosystem. We implemented a relational ethnographic design to interview and observe how resource granters (i.e., entrepreneur support organizations) create and disseminate resources to their intended beneficiaries (i.e., Black women entrepreneurs) in this stigmatized context. Our data revealed that organizational practices employed to meet entrepreneurs' immediate, proximal concerns—such as providing office space and training courses—without adequately accounting for distal concerns—such as wealth inequality and geographic displacement—often, inadvertently, reinforced structural inequities. Accordingly, we build theory to explain how stigmatization unfolds between social contexts; that is, in the spaces between the different facets of Black women entrepreneurs' lived experiences. We apply these insights to develop recommendations for organizations and other social institutions seeking to dismantle systemic racism.

Paper is Available to Meeting Registrants Only.

 GDO: **Responses to Racial Discrimination Before and During the Height of the Black Lives Matter Movement** 

Author: **Pamela Gu, U. of Wisconsin, Madison**
Author: **Mary Triana, Owen Graduate School of Management Vanderbilt U.**
Author: **Tanja Rabl, Technische U. Kaiserslautern**
Author: **Seo-Young Byun, Ball State U.**

Based on conservation of resources and relative deprivation theory, this paper examines the relationship between observed racial discrimination in the organization, ethical organizational culture, and employees' silence and withdrawal reactions within the context of the Black Lives Matter (BLM) movement. To test our hypotheses, we collected four samples between 2014 and 2020. We find that before the height of the BLM movement, racial discrimination was positively related to employee silence but not withdrawal. As expected, in organizations with weaker ethical cultures there was a strong relationship between discrimination and withdrawal but, contrary to our expectations, rather than reducing employee silence, a strong ethical organizational culture made employee silence more prevalent when racial discrimination was present. During the height of the BLM movement, racial discrimination was positively related to withdrawal, but we only found partial support for its proposed negative effect on employee silence. In addition, during the height of the BLM movement, we found that ethical organizational culture strengthened the relationship between racial discrimination and employee withdrawal but did not moderate the effect on employee silence. Our study contributes to the discrimination literature by offering insights on the role of anti-racism social movements in highlighting the moral wrong of racial discrimination and giving employees support to speak up and show non-tolerance of discriminatory behavior.

Paper is NOT Available. Please contact the author(s).

GDO: **Moral Allyship At Work: Ethical Leadership and Black Employees' Psychological Diversity Climate**   

Author: **Darryl Rice, Miami U.**
Author: **Jamila Maxie, U. of North Texas**
Author: **Steven William Day, -**

The issues of anti-Black racism, discrimination, marginalization, and exclusion have become a prominent topic for management and leadership scholars. Subsequently, organizations and organizational leaders have sought to understand how to be better allies to Black employees in the workplace. We seek to extend this literature by investigating how organizational leaders can improve the workplace for Black employees. For this purpose, we integrate ethical leadership and social information processing theories to explain how ethical leadership impacts Black employees' workplace experiences. We propose that ethical leadership involves structuring of a fair work environment. Correspondingly, as ethical leaders work to establish a fair work environment, this cultivates a positive psychological diversity climate for Black employees. In turn, by establishing a positive psychological diversity climate, Black employees are more likely to be engaged and are less likely to be ostracized in the workplace. Theoretical and practical implications are discussed. We conclude with limitations and future research ideas.

Paper is Available to Meeting Registrants Only.

GDO: **Is simply being included enough?: A comparative analysis of hierarchical and numerical organization**   

Author: **Arielle Lewis, Emory U.**
Author: **Leslie Ashburn-Nardo, Indiana U. / Purdue U., Indianapolis**

Generally speaking, research has shown that diversity attracts diversity. Consequently, organizations may demonstrate their existing employee diversity in company recruitment material as an "identity-safety" cue to increase minority jobseekers' attraction. However, despite shifting U.S. demographics, Black-Americans remain underrepresented in most White-Collar organizations. Therefore, we tested the utility of a few Black employees in high-status positions (i.e., hierarchical representation) to compensate for overall low numerical representation by reducing Black jobseekers' anticipated tokenism at a fictitious organization. We presented 379 (59.4% Female; Age: M = 36.36; SD = 10.36) Black respondents with several images of a company's website depicting their staff (numerical representation: high vs. low) and leadership (hierarchical representation: with vs. without). The respondents then rated their anticipated tokenism and organizational identity-safety. Although hierarchical representation did not moderate the effect of numerical representation on anticipated tokenism ($p = .464$), organizations with hierarchical and high numerical representation reduced tokenism and promoted greater identity-safety than the organizations without hierarchical representation and low numerical representation ($ps < .001$) as previously documented (Avery 2003; Purdie-Vaughns, Steele, Davies, Dittmann, R., & Crosby, 2008). Extending on this work, we also found anticipated tokenism mediated the main effects of hierarchical (0.13, 95% CI: 0.04 – 0.23) and numerical (0.16, 95% CI: 0.06 – 0.25) representation on perceived identity-safety. Thus, these results demonstrate the importance and distinguishment of hierarchical representation as an identity-safety cue separate from general representation. Practically, this works suggests organizations should not only be mindful of their employees but of their leadership demographics as well.

Paper is Available to Meeting Registrants Only.

Author: **Katherine Qianwen Sun**, *Columbia Business School*

Author: **Michael Slepian**, *Columbia Business School*

Author: **Modupe Akinola**, *Columbia U.*

Women and minorities are markedly underrepresented in leadership roles. We propose that overrepresentation of White males in top positions creates perceptual biases in how leaders should look, perpetuating discrimination. Six studies (total N=119,738 judgments from 1,063 participants) implemented a reverse-correlation paradigm, which is used to generate visual approximations of people's internal expectations of leaders. The images generated looked largely male and White, and appeared to have positive intentions and ability. However, the perceptual features that people expected and envisioned in leaders' faces shifted notably when considering race (Black vs. White) and gender (male vs. female). Participants' images of Black leaders looked positive and friendly, whereas participants' images of White leaders looked able and competent. Participants' images of female leaders looked both able and positive, even needing to display features aligned with hyper-feminized stereotypes. These visual approximations demonstrate that people internalize disparate standards of apparent leadership for underrepresented groups at a perceptual level. Thus, our results suggest a perceptual "imprinting" of leadership biases—a pernicious side-effect of extant gender and racial imbalance in top positions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1173** | Submission: **10720** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00AM- 12:00PMET (UTC-4)**

**The Manager in Intragroup and Intergroup Hierarchies:
Managing Hierarchy Across Levels of Analysis**
Managing Hierarchy Across Levels of Analysis



Organizer: **Kaylene McClanahan**, *U. of California, Los Angeles*
Organizer: **Nir Halevy**, *Stanford U.*
Organizer: **Miguel Unzueta**, *U. of California, Los Angeles*
Panelist: **Eric Anicich**, *U. of Southern California*
Panelist: **Eileen Chou**, *U. of Virginia*
Panelist: **Rosalind M. Chow**, *Carnegie Mellon U.*
Panelist: **Jennifer Dannals**, *Tuck School of Business at Dartmouth*
Panelist: **Cydney Dupree**, *Yale School of Management*

Research on hierarchy within organizations tends to focus on hierarchies of individuals within a group (intragroup hierarchy) or on hierarchies composed of groups, such as race- and gender-based hierarchies (intergroup hierarchy). Although both types of hierarchies impact individuals in organizations, the literatures on intra- and intergroup hierarchy run largely separately without significant cross-fertilization. This is likely to the detriment of both literatures: many ideas fundamental to hierarchy at one level of analysis are virtually or totally underexplored on the other level of analysis, undoubtedly leading to problematic gaps in our theorizing. This panel symposium will engage a group of expert panelists in a formal, moderated discussion of how intra- and intergroup hierarchy research can be integrated. We expect that more integrative theorizing will be a boon to the literature on hierarchy and that it will bolster organizational researchers' ability to provide actionable recommendations to frontline managers around the globe.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Women on Boards

Digital Session Chair: **Aishwaryya Deore**, *PhD student in accounting*

GDO: **Board Gender Diversity and its Impact on Firm Innovation Strategies**

Author: **Aishwaryya Deore**, *PhD student in accounting*
Author: **Ranjani Krishnan**, *MSU*
Author: **Deepa Mani**, *Indian School of Business*

We examine the effect of board gender diversity on innovation outcomes. Using upper-echelons and construal level theory, we argue that female representation on corporate boards increases the diversity of information sets, influences how information is processed, generates within-person changes in board member construal, and thereby affects the board's decisions related to innovation strategies. Consequently, board gender diversity is not only likely to affect the quantum of innovations, but also the impact of innovations, and a greater tendency to aim for moon shots – that is high risk, high value innovations. Using 20 years of panel data and instrumental variable (IV) regressions, we find that board gender diversity is positively associated with the quantum, impact, and risk of innovations. We explore the path through which board gender diversity influences innovation outcomes. Results indicate that existence of female innovators is an important mediator of the positive relation between board gender diversity and innovation outcomes. Further, the information brought by women directors from their membership in other corporate boards significantly influences innovation. Innovation outcomes positively influence firm financial performance in subsequent periods. We conclude that board gender diversity is a crucial driver of innovation strategy.

Paper is Available to Meeting Registrants Only.

GDO: **What Drives the Social Performance of Microfinance Institutions? The Role of Gender Board Diversity**

Author: **Kais Bouslah**, *U. of St Andrews*
Author: **Qian Li**, *Cardiff Business School, Cardiff U.*
Author: **Asma Mobarek**, *Cardiff Business School, Cardiff U.*

Microfinance Institutions (MFIs)' business model is mission orientated to empower women and the poor to reach the social mission of sustainable development goals (SDG). This paper investigates whether women directors and institutional factors influence the five comprehensive and underexplored dimensions of MFIs' social performance including social goals, governance & HR, products & services, client protection and environment. Using an international sample of 2,293 MFIs operating in 116 countries during the period 2010-2018, we find that women directors, female-friendly environment and stronger sustainable development environment have a positive impact on the social performance, whereas country-level governance mitigates the social performance. We find that more gender-diverse board influences particularly three dimensions of social performance: social goals, product & services and environment. The results are more pronounced for non-profit MFIs and MFIs located in a higher-ranked governance environment. MFIs' social performance in the Africa region are more likely to benefit from a higher ratio of women on board than Eastern Europe and Central Asia region. Our findings provide implications for MFIs, funders and policymakers regarding the measurement and drivers of the social performance of MFIs that is crucial for achieving SDG.

Paper is Available to Meeting Registrants Only.

GDO: **Female Board Representation and Firm Efficiency: Investigating via Human Capital Development Policies**

Author: **Conor Callahan**, *U. of Illinois at Chicago*
Author: **Arjun Mitra**, *California State U., Los Angeles*
Author: **Steve Sauerwald**, *U. of Illinois at Chicago*

In this study, we focus on how female board representation impacts firm efficiency through the enactment of human capital development policies. Drawing upon upper echelons theory and the literatures on glass ceiling, human capital, and training and development, we argue that increasing female board representation will lead firms to improve human capital development policies, though this positive relationship will ultimately diminish as boards accrue greater levels of gender diversity. We further predict that these policies will translate into greater firm efficiency as well as mediate the relationship between female board representation and firm efficiency. Using a sample of S&P 1500 firms from 2007 to 2017, we find support for our hypotheses. Our findings provide evidence that female board representation alone may not translate into improved firm efficiency; rather, the unique perspective of female directors lead them to put in place human capital development policies that are beneficial for improved firm efficiency.

Paper is NOT Available. Please contact the author(s).

GDO: **BOARD GENDER DIVERSITY IN BUSINESS GROUPS: EXPLORING THE CASCADING EFFECT BETWEEN HQs & AFFILIATES**

Author: **Paula Maria Infantes Sanchez**, *ESADE Business School*
Author: **Bartolome Pascual-Fuster**, *U. de les Illes Balears*

This study explores the cascading effect of board gender diversity within business groups. In particular, we empirically test whether board gender diversity in headquarters is positively associated with board gender diversity in lower layers of hierarchical business groups. We, moreover, analyze the empowerment of women directors in the boardroom, and we moderate by some business groups characteristics that may impact the influence of headquarters. We find a positive relationship between board gender diversity in headquarters and affiliates. This suggests that the existence of women at the top stimulates gender diversity in affiliates, and that this finding is influenced by several business group characteristics. However, the presence of women in board executive positions is not associated with an increase in gender diversity across business groups' affiliates.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1175** | Submission: **16860** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:00AM ET (UTC-4)**

Foreign Investment Issues

Digital Session Chair: **Sai Yang**, *WU Vienna U. of Economics and Business*

This session addresses issues related to international investment. It contains papers examining how MNE subsidiaries handle conflicts between internal and external networks, foreign divestment during post-merger integration, the choice among closure, sell-off, or consolidation as exit strategies for foreign affiliates, and CEOs' internationalization decisions in underperforming firms.

IM: How MNE Subsidiaries Handle Conflicts Between Internal and External Networks

Author: **Yang Liu**, *Queen's U. Belfast*

MNE subsidiaries can leverage resources from internal and external networks. However, they often struggle with conflicting requirements from internal and external networks. We still have very limited knowledge regarding how subsidiaries can handle the conflicts. Through an in-depth case study of an MNE subsidiary, I found that the subsidiary handled three types of conflicts; the subsidiary adopted three type-specific mechanisms and two non-type-specific mechanisms; and these mechanisms were used for two different processes. This study reveals a sophisticated way of handling the conflicts by MNE subsidiaries while maintaining the relationships with internal and external network members.

Paper is NOT Available. Please contact the author(s).

IM: Foreign Divestment during Postmerger Integration: Antecedents of MNE Foreign Divestment

Author: **Yunok Cho**, *Southern Methodist U.*

This study extends research on foreign divestment by considering it within the broader context of corporate restructuring, exploring how MNE M&As affect divestment of foreign affiliates. Drawing from agency and organizational theories, I claim that the postmerger integration process reduces managerial and organizational barriers to foreign divestment and thereby increases the likelihood of foreign divestment. I confirm this prediction using data from a sample of foreign affiliates in Korea during 2006–2019. The positive relationship between MNE M&As and foreign divestment is stronger for majority-owned foreign affiliates, for which managers have made more commitments and therefore are generally less likely to make a withdrawal decision. In contrast, the relationship is weaker when a focal affiliate is the parent MNE's sole affiliate in a host country.

Paper is Available to Meeting Registrants Only.

IM: Exit Strategy for Foreign Affiliates: The Choice Among Closure, Sell-off, or Consolidation

Author: **Yunok Cho**, *Southern Methodist U.*

While both entry and exit decisions are integral in the evolution of MNE foreign affiliates, the topic of foreign affiliate exit is relatively less studied compared to that of foreign market entry. Research addressing how managers implement the exit of foreign affiliates is even rarer; thus, our understanding of the factors influencing exit strategy for foreign affiliates is incomplete. In this study, I examine the factors that affect exit mode choice among the three alternatives: closure, sell-off, and affiliate consolidation. Affiliate consolidation, a construct newly suggested in this study, departs from the others in that it involves discontinuance of operations of a foreign affiliate while still retaining its valuable resources by transferring them to another affiliate owned by the MNE. By analyzing 1,348 foreign affiliates in Korea from 2006–2019, I find that different exit motives, signaled by different antecedents, translate into different choices of exit mode. The results show that an MNE is likely to choose 1) closure as an exit mode to withdraw inefficient foreign affiliates, 2) sell-off to mitigate financial distress of the MNE or raise capital to fund other investments, or 3) affiliate consolidation when it experiences corporate restructuring such as M&As. Overall, the findings suggest that foreign affiliate exit does not necessarily indicate failure, especially when the exit is through sell-off or affiliate consolidation, and that foreign affiliate exit is closely linked to MNE-level restructuring such as M&As.

Paper is Available to Meeting Registrants Only.

IM: CEOs' Internationalization Decisions in Underperforming Firms

Author: **Raquel García-García**, *U. of Oviedo*

Author: **Esteban García-Canal**, *U. of Oviedo*

Author: **Mauro F. Guillen**, *U. of Pennsylvania*

Drawing on the behavioral theory of the firm, we argue that underperforming firms will modify their attitude towards strategic change in the form of foreign direct investments (FDI) depending on their CEO's degree of control of the board of directors. We proxy this control by CEO duality and hypothesize that firms with non-dual CEOs will be more inclined to increase internationalization than firms with dual CEOs when performance falls below aspirations, as they are expected to dedicate more time to problemistic search. Our empirical analysis on a sample of Spanish listed firms during 1986 to 2010 provides support for our hypotheses. Our study adds to previous research by showing that CEO duality acts as a buffer against short-term performance feedback.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1176** | Submission: **15703** | Sponsor(s): **(IM, MED, STR, OB, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:45AMET (UTC-4)**

Strategies for Successful Virtual or Blended Executive Education Programs Post COVID?



Successful Virtual Executive Education Strategies

Presenter: **Carl Fey**, *Aalto U. School of Business*

Presenter: **Ho Howard Yu**, *IMD International*

Presenter: **Jean SK Lee**, *China Europe International Business School (CEIBS)*

Presenter: **S. Ramakrishna Velamuri**, *Mahindra U. School of Management*

COVID has forced much teaching to move on-line over the past year including in executive education. Over the coming year as hopefully we will emerge from COVID, it is important to think about what world-class executive education programs will look like moving forward. We believe that there are likely to look very different than in the past and that there will be many more on-line and especially blended programs which combine both on-line and in-person sessions. This PDW will suggest best practice in designing blended and on-line executive education programs post-COVID and also suggest strategies for effective on-line executive education teaching. The PDW will draw on examples from teaching international business, strategy, entrepreneurship, and leadership, all in an international context, in executive education programs. The session will draw on the experience of several of the leading business schools as well as that of several very experienced executive educators. Following some short presentations, the session will be very interactive including a panel discussion where attendee can ask questions and share their ideas and experience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1177** | Submission: **12328** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00AM- 12:00PMET (UTC-4)**

Thinking of a Position Outside the US? “Dos and Don’ts” of International Business Schools

Finding business school positions outside the US

Organizer: **David Leonard Patient**, *Vlerick Business School*
Organizer: **Andreas Wilhelm Richter**, *U. of Cambridge*
Organizer: **Dan V. Caprar**, *U. Of Sydney*
Organizer: **Marylene Gagne**, *Curtin Uni*
Panelist: **Rene Bohnsack**, *Catolica Lisbon School of Business and Economics*
Panelist: **Marjo-Riitta Diehl**, *Aalto U. School of Business*
Panelist: **Blaine Landis**, *U. College London*
Panelist: **Julia Richardson**, *Curtin U.*
Panelist: **Devasheesh Bhawe**, *Singapore Management U.*
Panelist: **Aleksandra Luksyte**, *U. of Western Australia*

Many management scholars are interested in taking their career to a new culture and context. Although the opportunities around the globe to teach and conduct organizational research have significantly increased, first-hand information on non-US business schools can be hard to come by. This PDW is designed for both junior and senior OB scholars who would like more information regarding academic careers at reputable non-US business schools. It will bring together six panelists currently working at schools in Europe, Australia, and Singapore, who are not originally from there or trained there. The panel will provide information, highlight challenges, and share distinctive features for academic careers in each country, including tacit knowledge and unspoken rules that the panelists have learned during their own adaptation process. Topics for discussion include: What does the job application process look like? How are faculty evaluated, and what types of tenure and contracts are used? What are key challenges in adapting to the national culture and university system? What was most surprising, so far? What are norms of professional conduct (i.e., dos and don'ts in presenting oneself and one's work)? The PDW includes individual presentations by panelists, country-specific roundtable discussions, and a closing Q&A.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1178** | Submission: **11745** | Sponsor(s): **(OB, OMT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:30AMET (UTC-4)**

Multicultural Experience and Social Dynamics

Multicultural Experience and Social Dynamics



Organizer: **Eva Hsin-Lian Lin**, *London Business School*
Organizer: **Raina A. Brands**, *U. College London School of Management*
Discussant: **Roy Yong Joo Chua**, *Singapore Management U.*
Presenter: **Salvatore J. Affinito**, *Harvard Business School*
Presenter: **William Maddux**, *U. of North Carolina, Chapel Hill*
Presenter: **Giselle Elaine Antoine**, *U. of Washington, Seattle*
Presenter: **Kurt Gray**, *U. of North Carolina, Chapel Hill*
Presenter: **Carmit T. Tadmor**, *Tel Aviv U.*
Presenter: **Manchi Chao**, *Hong Kong U. of Science and Technology*
Presenter: **Ying-yi Hong**, *Nanyang Technological U.*
Presenter: **Adrienne Wood**, *U. of Virginia*
Presenter: **Adam M. Kleinbaum**, *Dartmouth College*
Presenter: **Thalia Wheatley**, *Dartmouth College*

The rise of globalization and the international labor movement has sparked the growth of opportunities for individuals to accumulate multicultural experiences and develop multicultural backgrounds. Multicultural experiences have been linked to a number of individual, interpersonal and organizational outcomes such as creativity, intergroup relations, and firm performance. As individuals gain more diverse perspectives through multicultural experiences and as the society become more multicultural, what are the potential positive and negative effects on the social processes? In this symposium, we focus on the effects of multicultural experiences on social dynamics and discuss their implications for individuals and organizations. The purpose of this symposium is to feature new research that “zooms in” on how multicultural experiences shape social behaviors at an interpersonal level and “zooms out” to explore how multicultural experiences shape social networks more broadly. Inspired by the Academy of Management 2021 theme, “Bringing the Manager Back in Management,” these projects extend research and theory on how multicultural backgrounds help managers harvest greater social tolerance and overcome intergroup biases, as well as develop social capital that leads to personal and managerial outcomes.

Eat, Pray...Hate? Negative Multicultural Experiences Can Increase Intergroup Bias

Author: **Salvatore J. Affinito**, *Harvard Business School*
Author: **William Maddux**, *U. of North Carolina, Chapel Hill*
Author: **Giselle Elaine Antoine**, *U. of Washington, Seattle*
Author: **Kurt Gray**, *U. of North Carolina, Chapel Hill*

The effects of multicultural experience on social tolerance during times of crisis

Author: **Carmit T. Tadmor**, *Tel Aviv U.*
Author: **Manchi Chao**, *Hong Kong U. of Science and Technology*
Author: **Ying-yi Hong**, *Nanyang Technological U.*

Multicultural Experience and Social Network Brokerage

Author: **Eva Hsin-Lian Lin**, *London Business School*
Author: **Raina A. Brands**, *U. College London School of Management*

Cultural Diversity Broadens Social Networks

Author: **Adrienne Wood**, *U. of Virginia*
Author: **Adam M. Kleinbaum**, *Dartmouth College*
Author: **Thalia Wheatley**, *Dartmouth College*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1179** | Submission: **16708** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:00AMET (UTC-4)**

ODC Business Meeting
ODC Business Meeting

Program Chair: **Amit Nigam**, *City U. London*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1180** | Submission: **17266** | Sponsor(s): (OMT)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:30AM ET (UTC-4)**

Dynamics of Team Performance *Team Performance*



Digital Session Chair: **Tianyu He**, *INSEAD*

OMT: **Groups Explore and Regularize More than Individuals in Learning by Doing**  

Author: **Tianyu He**, *INSEAD*
Author: **Marco Minervini**, *INSEAD*
Author: **Phanish Puranam**, *INSEAD*

How do groups learn differently from experience compared to individuals? We propose that because groups feature potentially greater internal heterogeneity of viewpoints, they may have an advantage over individuals in terms of greater exploration and lesser risk of overfitting. We test and find nuanced support for these arguments in data from an online platform featuring groups and individuals competing on the same learning task. Groups expend more effort than individuals when gathering experiences and also explore more diverse alternatives, but as a consequence may also struggle more than individuals at consolidating the fruits of that experience into an understanding of their task environment. We build on these findings to theorize about the conditions under which groups may accomplish better learning outcomes than individuals. Specifically, we propose a self-limiting nature to the group advantage in learning from experience.

Paper is NOT Available. Please contact the author(s).

OMT: **Star Teammates - an Aid or a Hindrance?**      

Author: **Dominika Kinga Sarnecka**, *Harvard Business School*

Although research has shown that evaluation of quality is a social process, which is rarely completely meritocratic, and that insider and outsider judges can vary in reliance on social cues, we still know little about factors influencing evaluations of individuals performing in teams, a way of working increasingly prevalent across organizations. This paper investigates social influences stemming from intra-team status asymmetries, and specifically, asks how star teammates impact their colleagues' chances for winning awards. Using the National Basketball Association's All-Star voting data, we identify three such effects: direct (due to endorsement effect also known as status leakage), indirect (due to effects on colleagues' visibility), and interactive (due to effects on judges' perceptions of colleagues' performances). We find that those effects operate in different stages of the evaluation process and vary in the extent of their influence on insider and outsider judges. Ultimately, our findings suggest that the presence of star teammates is an aid to award-winning when individuals are evaluated by insiders, but a hindrance when evaluated by outsiders.

Paper is Available to Meeting Registrants Only.

OMT: **Alterations of a Visual and How They Work For and at the Boundaries of an Interorganizational Team** 

Author: **Ellen Nathues**, *U. of Twente*
Author: **Mark Van Vuuren**, *U. of Twente*
Author: **Maaikje Endedijk**, *U. of Twente*

This article examines the boundary work efforts of an interorganizational team and draws attention to the special role of a visual artifact. Relying on a longitudinal dataset of video-recorded team meetings, we explore how this visual artifact helped (re)constituting subject, organizational, and temporal boundaries by functioning as an epistemic and/or boundary object. Importantly, our audiovisual data enabled a multimodal approach: We could scrutinize how the visual artifact materialized visually, verbally, and through embodiment. Findings illustrate that materializations were initially dominated by explicit showings of the artifact but over time extended to both verbal and embodied alterations as visible in members' vocabulary and gestures. They also show changes in the artifact's functions: While first predominantly used as an epistemic object to create a subject boundary around the team and as a boundary object to negotiate, defend, or downplay organizational boundaries, functions and boundary work practices increasingly blurred over time. Team members created and cultivated an authoritative presence of the artifact, guiding many aspects of their joint work and even inspiring them towards new paths. However, when team composition fluctuated, the visual lost its team-wide matter and boundaries shifted. This article contributes to the literatures on boundary work and collaboration objects by providing a nuanced and processual understanding of how a certain type of artifact—a visual, and its alterations—impacted boundary (re)assemblage. By integrating visual, verbal, and embodied modalities through a decentered grounding in communication, it also speaks to recent calls for increased attention to multimodality in organization scholarship.

Paper is Available to Meeting Registrants Only.

OMT: **Authentic Leadership, Collective Efficacy and Team Performance and Commitment: A Multilevel Analysis**

Author: **Sharjeel Saleem**, *Government College U. Faisalabad*
Author: **Mariam Ayub**, *Government College U. Faisalabad*
Author: **Muhammad Mustafa Raziq**, *National U. of Sciences and Technology (NUST)*
Author: **Muhammad Zahid Iqbal**, *COMSATS U. Islamabad*

Recent societal and governmental concerns about transparency and corruption-free governance have created a need for a more transparent and fair leadership style. Resultantly, in the last decade, authentic leadership has been a focus of scholarly attention. Authentic leadership is relatively a newly emerging leadership style that is characterized by transparency and relational fairness. Taking a different and challenging route, this study focused on team phenomenon rather than individual outcomes. We develop a multilevel model in which we study the impact of authentic leadership on team performance and team commitment. Underlying psychological mechanisms are also uncovered, and we study the intervening role of collective efficacy. We collected data from 60 teams working in the manufacturing sector in Pakistan. Multilevel confirmatory factor analysis and multilevel structural equation modeling were conducted using Mplus. The results largely supported the study hypotheses and confirmed the direct and indirect effect of authentic leadership on team performance and team commitment. Theoretical contributions and practical implications are also discussed.

Paper is Available to Meeting Registrants Only.

OMT: A Multilevel Study of Leader Political Skill and Followers' Self-Concept Based Perspective.

Author: **Beenish Qamar**, *National Textile U. Faisalabad*

Author: **Sharjeel Saleem**, *Government College U. Faisalabad*

Author: **Kanwal Shaheen**, *Government College Women U., Faisalabad*

Using matched reports from 70 leaders and 345 of their followers across 36 branches of 18 banks in Pakistan, this study investigates the influence processes of leader political skill (LPS) at both the individual and team levels concurrently and explores cross-level relationships. Mplus 7 was used to analyze the hypothesized relationships and the results showed that at the individual level, followers' self-efficacy mediated the effects of individual-focused LPS behavior on individual in-role and extra-role performance. At the team level, collective efficacy mediated the effect of group-focused LPS behavior on team performance. Implications for theory and practice are discussed and future research directions are outlined.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1181** | Submission: **14974** | Sponsor(s): **(OMT, RM, OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:30AMET (UTC-4)**

Why Agent-Based Modeling (ABM)?: ABM Usefulness for Management Theory Creation and Validation *Why Agent-Based Modeling?*



Organizer: **Andrew Crooks**, *U. at Buffalo*
Organizer: **Carmen Iasiello**, *George Mason U.*
Moderator: **Sarah Wittman**, *George Mason U.*
Panelist: **Robert Axtell**, *George Mason U.*
Panelist: **Spiro Maroulis**, *Arizona State U.*
Panelist: **Bill Rand**, *North Carolina State U.*
Panelist: **Friederike Wall**, *U. of Klagenfurt*

This panel symposium brings together multi-disciplinary experts on the topic of Agent-Based Modeling (ABM), a branch of simulation commonly used across the social sciences, to discuss the potential they see for ABM application to Management. Making the ideas behind ABMs and their uses accessible to non-experts, this panel will discuss ABMs' uses: for theory creation and theory validation, at micro-and meso- levels of Management research, and within multi-methodological research contexts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability in Supply Chains and Life Cycle Analysis



Digital Session Chair: **Moses Acquah**, *U. of North Carolina, Greensboro*

ONE: Environmental Orientation, Green Supply Chain Management, and Institutional Pressures on Performance

Author: **Moses Acquah**, *U. of North Carolina, Greensboro*
Author: **Ahmed Agyapong**, *KWame Nkrumah U. of Science and Technology, Kumasi Ghana*
Author: **Suzzie Aidoo**, *KWame Nkrumah U. of Science and Technology, Kumasi Ghana*

This study examines the direct and indirect effects of environmental orientation on sustainability performance through green supply chain management practices, and the conditional indirect effects of institutional pressures on sustainability performance. We use data from 202 manufacturing SMEs in Ghana and analysed the data with the Conditional Process Analysis software, PROCESS, (Hayes, 2017). The findings reveal that environmental orientation positively influences environmental performance but not economic performance. Furthermore, green supply chain management practices mediate the relationship between environmental orientation and environmental performance, but not economic performance. Finally, the conditional indirect relationship between environmental orientation and environmental performance through green supply chain management practices is positive at high levels of institutional pressures. The study contributes to the efficacy of environmental orientation on economic and environmental performance by providing evidence from an African economy.

Paper is Available to Meeting Registrants Only.

ONE: How to embed life cycle management: the role of dynamic capabilities and managerial approaches

Author: **Guia Bianchi**, *Scuola Superiore Sant'Anna*
Author: **Francesco Testa**, *Scuola Superiore Sant'Anna*
Author: **Sara Tessitore**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Author: **Fabio Iraldo**, *Sant'Anna School of Advanced Studies and IEFÉ – Institute for Environmental and*

Life cycle management (LCM) is a managerial framework to embed a holistic environmental sustainability logic inside organizations. Despite its long tradition, the implementation of LCM is little explored. In this study we observe how sensing, seizing, and reconfiguring capabilities together with managerial approaches to environmental sustainability help organizations embed LCM in their practices. We performed a multinomial logistic regression using a sample of 187 medium and large enterprises. Our findings show that sensing and seizing capabilities, and an integrative approach to sustainability help embed LCM in presence of complex environment. Among dynamic capabilities, reconfiguring does not appear to help organizations embed LCM. This study contributes to the literature on life cycle management and dynamic capabilities.

Paper is Available to Meeting Registrants Only.

ONE: Are Consumers Ready for a LCA-Based Sustainability Facts Panel? Insights From an Online Experiment

Author: **Felipe Vizzoto**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Author: **Francesco Testa**, *Scuola Superiore Sant'Anna*
Author: **Fabio Iraldo**, *Sant'Anna School of Advanced Studies and IEFÉ – Institute for Environmental and*

To make environment-friendly decisions, consumers need reliable and easy-to-understand information. LCA data addresses the first, but with multiple impact categories displayed in technical units, it struggles to deliver the second. This work investigates strategies to render LCA data more comprehensible, testing in an online experiment how consumers interact with it under missing information and with simplified communication styles. Participants ranked the impacts of six 3-dimensional (Water, non-renewable energy and CO2) environmental profiles of coffee. With a 3x3 between-subjects design, we analyzed answer accuracy under three communication styles (LCA units, values converted to popular references and standardized units), the positioning of a missing information profile under three data gap patterns and if common dimensions (those for which all options provide information) are overweighted in the decision. Our results show that: (1) Simplification does not always translate into better comprehension, as both simplified communication styles backfired in terms of accuracy, performing worse than LCA units; (2) Loss aversion was the dominant force guiding decisions under missing information, leading participants to rank the missing information profile as the least impactful in many cases. This contradicts the notion that consumers tend to see willful deception on information omission (3) Contrarily to what was observed in other contexts, consumers did not try to minimize cognitive efforts to reach a decision by overweighting common dimensions. These findings suggest viability for a LCA-based sustainability facts panel and reinforce the need for a uniform approach to communicate environmental performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1183** | Submission: **16873** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:30AMET (UTC-4)**

Technology Management

Digital Session Chair: **Christoph Bode**, *U. of Mannheim*

OSCM: **Sourcing Code: Software Types, Sourcing Capabilities, and Organizational Archetypes**

Author: **Christoph Bode**, *U. of Mannheim*
Author: **Steffen Kokozinski**, *U. of Mannheim*
Author: **Jan Simon Ohmstedt**, *U. of Mannheim*
Author: **Jonas Ronellenfisch**, *U. of Mannheim*

The steadily increasing importance of software requires software purchasing departments of many firms to source more and more external software solutions. Based on a theoretical differentiation between custom and standard software, this study combines empirical qualitative interview and quantitative survey research. In 21 semi-structured interviews, we identify four sourcing process related and two overarching sourcing capabilities. Building constructs for the capabilities, we conducted an international survey among 153 companies identifying three organizational archetypes of software sourcing firms. We contribute by developing three lenses for analyzing software sourcing: A theoretical product differentiation, a capability framework, and an organizational archetypes perspective.

Paper is Available to Meeting Registrants Only.

OSCM: **Big Data in Supply Chains- Achieving Supply Chain Innovation Through Capabilities**

Author: **Sabeen Bhatti**, *Bahria U. , Islamabad Pakistan*
Author: **Alberto Ferraris**, *U. of Torino*
Author: **Jabran Khan**, *U. Sains Malaysia*

Big data has revolutionized the industry and has become an important source of competitive advantage and firm performance. In order to be able to leverage big data to achieve higher innovation in the supply chain, a number of complementary resources are essential to achieve the competitive advantage of the incumbent firm. We propose that supply chain innovation is dependent on firm's big data analytics capabilities and this relationship is mediated by supply chain ambidexterity mitigating capabilities (agility and adaptability) and moderated by technology uncertainty. The data collected from 300 manufacturing firms operating in Pakistan confirm our hypotheses. Based on the results, it is suggested that both types of capabilities necessary for mitigating supply chain ambidexterity are critical for firms to realize better innovation in the supply chain. Furthermore, technology uncertainty moderates the relationship between big data analytic capabilities and supply chain innovation. This study extends the current literature on the importance of digital technologies especially big data analytics capabilities in improving the innovation outcomes of supply chains. This study confirms that big data projects may yield positive outcomes, if supply chain ambidexterity is mitigated through building capabilities of supply chain agility and supply chain adaptability and that uncertainties in technologies surrounding manufacturing firms further strengthen this relationship.

Paper is Available to Meeting Registrants Only.

OSCM: **Operationalizing the Value of Industry 4.0 Technologies for Supply Chain Performance**

Author: **Hendrik Sebastian Birkel**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Industry 4.0 technologies are of high interest for researchers and practitioners alike. Even though, an overarching review of the overall impact, the operationalization of technologies, performance measures, and mechanisms leading to performance improvements is missing. Therefore, this study provides a comprehensive overview of the impact of Industry 4.0 technologies on supply chain performance. A systematic literature review using the databases Scopus, Web of Science, EBSCO, and ABI/Inform was conducted. The final sample consists of 108 empirical studies published between 2011 and 2020. The findings highlight integration, automation, and visibility as key features enabled by Industry 4.0, facilitating gains in process efficiency and customer-orientation, which enable the realization of favorable financial outcomes. In addition, important drivers of performance are data analytics and seamless data flows, enabled by the end-to-end digitalization of supply chain processes. While most organizations experience performance improvements after Industry 4.0 adoption, difficult market conditions, internal incompatibilities or high levels of complexity and uncertainty can still cause failure. Our analysis operationalizes the value of Industry 4.0 technologies and their capability to transform business processes, leading to favorable performance. The importance of management commitment, organizational transformation, and learning capabilities to realize performance improvements is highlighted and research recommendations are made.

Paper is Available to Meeting Registrants Only.

OSCM: **Enablers of Industry 4.0 Technology Adoption: Transformational Leadership and Emotional Intelligence**

Author: **Desiree Van Dun**, *U. of Twente*
Author: **Maneesh Kumar**, *Cardiff U.*

Many manufacturers are exploring the adoption of Industry 4.0-type technologies in their operations. Employee's contribution to high-tech initiatives is key to successful Industry 4.0 technology adoption. Few studies have explored the determinants of employee acceptance of Industry 4.0 technology adoption, including the role of their managers. Rooted in the unified theory of acceptance and use of technology model and social exchange theory, this abductive research follows an in-depth comparative case study approach. The two studied Dutch manufacturing firms engaged in the adoption of Industry 4.0 technologies in their primary processes, including cyber-physical systems and augmented reality. A mix of qualitative and quantitative methods was used, consisting of field visits, 14 semi-structured interviews with managers and frontline employees engaged in Industry 4.0 technology adoption, and the same participants filled in an exploratory questionnaire. The cross-case comparison introduces manager's need to adopt a transformational leadership style for employees to accept Industry 4.0 technology adoption. Secondly, manager's and employee's recognition and serving of their own and others' emotions through emotional intelligence are proposed as moderators to existing Industry 4.0 technology user acceptance theorizing. Synthesizing these insights with those from the domain of Organizational Behavior, propositions and a conceptual model were derived to "bring the manager back" into future Operations Management research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1184** | Submission: **11217** | Sponsor(s): **(RM, STR, OMT, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:00AM- 12:00PMET (UTC-4)**

Endogeneity: Myths, Legends, and Facts 
Endogeneity: Myths, Legends, and Facts

Organizer: **Elle Hyunjung Yoon**, *U. of Georgia*
Organizer: **Daniel Gamache**, *U. of Georgia*
Panelist: **John R. Busenbark**, *U. of Notre Dame*
Panelist: **Kenneth Frank**, *Michigan State U.*
Panelist: **Matthew Semadeni**, *Arizona State U.*
Panelist: **Michael C. Withers**, *Texas A&M U.*

Management scholars are increasingly concerned about biases in empirical analyses from endogeneity. When endogeneity is present, an ordinary least-squares (OLS) model may be inconsistent and can provide biased estimates. Thus, scholars strive to address endogeneity concerns in their research. Yet, scholars do not share a common understanding of endogeneity and often implement questionable solutions in response to their perceived concerns. Our target audience is Academy members who lack confidence in dealing with endogeneity or who want to improve their methodological ‘tool kit.’ This PDW will provide a learning opportunity about different topics related to endogeneity and how to address it correctly. To do so, we explore the myths, legends, and facts about endogeneity. The PDW will be divided into two parts. Part 1 consists of a selection of presentations on different issues related to endogeneity. First, Dr. John Busenbark will discuss the unique challenges associated with sample-induced endogeneity, Dr. Michael Withers will discuss the role of endogeneity when testing interaction terms, Dr. Kenneth Frank will discuss advances in measuring the potential for omitted variable bias using the Impact Threshold for Confounding Variables (ITCV), and Dr. Matthew Semadeni will share an editor’s perspectives on addressing endogeneity. In Part 2, panelists will answer questions from the audience from which we will facilitate a scholarly conversation between the panelists about their views on endogeneity. With this PDW, we hope that scholars will understand endogeneity better and learn when and how to account for endogeneity in producing high-quality, credible, and replicable scientific research.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1185** | Submission: **11250** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:00AM - 11:00AMET (UTC-4)**

STR Division Business Meeting *STR Division Business Meeting*

Participant: **Samina Karim**, *Northeastern U.*
Participant: **Timothy B. Folta**, *U. of Connecticut*
Participant: **Heather Berry**, *George Washington U.*
Participant: **Marie Louise Mors**, *Copenhagen Business School*

Come join us for the Strategic Management division's business meeting! The meeting is a great place to learn all about the workings of the division, acknowledge the hard work of the many dedicated committee members who help put the program together, and congratulate paper award winners, best reviewers, and our newly elected officer! The business meeting will be immediately followed by the STR Social. We hope you will join us! Division Chair: Tim Folta, U of Connecticut Division Chair-Elect: Heather Berry, George Washington U. Program Chair: Michael Leiblein, Ohio State U. Assistant Program Chair: Louise Mors, Copenhagen Business School; Past Division Chair: Samina Karim, Northeastern University. Treasurer: Paul Dmevich, U. of Alabama Secretary: Michael Holmes, Florida State U. Communications Director: Paolo Aversa, Cass Business School

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Industry Ecosystems

Digital Session Chair: **Katharina Cepa**, *Lancaster U. Management School*

TIM: Reordering the music industry: when digital platforms restructure industry ecosystems

Author: **Katharina Cepa**, *Lancaster U. Management School*

Author: **Amber Geurts**, *Aalto U.*

Digitalization allows disruptors to enter and transform industries with new disruptive technologies or business models, often introducing digital platforms that modify prevalent value creation and capture mechanisms. Prior research has analyzed external drivers and incumbents' organizational responses. We follow a growing field of interest studying the effects of such disruption on industry ecosystems. Specifically, we explore how and when digital disruptor platforms succeed in restructuring ecosystems. Our study of the Dutch music industry from the 1990s to 2016 shows that digital disruptor platforms succeed restructuring industry ecosystem when they reconfigure value creation as well value capture. We further show that digital disruptor platforms successfully dethrone industry sponsors by deploying inclusive content strategies, while defeated pre-digital incumbents later regain dominance by deploying exclusive niche content strategies. Our findings contribute to theories on digital disruption by showing the importance of intermediary organizations that help translate physical to digital offerings. We further contribute to platform competition literature by showing that digital disruptors and defeated pre-digital incumbents pursue different platform strategies.

Paper is Available to Meeting Registrants Only.

TIM: Collective expectations and platform ecosystem creation: The Case of Baidu in autonomous driving

Author: **Yurong Chen**, *Tsinghua U.*

Author: **Donghong Li**, *School of Economics and Management Tsinghua U.*

Author: **Amit Kumar**, *Warwick Business School*

Studying the longitudinal, qualitative case of Baidu in China's autonomous driving industry (2013-19), we propose a process model of how a diversifying entrant creates a new platform ecosystem in a nascent industry, characterized by ups and downs in the collective expectations about value, reliability, and commercialization of the new technology. In this period, the Chinese autonomous driving industry underwent three evolutionary stages of collective expectations – incubation (2013-16), hype (2017-mid 2018), and disappointment (mid. 2018-19). Expectation dynamics significantly influenced the cognitions, decisions, and behavior of various industry actors, and threw distinct challenges to Baidu. In the incubation stage, incumbent complementors were reluctant to commit resources to autonomous driving technology and co-innovate with Baidu. In the hype stage, industry witnessed new entries, intensifying competition between and within ecosystems. Baidu's ecosystem experienced strong cooperative tensions over the issues of value-creation and value capture. In the disappointment stage, complementors became pessimistic about autonomous driving, which threatened collapse of Baidu's ecosystem. The challenge was to conserve the ecosystem and continue the development efforts. Our process model unravels strategic actions that an entrant takes to address such challenges and create a thriving ecosystem. We contribute to the literature on platform ecosystems by underlining collective expectation dynamics and evolving entrant-incumbent relationship as salient factors in the process of ecosystem development.

Paper is Available to Meeting Registrants Only.

TIM: Forming an Ecosystem through an Incumbent's Strategic Transformation

Author: **Valentina Garbin**, *U. of Trento*

Author: **Alberto Nucciarelli**, *U. of Trento*

Author: **Erica Santini**, *U. of Trento*

Technological innovation and competitive pressure push incumbent manufacturers to transform into hybrid service providers making servitization one of the most relevant drivers for value creation. Servitization trajectories affect, however, the long-term prospects of firms as changes in strategic and organizational aspects may become necessary to drive the change. Despite the scale and implications of the phenomenon, literature provides scant evidence of the process and main implications of shifting from a product-based to a solution-based business model. Thus, our work is centered around the question: "To what extent the process of servitization can lead incumbents to form an ecosystem?". To respond to this question, we qualitatively investigate Philips, the Dutch firm that has been among the first to shift from a product-based business model to a service-centric one study. We investigate the process of formation of an ecosystem in the healthcare industry and we present a set of three strategic choices - each enabled by a set of three factors - that modify an incumbent's internal resources and external network of strategic partnerships as well as its organizational structure.

Paper is Available to Meeting Registrants Only.

TIM: The role of technology during the ecosystem lifecycle

Author: **TRUC TRAN**, *EBS U. für Wirtschaft und Recht*

Author: **Pia Kerstin Neudert**, *EBS Business School*

Author: **Markus Kreutzer**, *EBS Business School*

While technology is considered a dynamic part of the emergence of any organization, most studies portray technology trajectories independently from the lifecycle of innovation ecosystems. However, technological progress is not materialized in a vacuum but rather shaped by the choices and efforts of the heterogeneous participants that compose the ecosystem. In this paper, we seek to close the gap among technology progress, ecosystem lifecycle, and roles of ecosystem actors. We employ a multi-case study approach in the field of highly-advanced technology. The results of our qualitative research point towards the following insights: As an innovation ecosystem develops over time, its core technology progresses and also ecosystem actors are found to mature through their responses to new technology: from defending, to adjusting, to re-orienting. We contribute to the discussion of innovation ecosystem lifecycles not only from a research but also from a managerial practice perspective: Ecosystem managers gain valuable insights on the value-creation mechanisms depending on the different roles of technology and ecosystem actors. In addition, depending on the role assumed in an innovation ecosystem, actors will be better skilled to develop ecosystem governance with respect to technology transitions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1187** | Submission: **17244** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:15AM- 12:00PM ET (UTC-4)**

Best Papers Session 2

Digital Session Chair: **Clayton Thomas**, *Iowa State U.*

HCM: Nursing Autonomy and Covid-19: A Temporal Theory of How Challengers Make Gains In Unsettled Times

Author: **Clayton Thomas**, *Iowa State U.*
Author: **Scott Feyereisen**, *Florida Atlantic U.*
Author: **William McConnell**, -
Author: **Neeraj Puro**, *Florida Atlantic U.*

HCM Division Best Paper

The onset of the COVID-19 pandemic unquestionably challenged healthcare systems worldwide, and forced healthcare and political leaders to make quick decisions in the face of many unknowns. In this paper, we highlight how the pandemic provided an opening in US Nurse Practitioners' broader pursuit of expanded autonomy. The pandemic created an external jolt that could not have been replicated or completely foreseen by their profession. We argue that this pandemic is indicative of a broader phenomenon analogous to a punctuated equilibrium, which fosters a challenging profession's entry into a new phase of their professionalization life cycle. Building on Freidson and Abbott's theories of the profession, we offer additional theorization of how a challenging profession moves their cause forward; highlighting the role of temporality, we argue that challengers consolidate gains attained during long periods of small wins, and usher their professionalization into new phases through punctuations. We also provide empirical support for our theory by offering a survival analysis of US state policy changes made by state governors in response to rising COVID-19 cases in their states during the first month of the pandemic. We further discuss the implications for professions theory and healthcare management.

Paper is Available to Meeting Registrants Only.

HCM: How Managers Affect Followers' Health Behavioral Change: A Systematic Literature Review

Author: **Cedric Romme Bijl**, *U. of Twente*
Author: **Wouter A. Keijsjer**, *U. of Twente*

Employee health is of direct importance to managers of organizations, teams, and individuals. How managers affect employee health behaviors, and changes thereof, is still unknown. Only a few studies have sought these mechanisms associated with "healthy leadership", including studies that charted how managers/leaders affect employees' private health lives. In this systematic literature review of fourteen studies, we analyze the mechanisms that have been explored and substantiated so far. We identified eleven categories of variables that can explain the effects of leadership on employee health behaviors. The findings were incorporated into a conceptual model, offering insight into how healthy leadership/management may affect follower health behavioral change. At the core of this individual-change model are: 1) a personal leader-employee relationship and 2) role modelling. It is suggested that this model should be tested empirically, and that the links among the thus far explored independent and outcome variables should be theorized further. Ultimately, efforts to advance effective healthy leadership at work might promote health behavioral changes among employees' families and related social networks. In effect, managers may become crucial in the slow ascent of preventive medicine, thereby bringing 'managers back in' to pursue their potentially lofty, multi-purpose objectives.

Paper is Available to Meeting Registrants Only.

HCM: Interpersonal Relationships, Dynamic Reinforcement, and Alliance Performance

Author: **Genevra F. Murray**, *Boston Medical Center*
Author: **Valerie A. Lewis**, *U. of North Carolina, Chapel Hill*
Author: **Thomas D'Aunno**, *New York U.*

The alliance literature has identified common alliance problems, including shirking and conflict among members. This literature has largely focused on structural factors, including governance mechanisms, that promote alliance stability and performance. We use a case study to develop theory focused on mechanisms through which alliances can overcome common problems, developing the concept of "dynamic reinforcement." We employ a longitudinal case study design of a set of medical groups that formed an alliance in order to pursue a new health care payment program. Data were collected from 2012-18 including documents, phone interviews, and site visits (totaling 8 visits, 80 interviews, 23 meeting observations). Approximately 50% of data were double coded; a single coder coded the remainder. We iteratively analyzed data for emergent themes. The alliance achieved stability in the face of these problems through a process of dynamic reinforcement, whereby formal alliance structures (e.g. committees) and informal organization (e.g. multidimensional bonding and bridging ties) reinforced one another, as formal meetings gave way to a dense web of multidimensional bonding and bridging relationships across member organizations; these relationships then encouraged both continued engagement with the alliance as well as enabled sharing vulnerabilities, engaging in collective problem solving, and negotiation of tension and conflict. Our work uncovers mechanisms through which alliances develop and reinforce a robust informal organization, and complicates views of alliances from dyads of organizations to a web of multidimensional relationships between staff across members.

Paper is Available to Meeting Registrants Only.

HCM: Organizational Culture and Nursing Home Financial Performance: The Case of High Medicaid Nursing Ho

Author: **Akbar Ghiasi**, *U. of the Incarnate Word*
Author: **Justin Lord**, *Louisiana State U. Shreveport*
Author: **Jane Banaszak-Holl**, *Monash U.*

This paper investigates the relationship between organizational culture and financial performance in high-Medicaid Nursing Homes, nursing homes that serve a high proportion of Medicaid residents. As high-Medicaid Nursing Homes operate in resource-constrained environments, they usually have lower staffing and occupancy, higher minority resident mix, and worse quality of care. A specific organizational culture, assessed by the Organizational Culture Assessment Instrument, can be a strategy those nursing homes employ to secure resources necessary to survive. This instrument helps identify organizational culture types: adhocracy, clan, market, and hierarchically oriented. We tested whether a specific type of organizational culture was associated with higher financial performance, measured by an operating margin. Survey data of 348 nursing home administrators were collected in 2017-2018. We found that the market culture was positively associated with a higher operating margin. On the other hand, there was a negative relationship between a hierarchically oriented culture and financial performance. These findings can help nursing home administrators improve their financial performance through the adoption of certain organizational cultures.

Paper is Available to Meeting Registrants Only.

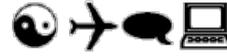
KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1188** | Submission: **10358** | Sponsor(s): (HCM, ODC, CMS)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:15AM- 12:00PMET (UTC-4)**

**Relational Practices For Tackling Grand Challenges: The
Relational Society Project**
Relational Practices For Tackling Grand Challenges



Organizer: **Claus Jebsen**, *Norwegian Business School*
Chair: **Jody Hoffer Gittel**, *Brandeis U.*
Chair: **Shyamal Sharma**, *Brandeis U.*
Panelist: **Hao Gong**, *Rutgers U. SMLR*
Panelist: **Erin Faire Taylor**, *CareOregon*
Panelist: **Olawale Olaleye**, *Brandeis U.*
Panelist: **Muhammad Siddique**, *Institute of Management Sciences*
Discussant: **Carsten Hornstrup**, *Joint Action A/S*
Discussant: **Stephen M. Shortell**, *U. of California, Berkeley*
Discussant: **Angela Aristidou**, *U. College London*
Discussant: **Bjorn Erik Mork**, *BI Norwegian Business School*

The overall aim of this symposium is to stage a debate that enlightens our understanding of how relational practices are established and developed in response to highly diverse, multi-level, complex societal challenges. This symposium is inspired by an ongoing, comparative case study where data are being gathered from nine sites around the world (in China, Pakistan, Nigeria, UK, US, Denmark and Norway) in order to learn more about the relational practices being used to tackle grand societal challenges, such as the current pandemic as it intersects with growing inequality and health disparities. Findings from the comparative case study is to be followed by an interventional phase starting Fall 2021. This symposium will discuss relevant methodological issues that arise when conducting ethnographic comparative case studies across diverse settings, and will inform the design of the interventions to be adopted.

The symposium is open for attendees interested in the topic. For any inquiries, please contact the organizer, Claus H Jebsen at claus.h.jebsen@bi.no

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1189** | Submission: **16644** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:30AM - 11:30AM ET (UTC-4)**

**Academy of Management Career Achievement Award Presentation:
Distinguished Service**
All-Academy Career Award: Distinguished Service

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Herman Aguinis**, *George Washington U.*
Chair: **Corinne A. Post**, *Villanova U.*

AOM Career Achievement Award Committee Chair, Corinne Post, will present the 2021 honoree of the Distinguished Service Award.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1190** | Submission: **10716** | Sponsor(s): **(GDO, IAM, SIM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:30AM- 12:00PMET (UTC-4)**

Filling the Void: Researching Our Latinx Experience
Researching Our Latinx Experience



Chair: **Carlos B. Gonzalez**, *Cal Poly Pomona*
Chair: **Monica C. Gavino**, *San Jose State U.*
Chair: **Patricia G Martinez**, *Loyola Marymount U.*
Chair: **Carlos Jesus Alsua**, *U. of Arizona*
Chair: **Florencio F. Portocarrero**, *U. of California, Irvine*
Chair: **Desiree F. Pacheco**, *IESE Business School*

One of the big takeaways from the 2020 U.S. presidential election in November is acknowledgment, though a surprise to some, that Latinx are not a monolithic group. To be Latinx is to be part of a complex and contextual community, more than just Hispanic or Latino, and not a monolithic category in a box. Managerial research that addresses this complex and contextual Latinx life experience is non-existent. More perplexing is that although Latinx-identified people compose the USA's largest minority group, a review of the managerial literature highlights the absence of research focused on Latinx social identity groups (e.g., Cuban-American, Mexican-American, Puerto Rican.) This PDW is an effort by Latinx management faculty and doctoral students to voice our experiences, begin a discussion, and set in motion a research agenda that acknowledges and incorporates this complexity in studying the Latinx experience within contemporary organizations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1191** | Submission: **12224** | Sponsor(s): **(HR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:30AM- 12:00PMET (UTC-4)**

The Future of Macro Talent Management (MTM): Advancing the Field

Future of MTM



Panelist: **Shaista Ehsan Khilji**, *George Washington U.*
Panelist: **Vlad Vaiman**, *California Lutheran U.*
Panelist: **Ibraiz Tarique**, *Pace U.*
Panelist: **Karin A. King**, *London School of Economics*
Discussant: **Marion Festing**, *ESCP Business School*

In this panel symposium, we take stock of the Macro Talent Management (MTM) field given recent workforce disruptions, mounting socioeconomic pressures, and the global pandemic. Based on the contextual and content analysis of the field, we argue that MTM needs to advance beyond the descriptive and conceptual agenda. Four MTM scholars offer distinct perspectives for future direction. These include focusing on the practical utility of MTM (Vaiman), problematizing and contextualizing MTM (Khilji), exploring development events (Tarique), and making a case for the active role of management and its agency in influencing macro talent conditions and outcomes (King). This panel symposium aims to engage a group of panelists in a moderated discussion of the future of MTM while also addressing the Academy meeting theme (Hillman, 2020).

No invitation, no pre-registration required. If you have any questions about the session, please email sekhilji@gwu.edu or vvaiman@callutheran.edu

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1192** | Submission: **12731** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:30AM- 12:00PMET (UTC-4)**

**Making Change Stick: A proven model for managers,
consultants and faculty**
Making Change Stick: A proven model



Presenter: **Mary Vradelis**, *Saint Mary's College of California*

We have all experienced a seemingly successful change effort, only to find that after six months the behaviors reverted. This PDW, designed for managers, consultants, and faculty, will explore how to apply William Bridges' transition model, which was developed for leaders who wonder why their clearly-researched change efforts fail. Bridges' model offers practical strategies and principles for managers and leaders to manage change effectively. The presenter, Mary Vradelis, guides organizations and individuals through transitions, both planned and unexpected. She is an experienced Interim Executive Director, facilitator, trainer, and management coach. In her role as a transitional leader, she is an embedded consultant who has used this model to help organizations make changes that stick. As a faculty member, she has brought this change model to life for undergraduate and graduate business students. This interactive session gives managers, consultants, and faculty an opportunity to apply the model to recently completed or current change efforts, as well as to a case study. Participants will also be encouraged to share change models that have been successful for them. SEARCH TERMS: management and leadership / change management / leadership transition

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1193** | Submission: **16841** | Sponsor(s): **(MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:30AM- 12:00PMET (UTC-4)**

New Perspectives in Diversity Research: Politics, Exclusion, Social Class, and Expectations

Digital Session Chair: **Sophie Elizabeth Jané**, *Case Western Reserve U.*

MOC: Perceptions of Group Membership: Bringing Intentionality to the Forefront of Inclusion and Exclusion

Author: **Sophie Elizabeth Jané**, *Case Western Reserve U.*
Author: **Stormy Sweitzer**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Diana Bilimoria**, *Case Western Reserve U.*

In this paper, we propose a novel approach to conceptualizing inclusion and exclusion in the workplace. Drawing on a review of the inclusion and exclusion literatures, we argue that individuals desire autonomy in choosing their group memberships. To reflect this, we propose a framework for the conceptualization of inclusion and exclusion that has two dimensions: belongingness and intentionality. From these two dimensions arise four states of perceived group membership: earned inclusion, earned exclusion, unearned inclusion and unearned exclusion. We build on these constructs by defining the process of transition between each state and provide examples to illustrate each pathway. Finally, we outline several propositions regarding the outcomes of earned and unearned social states in organizations. We conclude with the implications of our framework for management theory and practice, as well as suggestions for future study.

Paper is NOT Available. Please contact the author(s).

MOC: Does Political Diversity Predict Organizational Dissatisfaction? Salience of Presidential Elections

Author: **Anuradha Anantharaman**, *Google People Innovation Lab*
Author: **Alicia A. Grandey**, *Pennsylvania State U.*

Political polarization is linked to increasing out-group hostility, as recently observed at the U.S. Capitol. Organizations are known to vary in their political leanings, but it is unknown how political diversity among coworkers affects organizational outcomes. Based on theorizing around similarity-attraction of values and identities, we propose that organizations with more political diversity evoke lower organizational satisfaction, specifically during national elections when political views become salient. With a sample of the S&P100 organizations and multi-source archival data starting in 2008, we find that U.S. organizations with greater political diversity (aggregated variability of employee donations to liberal or conservative political groups) elicit lower organizational satisfaction (averaged ratings from Glassdoor.com) than more homogeneous companies. Further, time-varying effect modeling (TVEM) shows that these negative relationships change across the election cycle, with strong inflections during the 2008 (Obama-McCain) and 2016 (Trump-Clinton) election years. A post-hoc test also showed that political diversity related negatively to performance (i.e., return on assets; ROA). Overall, organizations whose employees hold more diverse political views have worse outcomes during election years than organizations that more strongly lean in one direction, likely due to emergent conflict that is otherwise dormant. We provide directions forward for researchers and managers.

Paper is Available to Meeting Registrants Only.

MOC: He Sees the Forest, She Sees the Trees: Gendered Construal-Level Expectations

Author: **Samantha Dodson**, *U. of Utah, David Eccles School of Business*
Author: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Author: **Cheryl Wakslak**, *U. of Southern California*
Author: **Jesse Graham**, *U. of Utah, David Eccles School of Business*
Author: **Kristina Diekmann**, *U. of Utah*

People often have different expectations for men and women at work. We are the first to integrate social role and construal level theories to explain how people have differing construal-level expectations of men and women. Building on these theoretical frameworks, we empirically demonstrate that people are quickly and easily able to associate names of men with abstract terms and names of women with concrete terms (Study 1). We also show that these expectations shape the construal-related attributes men and women ascribe to others and themselves at work (Studies 1, 2). Finally, in a field study, we show that men, but not women, benefit from meeting these implicit construal-level expectations. More specifically, we find that supervisors give higher performance evaluations to men who perform workplace activities abstractly. However, the same boost in performance does not appear to be given to women who perform workplace activities concretely (Study 3). The implications of this research for workplace gender equality are discussed.

Paper is Available to Meeting Registrants Only.

MOC: The "Haves" and the "Have Nots"

Author: **Hana Johnson**, *Washington State U.*
Author: **Jay Bates**, *Washington State U.*
Author: **Fong T. Keng**, *Nanyang Technological U.*
Author: **Elizabeth Eve Umphress**, *U. of Washington*

The COVID-19 pandemic affects the personal and work lives of employees on a daily basis with constant and changing information regarding health ramifications, school closures, and staying at and working from home. However, those lower in social class appear to experience disproportionate negative health and economic outcomes. We utilize the cognitive-motivational-relational theory of emotion to describe how employees of lower versus upper class differ in how they react to the salience of the COVID-19 pandemic, which subsequently influences their emotions and behavior. In an experiment and a field study, we either manipulate or measure COVID-19 salience and evaluate how higher levels of COVID-19 salience affect employees. We found that employees with higher levels of COVID-19 salience who were lower (versus higher) in social class reported higher COVID-19-related work anxiety when they also perceived their social class as highly central. In response to this work anxiety, employees experience emotional exhaustion thinking about how COVID-19 will affect their work in the future, which then results in avoidance behaviors as employees attempt to escape the threat posed by COVID-19. This work theoretically contributes to the organizational and psychology literatures and has practical implications for how organizations should help employees cope with the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Modern Cognition Research: Meaning, Mindfulness, & Learning

Digital Session Chair: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*

MOC: Meaning or Money? Examining Preferences for Meaningful Work and Compensation

Author: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*

Workers often face challenging decisions about whether to prioritize meaningful work or high compensation. Tradeoffs between meaningful work and compensation have received extensive theoretical attention, but limited empirical examination. Across three studies, the present investigation examined the relative importance of salary and meaningful work to job evaluations and probed the extent to which high salaries are believed to promote meaningful work. Study 1 (N=408) demonstrated that people prioritize high salaries over highly meaningful work when evaluating hypothetical jobs. Study 2 (N=187) showed that participants overwhelmingly preferred a hypothetical high-salary job with low meaningfulness to a low-salary job with high meaningfulness. Finally, Study 3 (N=171) illustrated that high-salary jobs are expected to provide more meaningful work than medium or low-salary jobs. These results suggest that salary is paramount to meaningful work in hypothetical job evaluations and that people believe that salary is highly influential to the experience of meaningful work.

Paper is Available to Meeting Registrants Only.

MOC: When Wor(1)ds Collide: Negotiating and Renegotiating Meaning in Interorganizational Relationships

Author: **Doerte Leusmann**, *U. of Passau*

Author: **Carolin Haeussler**, *U. of Passau*

Author: **Marvin Hanisch**, *U. of Groningen*

An integral feature of organizational enactment is the social construction of meaning. Over time, organizations create an often implicit canon of meaning, which is an essential ingredient for the social construction of what is collectively perceived to be valid and true. This interpretation-guiding, idiosyncratic canon of meaning can be challenged, however, when organizations form interorganizational relationships and the interpretive worlds of two organizations collide. In this paper, we investigate the partners' continuous efforts to negotiate and renegotiate meaning by examining the extent to which meaning manifests in contractual definitions which we understand as explicit outcomes of meaning (re)negotiations. Taking a socio-cognitive perspective, we suggest that the partners more likely strive for explicit definitions the larger their social and technology overlaps because overlaps (1) unleash the ability for explicit definitions and (2) establish mutual esteem of explicit definitions. We also argue that when uncertainty is high, the impact of social overlap on explicit definitions is stronger, while when uncertainty is low, the impact of technology overlap is more pertinent. We test our conceptual model on a longitudinal dataset of 1,672 interorganizational relationships in the biopharmaceutical industry and find general support for our predictions. Our paper contributes to research on interorganizational sensemaking and the literature on contract design and adaptation.

Paper is Available to Meeting Registrants Only.

MOC: Mechanisms of Mindfulness-Based Training Intervention: Core and Peripheral Functional Elements

Author: **Kenneth S Law**, *Chinese U. of Hong Kong*

Author: **Yan Jiang**, *Nanjing U.*

Author: **Yolanda N. Li**, *Lingnan U.*

An ever-increasing number of studies and practice-based programs have evidenced the benefits of mindfulness. This leads to the impression that practicing mindfulness is a panacea for all the problems. In this study, we try to unpack the black box of mindfulness training. We base on the classical mindfulness training program and theorize that the training comprises a core part (attention) and peripheral parts (e.g., emotion regulation). We postulated self-concept altering as the mechanism explaining the effects of mindfulness training. Specifically, the core part functions through defreezing participants' self-concept. Different combinations of the core part and peripheral parts of the mindfulness training modules will reshape participants' self-concept and induce different outcomes. We tested our theorization using two studies. Study 1 surveyed 104 working employees from the U.S. with a time-lagged design, and Study 2 employed an eight-week experiment design with 136 students from China. The findings of both studies supported our theorization. We found that mindfulness training on attention will activate individuals' self-concept defreezing and prepare them for new changes. When peripheral parts were introduced after the core attention training, participants will enjoy the corresponding benefits. Particularly, when participants received training on emotion-regulation after their core attention training, they had a decreased level of emotion regulation difficulty. Likewise, participants who received training on other-orientation after the attention training had a higher level of other-focus. Those who undertook a balanced time training after the attention training fostered a more balanced time perspective. Using different measures in the two studies, we found evidence for our hypotheses about the roles of core and peripheral elements in the mindfulness programs.

Paper is Available to Meeting Registrants Only.

MOC: Theoretical learning: how individuals learn with delayed and ambiguous feedback

Author: **Stefano Benigni**, *Imperial College Business School*

Author: **Paola Criscuolo**, *Imperial College London*

Author: **Markus Perkmann**, *Imperial College London*

Reinforcement learning is generally viewed as the central learning mechanism in the organizational learning literature. However, reinforcement learning cannot explain effective learning when feedback is ambiguous, delayed or absent. Based on prior work in cognitive psychology and neuroscience, we introduce the notion of theoretical learning that proposes that learning occurs as a result of individuals' repeated engagement with decision-making challenges. We argue that the accumulation of decision experience drives the development of more fine-grained and complex mental models of the environment, which in turn improve decision performance. The first part of the argument is based on the idea that repeated cognitive efforts induce individuals to draw new distinctions and categories of meaning. Importantly, this effect should be more pronounced in conditions of higher uncertainty. In turn, more complex representations afford a more accurate understanding of features and relationships of the environment, resulting in improved decision performance. We test and find support for our theory in the context of patent termination decisions in a large high-tech firm, made by 140 intellectual property experts under conditions of poor feedback over 15 years. Our study demonstrates that learning can occur under poor feedback, and we specify theoretical learning as an alternate learning mechanism, distinct from reinforcement learning. An important implication is while the presence of uncertainty is seen as problematic for reinforcement learning it can be conducive to effective theoretical learning.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Critical Perspectives Towards Spirituality and Meaning



Digital Session Chair: **Toyoko Sato**, *Copenhagen Business School*

MSR: **Clan Culture, Partner Surname Sharing, and Double Sword Consequences**

Author: **Huiyang Li**, *Lingnan College*

Author: **Heng Liu**, *Sun Yat-Sen U.*

Author: **Hanqing Zhao**, *South China U. of Technology*

In many emerging countries, firms face institutional “voids” that raise the difficulty and cost of doing business. In this study, we examine a unique mechanism that may address those voids: partner surname sharing based on clan identity. Using unique data merged from multi-sources and manually collected from China, we find that firms registered in the region with a stronger clan culture will be more likely to trade with supply chain partners with the same surname. This positive effect is moderated by the level of regional marketization. We also show that such taste-based selection leads to double sword economic consequences for the focal firm. Therefore, we shed new light on the supply chain-level implications of clan culture, an Asian cultural-specific topic that has received scant attention in the marketing and supply chain literature.

Paper is Available to Meeting Registrants Only.

MSR: **Spiritual workspace and incivility: unraveling the psychological mechanisms and boundary conditions**

Author: **Madhu Lata**, *Indian Institute of Technology Patna*

Author: **Richa Chaudhary**, *Indian Institute of Technology Patna*

The role of a spiritual work atmosphere in mitigating the occurrence of negative workplace behaviors has gained the attention of management scholars lately. However, the underlying psychological mechanisms and contingencies governing the relationship between spiritual workspace and counterproductive behaviors are unknown. Addressing this gap, the present study examined the indirect effect of workplace spirituality on two forms of incivility at work via ethical climate. The study also investigated the moderating effect of narcissism on the mediated relationship between spirituality and incivility through ethical climate. The research hypotheses were tested on a sample of 338 employees working in the Indian hotel industry in two different studies. The findings established the mediating role of ethical climate on the association between workplace spirituality and incivility. Results also confirmed the moderating effect of narcissism on the indirect relationship of spirituality with incivility through ethical climate. Theoretical contributions and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

MSR: **Deliberating Dark Triad Traits and Spiritual Intelligence: A novel conceptual advancement.**

Author: **Sai Bhargavi Vedula**, *Indian Institute of Management, Kashipur*

Author: **Rakesh K. Agrawal**, *Indian Institute of Management, Kashipur*

With the corporates permeated with dark leadership behaviours, the organisational paradigm impels for inculcating spiritual intelligence at workplace. This paper endeavours to conceptualize the connection between leaders' Dark Triad Traits (DTT); Machiavellianism, narcissism and psychopathy; and their cognizance for cultivating Spiritual Intelligence (SI). We assiduously reviewed and drew upon the theoretical insights from the literature of transpersonal psychology and organizational behaviour and offered a conceptual map. This research article also elaborates on how spiritual intelligence is the need of the hour and underscores its distinction from other intelligences. Theoretical contributions, practical implications and future avenues of research have been discussed.

Paper is Available to Meeting Registrants Only.

MSR: **Multilevel Review of Critical Spirituality**

Author: **Tanja Wolf**, *Johannes Kepler U. Linz*

Author: **Birgit Feldbauer-Durstmüller**, *Johannes Kepler U. Linz*

As spirituality provides people meaning in life and advises their sense of values and ethics, there is increasing interest among management scholars concerning this research area. Considering that people are characterized by an innate need to find meaning in their lives likewise at workplaces, management theory and practice is challenged to discuss such topics. One key controversy is the debate about what kind of spirituality we are referring to in management theory and practice. The majority of publications emphasizes the positive consequences thereby considering spirituality as a management tool improving performance of employees and organizations. In contrast, a critical spirituality focuses on a serious debate about the sense of life and work, including a critical analysis of organizations and managerial practices. Research on critical spirituality spans a wide range of disciplines, however, an interdisciplinary systematic analysis of this critical spirituality is still missing. This interdisciplinary systematic literature review contributes to the management discourse by providing a view beyond traditional management perspectives on spirituality with a synthesized overview of the most influential theoretical foundations, specific descriptions of critical spirituality as well as a first framework of implications for management theory and practice.

Paper is Available to Meeting Registrants Only.

MSR: **The Role of Subordinate Meaningfulness in Leader Trust and Territorial Behavior**

Author: **Siyao ZHU**, *Instituto de Empresa, Madrid*

Author: **Kriti Jain**, *IE Business School*

Author: **Konstantina Tzini**, *CUNEF*

Trust is an important element of workplace relationships. While most research has taken a top-down approach to study the role of leaders in influencing subordinates' trust and behaviors, here we take a bottom-up approach to examine the role of subordinates in eliciting leader's trust and consequently affecting leader's behavior. Specifically, integrating theories on social exchange and meaningful work, we argue that subordinate's work meaningfulness can elicit leader's trust in the subordinate and also increase leader's territorial behavior towards the subordinate. Finally, we propose that leaders with high (versus low) core self-evaluations (CSE) are less likely to engage in territorial behavior toward the trusted subordinates. Using a time-lagged dyadic field study with full-time employees in China (Study 1), a recall-based experiment with British sample (Study 2), and a scenario-based experiment with US sample (Study 3), we provide converging evidence for our hypotheses. Our research represents a first attempt to examine leader's trust and behavior towards the subordinate spurring from subordinate's work meaningfulness. Our findings answer the call to study the interpersonal effects of work meaningfulness. Importantly, by studying leader's territorial behavior, we contribute to a nuanced understanding of the possible 'dark side' of trust and of meaningfulness.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1196** | Submission: **10393** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 10:30AM - 11:30AMET (UTC-4)**

OB Division Lifetime Achievement Award
OB Division Lifetime Achievement Award

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1197** | Submission: **17287** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:30AM- 12:00PM ET (UTC-4)**

Managing New Technologies   
Managing New Technologies

Digital Session Chair: **Tomi Koljonen**, *Aalto U. School of Business*

OMT: Dismantling the Trojan Horse: Professionals and Relational Resistance Against Technological Change 

Author: **Tomi Koljonen**, *Aalto U. School of Business*

Finalist for the OMT Division Best Student Paper Award

Occupations face increasing pressure to implement technology in work practices. Such demands are problematic when external actors call for changes that threaten established ways of working and professional autonomy. How can occupations resist such demands for technological change? I study this question by conducting a field level study of technological policy, reform and resistance in the Finnish educational system. Analyzing archival data, I find policymakers and other actors were first successful in framing a need for technological change in the field of education, gathering wide-ranging support for their new policies. Yet, when technological reform supporting the change was implemented, new practices were quickly deemed incompatible by frontline professionals. I find teachers and key stakeholders engaged in the process of relational resistance, a coalescence of stakeholder support and criticism that allows for a profession to push back on the externally imposed change, and ultimately regain autonomy over work practices. In the end, policymakers and elected officials walked back reform discourse, and a new 2019 curriculum downplayed the importance of technology. Overall, this case allows me to explain the processes by which professionals can resist externally imposed technological change, and the role core and peripheral stakeholders play in the process. This study contributes to research in occupations and professions, and technological change at work.

Paper is Available to Meeting Registrants Only.

OMT: Vox Populi ET Vox Regni: Investigating Digital Voice Channels in the Gig Economy 

Author: **Eliane Bucher**, *BI Norwegian Business School*

Author: **Peter Kalum Schou**, *NHH Norwegian School of Economics*

Author: **Matthias Waldkirch**, *EBS Business School*

Voice is crucial for workers as it enables them to better their organizations and exert some degree of control over managerial decision-making. Yet, as workers increasingly find jobs on digital platforms in the gig economy, traditional channels of voice are being replaced by digital voice channels, such as online communities. To add knowledge to voice on such channels, we collected conversation data from two comparable online communities, which function as official (Upwork community) and unofficial (Reddit community) digital voice channels for gig workers active on Upwork. Based on a comparative mixed-method approach combining sentiment analysis with a qualitative analysis of both communities, we draw out a process of how voice is organized in digital channels, taking into account design differences and identifying two distinctive online community voice behaviors, voice framing and voice modulation. Our study contributes to the growing research at the intersection of voice and digital platforms.

Paper is Available to Meeting Registrants Only.

OMT: Moving With the Times: A New Perspective on Organizational Control  

Author: **Jorge Walter**, *George Washington U.*

Author: **Markus Kreutzer**, *EBS Business School*

Author: **Laura B. Cardinal**, *Darla Moore School of Business, U. of South Carolina*

Author: **C. Chet Miller**, *U. of Houston*

In this paper, we propose that current technological trends in organizational and work environments necessitate a new perspective on organizational control. While we have witnessed dramatic shifts in, and a massive transformation of, organizational and work life since the beginning of the 21st century, our theories and frameworks focused on organizational control have not undergone corresponding updates. This has both preserved and masked limitations of traditional approaches to organizational control. Addressing these limitations, we provide a synthesis of the key assumptions and dimensions underlying existing organizational control research; theorize how current trends in technological and organizational environments require us to re-examine or even relax a number of assumptions underlying organizational control theory; and develop a novel set of propositions that help us advance a reconceptualization of organizational control for contemporary organizational realities.

Paper is NOT Available. Please contact the author(s).

OMT: Meaning Dynamics of Emerging Technologies: How Technologies Come Into Being in Contested Discourses

Author: **Pauline Charlotte Reinecke**, *Hamburg U. of Technology*

Author: **Thomas Wrona**, *Hamburg U. of Technology*

In this paper, we consider how emerging, controversially discussed technologies are discursively constructed. We argue that for such technologies, meaning is neither societally institutionalized, nor do social actors frame this meaning in a purely intentional way. Building on a hermeneutic sociology of knowledge perspective, we discuss how societal knowledge and heterogenous practices of actors are communicatively co-constructed and guide the becoming of technology. We illustrate the meaning dynamics using the example of the discourse around Big Data Analytics (BDA) in Germany from 2010-2020 and reveal three interpretive frames that unfold from the recursive relations of societal knowledge and social actors. The implication of our paper is that the discursive construction of emerging technologies can only be understood through an actor concept that understands social actors as both producers and recipients of societal knowledge.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1198** | Submission: **16751** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:00PMET (UTC-4)**

IM Division Georgetown Best Paper in International Business and Policy Award



Digital Session Chair: **Nandini Lahiri**, *American U.*

This session features the finalist* papers for the IM Division Georgetown Best Paper in International Business and Policy Award, which is presented to the best scholarly paper of the IM Division that has strong policy implications in the international context at the Academy of Management annual meeting. All papers with a research focus on International Business and Policy accepted by the IM Division for presentation at the Academy of Management annual meeting are eligible for the award. *Session excludes one paper which is also a finalist for the CEIBS Best Paper Award.

IM: **Disasters and International Business: Insights and Recommendations from a Systematic Review**

Author: **Linglin ZHENG**, *2304*
Author: **Heidi Wechtler**, *U. of Newcastle*

While the COVID-19 pandemic revived the academic interest for disasters, little effort has been made to consolidate the fragmented research on disaster in the field of international business (IB). Yet, in the current global environment, we speculate that this international perspective to examine disasters of all forms (climate change, terrorism, pandemics) is likely to grow in the near future. Therefore, it appears crucial and urgent to consolidate the existing knowledge to provide a solid basis to future research. Guided by Werner's framework, we systematically review 88 articles published between 1978 and 2020 and evaluates the nascent but rapidly growing literature at the intersection of disasters and IB. In critically analyzing this body of work, we reveal a number of areas that warrant further attention for scholars who wish to enhance academic understanding of the role of disasters in within the field of IB.

Paper is NOT Available. Please contact the author(s).

IM: **Economic nationalism and the home court advantage**

Author: **Anand Nandkumar**, *Indian School of Business*
Author: **Srividya Jandhyala**, *ESSEC Business School*
Author: **Arnab Choudhury**, *Indian School of Business*

Economic nationalism refers to government actions that enhance national interest by protecting and aiding domestic firms at the expense of foreign ones. While prior research has highlighted discriminatory laws and government policies, we contend that economic nationalism may manifest as policies that are non-discriminatory but are nonetheless unequally and differently enforced among domestic and foreign firms by actors entrusted to implement them. We explore this subtler mechanism of economic nationalism in the context of judicial rulings in property rights disputes. We expect the legal system, through its interpretation and enforcement of policies and laws, to create a disadvantage for foreign firms. In a sample of 73,756 intellectual property lawsuits in the United States between 1963 and 2016, we find foreign patent holders (compared to other domestic firms) are 18% less likely to successfully defend their patents in lawsuits against domestic firms. Similarly, domestic patent holders are 19% more likely to win against foreign (compared to domestic) challengers. Our results are robust to controlling for firm and patent characteristics and appear unlikely to be driven by differences in legal capabilities. Thus, the legal system appears to be another source of economic nationalism, giving domestic firms the home court advantage.

Paper is Available to Meeting Registrants Only.

IM: **Firm-level Impacts of Pro-Market Reforms: Latin America as a Laboratory**

Author: **Bruno Buscariolli**, *FGV EAESP Sao Paulo School of Business Administration*
Author: **Jorge M. T. Carneiro**, *FGV EAESP Sao Paulo School of Business Administration*

The impact of pro-market reforms on the profitability of companies has been investigated for more than two decades, but accumulated results are still inconclusive. While there has been general agreement in terms of the reasons why pro-market reforms would be expected to lead to higher profitability, findings across studies have been mixed. The present study improves over past research by employing causal analysis methods (specifically, vector autoregression and impulse response functions) and by using more appropriate sampling of countries and of firms (specifically, multiple countries that are comparable and that illustrate opposing directions of reforms). We use firm-level data from 1,248 publicly listed firms in seven Latin American countries, 2000-2016. Although our results were not statistically significant as regards the relationship between pro-market reforms and firm profitability (return on sales), our findings do indicate a positive relationship between pro-market reforms and operational efficiency (reduction in administrative and selling expenses) as well as between pro-market reforms and financial leverage (corporate indebtedness and interest expenses), as expected.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1199** | Submission: **16864** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 11:00AM - 12:00PM ET (UTC-4)**

International Investment Topics

Digital Session Chair: **Bjoern Schmeisser**, *WU Vienna*

This session addresses assorted topics related to foreign investment. It includes papers examining performance and survival of maturing early internationalizers, de-globalization and evaluations of foreign products in the context of the U.S.-China trade war, international diversification, digital transformation, and MNE performance, and FDI entry mode choice in Myanmar by Korean multinational companies.

IM: Performance and Survival of Maturing Early Internationalizers—A Review and Research Agenda

Author: **Joan Freixanet**, *Graduate School of Management, Saint Petersburg U.*
Author: **Ryan Federo**, *U. de les Illes Balears*

Despite abundant research on early internationalization, we still lack systematic knowledge about what occurs to born globals as they grow and evolve over time. Prior reviews do not offer a comprehensive view of the factors influencing the long-term growth and survival of born globals. To fill this void, this paper critically examines 184 articles that have appeared in 28 academic journals over the past three decades. Drawing on complexity theory, this review identifies and maps a dynamic system comprising the interplay of four sets of factors relating to internal resources and capabilities, networks, environmental factors, and firm strategies, and the influence of the interplay of these elements on firm outcomes. This paper contributes to the extant literature by taking stock of the present state of knowledge on the different sets of factors influencing the post-entry performance and survival of born globals. Furthermore, this review reveals significant gaps and contradictions in the literature, which lead to important opportunities for future research.

Paper is Available to Meeting Registrants Only.

IM: De-globalization and Foreign Products' Evaluations: Evidence from the U.S. – China trade war

Author: **Weiliang Zhang**, *U. of Illinois at Urbana-Champaign*
Author: **Wei Wang**, *Northwestern Kellogg School of Management*

From a relative micro perspective, this paper investigates de-globalization socio-political consequences. We argue that customers' evaluations towards products of Multinational Enterprises (MNEs) will be influenced by dyadic de-globalization events. Specifically, we argue that products from a rivalry country will experience evaluation drops in the host country after dyadic de-globalization events between the rivalry country and the host country, and this negative effect would further spillover to products from countries that are considered to be similar to the rivalry country. Using the U.S. - China trade war as an exogenous shock, we are able to test our hypotheses. By examining the rating behaviors on a leading Chinese E-commerce platform, we found out that products from U.S. MNEs received lower ratings after the trade war. Moreover, this negative effect spilled over to products from European MNEs.

Paper is NOT Available. Please contact the author(s).

IM: International Diversification, Digital Transformation, and the Performance of MNEs

Author: **Can Tihanyi**, *WU Vienna*
Author: **Christian Schumacher**, *WU Vienna U. of Economics and Business*
Author: **Alexander Toni Mohr**, *WU Vienna U. of Economics and Business*

We explore how digitalization transformation acts a mechanism through which international diversification affects the performance of multinational enterprises. We argue that internationally diversified firms have greater opportunities, but also face greater pressures to engage in digital transformation. In turn, increased digital transformation enhances firm performance. Digital transformation thus acts as a mechanism through which international diversification affects firm performance. We further argue that the effect of international diversification on a firm's digital transformation varies with the industry that a firm operates in. We test our predictions empirically with a sample of 451 firms in the S&P 500 from 2010 to 2018. Our results show that digital transformation is a mechanism through which international diversification affects the performance of MNEs.

Paper is Available to Meeting Registrants Only.

IM: An Empirical Study on FDI Entry Mode Choice in Myanmar: Evidence from Korean Multinational Companies

Author: **Byung Hee Lee**, *Hanyang U.*
Author: **Honey Soe**, *Hanyang U.*
Author: **Jing Liu**, *Northern Kentucky U.*
Author: **Hong Chen**, *Hanyang U.*

Myanmar, one of the poorest countries in Asia, had not actively promoted foreign investment until the recent decade due to political issues. While it is meaningful and necessary to study FDI in terms of the promotion of FDI and economic growth in Myanmar, research on FDI in Myanmar is limited to date. This study aims to analyze how foreign multinational companies make FDI entry mode choices between the wholly-owned subsidiary and joint venture in Myanmar. Drawing upon the OLI framework and industrial organization theory, we investigate the firm's decision of entry mode choice based on its internal and external factors, i.e., firm size, resource, international experience, host country experience, set-up costs, and industry competition. Using survey data collected from 91 Korean multinational companies that made foreign investments in Myanmar during the period from 1988 to 2014, this study shows that Korean multinational companies tend to adopt a wholly-owned subsidiary mode to enter Myanmar's local market when the firm is larger in size and has more intangible resources and international experiences. However, Korean multinationals are more likely to adopt a joint venture mode when the set-up costs and industry competition are higher in Myanmar. No empirical support is found for the relationship between the firm's experiences in the host country and FDI entry mode choice. The findings provide valuable implications for MNEs that consider entering into Myanmar.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1200** | Submission: **16655** | Sponsor(s): **(MED, OB, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PMET (UTC-4)**

Developing Teaching Ideas into Impactful Intellectual Contributions

Developing Teaching Ideas & Intellectual Contrbs.



Chair: **Kathleen J. Barnes**, *Salem State U.*
Presenter: **Lynn Huddon**, -
Presenter: **Beth Kaufman**, *Pearson Education*
Presenter: **Richard McCracken**, *The Case Centre*
Presenter: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
Presenter: **Jane Schmidt-Wilk**, *Maharishi U.*

Most management academics have been trained to do rigorous research in their chosen field, but few receive any guidance about how to translate that research into learning activities or create impactful intellectual contributions from their classroom activities. This professional development workshop is intended for authors, experienced or new to the management education and learning discipline, who are interested in developing their teaching and/or learning technique(s) into management education and learning academic conference presentations, publishable case studies, peer reviewed journal publications, and other intellectual contributions. This workshop brings together experienced management education teaching-scholars, teaching and learning journal editors, and publishers in a collegial environment that will allow participants to learn about and discuss ideas on converting research into classroom activities and the scholarship of teaching and learning, as well as build participants' networks and resources in this area of scholarship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1201** | Submission: **13752** | Sponsor(s): (NEU, RM, OB)

Virtual session type: **Synchronous Live Open**

Scheduled: **Tuesday, Aug 3 2021 11:00AM - 12:50PM ET (UTC-4)**

Leadership and Team Processes: A Neuroscience Perspective *A Neuroscience Approach to Management Research*



Organizer: **Nir Milstein**, *Bar-Ilan U.*
Discussant: **Russell Cropanzano**, *U. of Colorado, Boulder*
Presenter: **Danni Wang**, *Rutgers Business School*
Presenter: **David A. Waldman**, *Arizona State U.*
Presenter: **Pierre Balthazard**, *California State U. Sacramento*
Presenter: **Maja Stickic**, *Microsoft*
Presenter: **Nicola M. Pless**, *ESADE*
Presenter: **Thomas Maak**, *U. of Melbourne*
Presenter: **Chris Berka**, *Advanced Brain Monitoring*
Presenter: **Travis Richardson**, *Arizona State U.*
Presenter: **Nir Milstein**, *Bar-Ilan U.*
Presenter: **Steven Blader**, *New York U.*
Presenter: **Ilanit Gordon**, *Bar Ilan U.*
Presenter: **Yair Berson**, *McMaster U.*
Presenter: **Abraham Goldstein**, *Bar Ilan U.*
Presenter: **Sean Hannah**, *Wake Forest U.*

Despite the continuing interest in leadership and team processes, there is a growing concern over both theoretical and methodological aspects of their conceptualization and measurement. In this symposium, we will highlight some of these theoretical and methodological challenges and demonstrate how the application of neuroscience can help address them. Each presentation will focus on different methodologies, highlighting their theoretical and methodological value. For instance, one team will present research that extends work on leadership and team emergent/contagion processes by focusing on neurological and physiological synchrony. Another goal of this symposium would be to demonstrate the feasibility of utilizing neuroscience tools in the study of other areas of management beyond leadership and team processes. Danni Wang and her colleagues will highlight the assessment of team emergent processes using quantitative electroencephalogram (qEEG); Nir Milstein, Ilanit Gordon, and Steve Blader will demonstrate the role of physiological synchrony in explaining the effects of interactional justice on team outcomes; Yair Berson and Avi Goldstein will present experimental findings from magnetoencephalography (MEG) imaging revealing the effects of visionary leadership on neural synchrony; and Sean Hannah, who will report on research conducted to assess ethical leadership through EEG. Finally, Russell Cropanzano will discuss these presentations emphasizing both advantages and disadvantages of these research practices and their utilization in our field.

Neuroscience in Team Dynamics

Author: **Danni Wang**, *Rutgers Business School*
Author: **David A. Waldman**, *Arizona State U.*
Author: **Pierre Balthazard**, *California State U. Sacramento*
Author: **Maja Stickic**, *Microsoft*
Author: **Nicola M. Pless**, *ESADE*
Author: **Thomas Maak**, *U. of Melbourne*
Author: **Chris Berka**, *Advanced Brain Monitoring*
Author: **Travis Richardson**, *Arizona State U.*

The Effects of Justice and Group Outcomes: The Role of Physiological/Behavioral Synchrony

Author: **Nir Milstein**, *Bar-Ilan U.*
Author: **Steven Blader**, *New York U.*
Author: **Ilanit Gordon**, *Bar Ilan U.*

Visionary Leadership Shapes Neurological Synchrony: A MEG Study

Author: **Yair Berson**, *McMaster U.*
Author: **Abraham Goldstein**, *Bar Ilan U.*

Lessons-Learned and Best Practices For Applying Neuroscience to Organizational Behavior Research

Author: **Sean Hannah**, *Wake Forest U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1202** | Submission: **17324** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PM ET (UTC-4)**

Creativity in Teams

Digital Session Chair: **Benjamin Ostrowski**, *Carnegie Mellon U. - Tepper School of Business*

OB: The Two Faces of Paradoxical Leader Behavior in Workplace Creativity: Motivation and Hindrance

Author: **Zizhen Geng**, *Xi'an International Studies U.*
Author: **Yanfen Wang**, *Xi'an International Studies U.*
Author: **Haizhen Wang**, *School of Business, Xi'an International Studies U.*
Author: **Weiyi Chen**, *Xi'an Jiaotong U.*

The positive effects of paradoxical leader behavior have attracted extensive attention in dynamic and complex environments. However, its influence on employees' creativity is still blurred. Drawing upon the Job Demands-Resources (JD-R) model, this study reveals the double-edged sword effects of paradoxical leader behavior on employees' creativity via role ambiguity and creative self-efficacy. Further, this study investigates the moderating effects of job complexity and cognitive flexibility on the above effects. The responses of 317 employee-supervisor matching questionnaires indicated that: (1) paradoxical leader behavior is regarded as a hindrance that leads to role ambiguity, which is negatively related to employee creativity. Meanwhile, paradoxical leader behavior is also appraised as a motivation that is positively associated with employee creativity through creative self-efficacy; (2) cognitive flexibility and job complexity can magnify the positive impact of paradoxical leader behavior on employee creativity via creative self-efficacy, while cognitive flexibility can buffer the negative impact of paradoxical leader behavior on employee creativity via role ambiguity. The implications and limitations of this study are discussed in detail.

Paper is Available to Meeting Registrants Only.

OB: Team Improvisation: Perspective Taking, Problem Formulation, and Prior Experience

Author: **Benjamin Ostrowski**, *Carnegie Mellon U. - Tepper School of Business*

A growing number of situations require teams to improvise, especially as organizations continue to turn to teams to address their most pressing problems. Though only some teams improvise successfully, little is known about what leads some to improvise better than others, while even less is known about the role of prior experience in improvisational performance. These gaps prohibit the implementation of beneficial interventions that could prepare organizations for dynamic and unpredictable events, such as crises. To address these questions, I present the results of two studies: first, an inductive qualitative study conducted with actors working at an improvisational theater, from which I generated a series of hypotheses; and second, a field experiment with improvisational teams conducted at the theater in which I tested the hypotheses. The qualitative data suggest that teams with high perspective-taking members are better able to realize when problems are presented and to actively design them based on the team's strengths. Manipulating team composition in the subsequent experiment, I find that teams composed of high perspective-taking individuals were more emergently interdependent, made better use of members' prior improvisational experience, and performed better than low perspective-taking teams.

Paper is Available to Meeting Registrants Only.

OB: Individual resilience and sensemaking: Traumatic life experiences and employee creativity at work

Author: **Feirong Yuan**, *U. of Houston, Victoria*

Traumatic life experiences occur when individuals experience life-threatening or other similarly dis-stressful events in life. The extant literature focuses on the negative implications of traumatic life experiences. I theorize, in contrast, that individuals can demonstrate resilience toward traumatic life experiences by performing creatively at work in some situations. Integrating the research on individual creativity and the research on trauma coping, I articulate mechanisms by which employees can be motivated and enabled to demonstrate creativity at work when under the impact of traumatic experiences in other aspects of life. Drawing from a sensemaking perspective, I discuss conditions that increase the likelihood of a positive linkage between traumatic life experiences and employee creativity. The conceptualization in this paper contributes to a better understanding of the antecedent factors to workplace creativity as well as why traumatic life experiences lead to higher levels of employee creativity in some situations but not others.

Paper is NOT Available. Please contact the author(s).

OB: Development of cultural inventory on Asian countries and exploratory approach to predict innovation

Author: **Jomel Wei Xuan Ng**, *National U. of Singapore*
Author: **Sylvia Hubner**, *Free U. of Bozen-Bolzano*
Author: **Jasper Teow**, *National U. of Singapore*
Author: **Ying Song**, *National U. of Singapore*
Author: **Yating Wang**, *National U. of Singapore*
Author: **Ameek Kaur**, *National U. of Singapore*
Author: **Michael Frese**, *Asia School of Business*
Author: **Zhaoli Song**, *National U. of Singapore*
Author: **Leonard Lee**, *National U. of Singapore*
Author: **Takeshi Moriguchi**, *Waseda U.*
Author: **Preshita Rahate**, *Visvesvaraya National Institute of Technology (VNIT)*
Author: **Nico Surantha**, *Bina Nusantara U.*

Though the convention in cross-cultural research to adopt an East-versus-West comparison framework has allowed us to heuristically understand cultural differences, it could have conveniently assumed negligible differences among all Eastern countries. The present research aims to address this issue by developing an Asia-centric cross-cultural inventory to illuminate the richness of cultural diversity in the Asian region. In line with our second aim to explore the predictive power of our target cultural dimensions on innovation, we developed our cross-cultural inventory in the backdrop of innovation antecedents. We conducted two studies: the first as an exploratory study by surveying about 1100 respondents in China, India, Indonesia, Japan and Singapore on a list of about 150 proposed cultural dimension items. This large amount of data warranted the use of machine learning, specifically Random Forest Algorithm, in identifying items which effectively predicted country scores. The second study continually developed six selected items into cultural dimension scales and examined their psychometric properties and most importantly, their predictive power on individual innovation outcomes. We believe that findings of this research would stimulate discussions on cultural differences beyond the East-versus-West dichotomy and generate greater interest in innovation researchers to examine cultural antecedents.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Peer Teaching, Team Learning, Team Trust, and Commitment



Digital Session Chair: **Abraham Cyril Issac**, *Indian Institute of Technology, Madras and Swinburne U. of Technology*

OB: Team Commitment: Reconceptualization and Examination of the Effects on Employee Outcomes

Author: **Ming Kong**, *Shanghai Jiaotong U.*
Author: **Chuang Wu**, *Shanghai Jiao Tong U.*

Team commitment is recognized as one of the critical determinants of team effectiveness and organizational success. In this study, we aim to: (a) reconceptualize team commitment from a new theoretical perspective (i.e., role theory), (b) develop and test a moderated-mediation model whereby employee work engagement mediates the relations of team commitment and desired employee-related outcomes (i.e., in-role behaviors, proactive behaviors, and turnover intentions), and (c) test how career goals (i.e., intrinsic and extrinsic incentives) moderate this indirect effect. We conducted three studies to test these ideas. In Study 1, we developed a new measurement for team commitment and tested its reliability and validity with a sample of 237 employees in four enterprises. In Study 2, we tested the discriminant validity of the measurement with a sample of 199 employees in one enterprise. In Study 3, we investigated a moderated-mediation model using a sample of 240 employees in four enterprises. The results show that team commitment is positively related to employees' in-role and proactive behaviors and negatively related to turnover intention. Employees' work engagement mediates those relationships. Moreover, employees' career goals (i.e., intrinsic and extrinsic incentives) positively moderate (a) the relationship between employees' team commitment and work engagement and (b) the mediating role of work engagement.

Paper is Available to Meeting Registrants Only.

OB: The role of member proactive personality in mitigating threat during team learning

Author: **Brady Firth**, *Portland State U.*

To explore if member proactive personality buffers against threats to team learning and performance, hypotheses were tested using 94 5-person teams engaged in a simulation. In the presence of threat, teams with higher proactive personality levels maintained high levels of learning whereas teams with lower proactive personality levels had diminished learning processes and performance.

Paper is Available to Meeting Registrants Only.

OB: Developing Psychological Capital through a Peer Teaching Intervention

Author: **Miklós Szerdahelyi**, *Széchenyi István U.*
Author: **Ted A. Paterson**, *Oregon State U.*
Author: **Tamas Martos**, *U. of Szeged*

Drawing from role theory we predict that a peer teaching intervention in positive organizational behavior will significantly impact the peer teachers' psychological resources. In an experimental study with a working adult population, we explore whether a work-related psychological resource such as psychological capital (PsyCap), that has been demonstrated to be developable through intervention, would increase as a result of a brief peer teaching activity. The results of the pretest, posttest, and retest controlled trial are consistent with our predictions: information about PsyCap paired with a one-time teaching activity results in an increase in PsyCap that is statistically significant and non-trivial in magnitude maintained even three weeks after the intervention. We provide dimension level analysis about the change in PsyCap for a more thorough understanding of the intervention, and we consider an established PsyCap outcome measure, namely job satisfaction, to find out whether the peer teaching intervention is useful beyond the development of psychological resources. Findings are relevant to the growing literature on work-related positive organizational behavior interventions in general as well to PsyCap literature.

Paper is Available to Meeting Registrants Only.

OB: Be Resilient and Learn: When Service Employees Speak up About Customer Mistreatment

Author: **Jiani Zhu**, *Georgia Institute of Technology*
Author: **Jo K. Oh**, *U. of Connecticut*
Author: **You Jin Kim**, *City U. of Hong Kong*
Author: **Eugene Kim**, *Georgia Institute of Technology*

With much of the research highlighting the detrimental consequences of customer mistreatment, its functionality aspect is overlooked in the literature. Drawing from the failure and loss coping framework and resilience theory, we theorize that trait resilience functions to allow service employees to utilize customer mistreatment experiences as opportunities to learn, which further induces them to engage in voice behavior that benefits rather than harms the organization. Specifically, because resilience protects individuals from the immediate hindrances that interfere with learning, we argue that service employees with high trait resilience learn from customer mistreatment experiences, whereas those with low trait resilience do not. Further, we argue that service employees who learn from customer mistreatment experiences will speak up about the mistreatment to help others because learning provides the basis (e.g., knowledge and experience) for voice behavior. We test a theoretical model using experience-sampling data from a sample of hotel employees. The results show general support for the model. Our findings move beyond the perspective of viewing service employees as mere victims of customer mistreatment and acknowledge their active and pivotal roles in service improvement and organizational change.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1204** | Submission: **15312** | Sponsor(s): **(OB, MOC, CM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PMET (UTC-4)**

New Directions in Voice Research: Exploring the Relational Context of Voice



New Directions in Voice Research

Organizer: **Alexander Romney**, *Utah State U.*
Organizer: **Zahra Heydarifard**, *U. of Texas At San Antonio*
Discussant: **Amy C. Edmondson**, *Harvard U.*
Presenter: **Sofya Isaakyan**, *Erasmus U. Rotterdam*
Participant: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Subrahmaniam Tangirala**, *U. of Maryland*
Presenter: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Presenter: **Sijun Kim**, *U. of Arizona*
Participant: **Elizabeth McClean**, *U. of Arizona*
Participant: **Nathan Philip Podsakoff**, *U. of Arizona*
Participant: **Sarah Doyle**, *U. of Arizona*
Participant: **Eric Lin**, *United States Military Academy*
Participant: **Todd Woodruff**, *United States Military Academy*
Presenter: **Evan Bruno**, *Darden Graduate School of Business*
Participant: **James R. Detert**, *U. of Virginia*
Participant: **Alexander Romney**, *Utah State U.*
Presenter: **Zahra Heydarifard**, *U. of Texas At San Antonio*
Participant: **Chak Fu Lam**, *City U. of Hong Kong*

The benefits of voice for both individuals and organizations have been widely studied. However, research on the relational context of voice has focused on leader and follower interactions while other relationships and their influence on voice have received limited attention. And yet, we know that other relational contexts, such as the team environment, peer relationships, and family members, also likely play an influential role on whether or not voice is expressed, heard, and implemented. To build understanding about these overlooked relational contexts of voice, we have organized this symposium, which considers five papers that offer new perspectives about how the relational context of voice influences voice and its outcomes. In doing so, we hope this symposium illuminates new perspectives about employee voice and its outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1205** | Submission: **16709** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM - 12:00PMET (UTC-4)**

ODC Awards Ceremony *ODC Awards Ceremony*

Program Chair: **Amit Nigam**, *City U. London*
Organizer: **David Bright**, *Wright State U.*
Organizer: **Linda Rouleau**, *HEC Montreal*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1206** | Submission: **17197** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PMET (UTC-4)**

Founding and Acquiring New Ventures *New Ventures*



Digital Session Chair: **Minjae Kim**, *Rice U.*

OMT: **Steering the Ship: Founders and Strategic Change**

Author: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Author: **Minjae Kim**, *Rice U.*

Winner of the OMT Division Best Paper on Entrepreneurship Award

We identify the role of founders in driving a nascent venture's decision to pivot. Two seemingly contradictory narratives emerge. On one hand, the founder may be an "agent of commitment" whose primary role is to set an initial strategic vision and ensure consistency in its routine. On the other hand, the founder may be an "agent of change" who steers her startup to pivot and take advantage of its inherent flexibility in navigating an uncertain environment. We adjudicate this theoretical tension by exploiting a natural experiment that exogenously removes the founder from some startups while leaving others intact—specifically, premature death of startup founders. Relative to closely matched control startups whose founders remain active, startups that lose their founders are significantly less likely to undergo strategic changes. These effects are stronger in markets where startups have difficulty surviving, suggesting that the founder's pursuit of a pivot reflects her effort to navigate the market environment. Together, these findings indicate that the founder is a proactive force steering organizational strategy and routines to change, rather than reinforcing the organization's structural stability and eventual inertia.

Paper is NOT Available. Please contact the author(s).

OMT: **When Is Organizational Culture More Replicable?**

Author: **Yeonsin Ahn**, *INSEAD*

Finalist for the OMT Division Best Student Paper Award

Most new venture founders are experienced and enculturated in existing organizations that may be seen as parents of their startups. Organizational culture is often seen as a source of success, raising the question of whether founders who are often already enculturated to the parent organization's cultural codes reproduce them in their ventures or instead use a clean slate to build something different. This study investigates whether and under what circumstances founders fill the new organization with the cultural repertoires of their parent organization. Founders enculturated in prior employment are more likely to adopt familiar cultural repertoires, resulting in a spawned startup becoming culturally similar to its parent. This spawned culture effect is predicted to be stronger when founders had longer tenure, and when the parent culture is more internally coherent and more atypical of the culture of other companies. The findings are mostly consistent with the predictions. Interestingly, the spawned culture effects do not hold when the parent culture is too atypical, but moderately atypical parent culture is likely to be reproduced when more than one co-founder moved together from the parents to the spawned startup.

Paper is NOT Available. Please contact the author(s).

OMT: **Desire-Belief-Opportunity Framework and a Typology of Family Firms Evidenced in Internationalization**

Author: **Bin Liu**, *School of Management, Xiamen U.*
Author: **Gongming Qian**, *southern U. of science and technology*
Author: **David Ahlstrom**, *Chinese U. of Hong Kong*

To disentangle the inconsistent predictions derived from the socioemotional wealth construct (SEW), the study proposes a typology of family firms (FFs) referring to the desire-belief-opportunity (DBO) framework in the sociology literature. Specifically, the three ideal types of FFs including born-family firms (BFFs), acquired-family firms (AFFs), and born-again-family firms (BAFFs) are defined and theorized with propositions related to their internationalization behaviors, which constitute the most representative risky decisions. Both theoretical arguments and case illustrations have preliminarily corroborated the distinctiveness among those FFs categorized by the family legacy and governance dimensions such that the different beliefs and available opportunity set would trigger different internationalization actions along with the intention, scale, and scope dimensions. This theoretical framework should enrich the conceptualization of SEW by introducing heterogeneous dynamics that originate from their configuration pathways while presenting a further extension of the family legacy concept. It thus offers a new wrench to reconcile the inconsistent predictions of SEW in family business literature from a micro-foundation perspective particularly. In addition to the advantage of capturing the equifinality and thus opening a new avenue for empirical examinations, the typology has urged integration of multiple perspectives that go beyond SEW and thus added new ingredients to the agency theory as well.

Paper is Available to Meeting Registrants Only.

OMT: **What If Conformity Is Risky? The Effect of Contact Status on New Venture Acquisition**

Author: **Jiaosha Chen**, *U. of Nottingham, China*
Author: **Xi Chen**, *U. of Nottingham, China*
Author: **Michael Zhen**, *IntSig Information Co., Ltd*
Author: **Jin Chen**, *U. of Nottingham, China*

Prior studies focus on the relationship between entrepreneurial networking approaches and entrepreneurial outcomes but paid little attention to the role of contacts in facilitating that process. This study investigates the role of contacts in the acquisition of new ventures. Drawing on middle-status conformity theory, we posit that since middle-status managers are more risk averse than high- or low-status managers, when being approached by new ventures, their tendency to facilitate acquiring new ventures will be lower, given the liability of new ventures. Thus, the status of contacts in potential acquiring companies will have a U-shaped effect on the probability of new ventures to be acquired. We further hypothesize that this U-shaped effect will be more pronounced when the risk of status loss is higher, and the effect can be attenuated by industry norms that encourage risk taking. The results based on a sample of 19,507 venture-acquirer dyads on acquisitions in China rendered sufficient support to our hypotheses. The findings contribute to both social network research and middle-status conformity theory, and provide important implications for "whom" entrepreneurs should approach to achieve acquisition success.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1207** | Submission: **17592** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PMET (UTC-4)**

Sustainability Innovation and Entrepreneurship

Digital Session Chair: **Zelong Wei**, *Xi'an Jiaotong U.*

ONE: How to leverage manufacturing digitalization for green process innovation?

Author: **Zelong Wei**, *Xi'an Jiaotong U.*
Author: **Lulu Sun**, *Xi'an Jiaotong U.*
Author: **Wengao Huang**, *School of Management, Xi'an Jiaotong U.*
Author: **Qining Jia**, *School of Management, Xi'an Jiaotong U.*

Although the stream of literature has focused on various internal and external drivers for green innovation, less attention has been paid to the role of manufacturing digitalization. Addressing this limitation, our study aims to explore how to leverage manufacturing digitalization for green process innovation. Based on the information processing theory, we investigated the effects of manufacturing digitalization on green process innovation and thus financial performance. We also investigated the moderating effects of organizational structure (information sharing and bottom-up learning) and also technological modularization. Five hypotheses were proposed and tested with a dataset from 334 manufacturing firms in China. We find a significant positive effect of manufacturing digitalization on green process innovation. Furthermore, fit organization structure is needed to leverage this positive effects for green process innovation. We found that inter-department information sharing strengthens while bottom-up learning process weakens the positive effect. We also find that manufacturing modularization can improve the impact of manufacturing digitalization on green process innovation. More importantly, we find that green process innovation has a positive effect on financial performance.

Paper is Available to Meeting Registrants Only.

ONE: Effectuation and causation in sustainable entrepreneurship: An empirical analysis

Author: **Matthew Johnson**, *U. of Hamburg*
Author: **Jacob Hörisch**, *Leuphana U. Lüneburg*

This original article investigates the influence of behaviors associated with effectuation and causation on the sustainability orientation in entrepreneurial ventures. Based on a quantitative survey among 140 sustainable ventures, we find support for the hypothesis that causal behaviors reinforce sustainability orientation. Surprisingly, we realize that effectual behaviors exert a positive influence on sustainability orientation as well, although we hypothesize the opposite effect. These results may instruct sustainable entrepreneurs, researchers, and educators to purposefully include both behaviors in the venture development process, and they highlight that causal and effectual behaviors are both important elements for teaching sustainable entrepreneurship in advanced settings.

Paper is Available to Meeting Registrants Only.

ONE: Entrepreneurial Autonomy and Paulo Freire's Theory: Revolutionary Environmental and Social Change

Author: **Ana Cristina O. Siqueira**, *William Paterson U.*
Author: **Benson Honig**, *McMaster U.*
Author: **Sandra Regina Holanda Mariano**, -
Author: **Joysi Moraes**, *OMT*
Author: **Robson Cunha**, *U. Federal Fluminense*

The emancipatory perspective highlights entrepreneuring as individuals' quest to remove constraints. However, while the emancipatory perspective has focused on individuals' impetus for emancipation, it has paid less attention to individuals' efforts to challenge the status quo by building enterprises that create positive change for their communities, the natural environment, and diverse stakeholders. Developing this idea, we study how individuals search for autonomy by reimagining constraints as a leverage to form a vision and transform reality. We examine case studies of women technology entrepreneurs in Brazil. We expand entrepreneurship research on autonomy by highlighting Freire's concepts of limit-situations as constraints to be surpassed, untested-feasibility as awareness that conditions can be transformed, and limit-acts as actions to change reality, which we extend to the field of entrepreneurship.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1208** | Submission: **11584** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PMET (UTC-4)**

Information Disclosure in Strategic Management
Information Disclosure in Strategic Management



Moderator: **Kala Viswanathan**, *Harvard U.*
Moderator: **Eric Y. Lee**, *U. of Georgia*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Panelist: **Thomas Peyton Lyon**, *U. of Michigan*
Panelist: **Derek Harmon**, *U. of Michigan*

The information that managers voluntarily disclose to outsiders can have important performance implications for the firm. Information disclosure is therefore an important decision for managers and a growing area for strategic management research. In this symposium, we examine and discuss two major topics in voluntary disclosure research: (1) environmental disclosures that reveal the extent to which organizations are responsible members of society and (2) the information managers disclose in attempt to manage impressions. We focus not only on performance implications for the firm but also the important role of information disclosure on society. We discuss common themes, future directions, and collaborative opportunities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1209** | Submission: **10102** | Sponsor(s): (SAP, OCIS)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PMET (UTC-4)**

Digital Strategizing for Grand Challenges  
Digital Strategizing for Grand Challenges

Panelist: **Shahzad Ansari**, *Cambridge U.*
Panelist: **Dror Etzion**, *McGill U.*
Panelist: **Paul Leonardi**, *UC Santa Barbara*
Panelist: **Ann Majchrzak**, *U. of Southern California*
Panelist: **Georg von Krogh**, *ETH Zürich*
Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*
Organizer: **Giulia Solinas**, *Ludwig Maximilian U. of Munich (LMU)*
Organizer: **Christina Angelika Wawarta**, *Warwick Business School*

Digital strategizing – processes and practices leveraging digital technologies to craft and implement organizational strategies – is on the rise. Increasingly, digital technologies are also utilized to tackle grand challenges. However, the digital strategizing-grand challenges nexus remains rather unexplored. To advance debates and future research, our symposium brings together distinguished scholars who will discuss the opportunities of using digital technologies to craft and implement strategies that tackle grand challenges, the challenges and paradoxes of this endeavor, and how to include digital tools and digitally-mediated actors.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Perspectives on Mergers and Acquisitions

Digital Session Chair: **Faisal Mohammad Ahsan**, *Indian Institute of Management, Ranchi*

STR: Effect of Cross Border Acquisitions on R&D Investments: An Emerging Market Perspective  

Author: **Faisal Mohammad Ahsan**, *Indian Institute of Management, Ranchi*
Author: **Ajay K. Singal**, *Institute of Management Technology, Dubai*

Emerging economy firms use cross-border acquisitions for building new technological capabilities and augmenting their internal research and development (R&D) efforts, thus enabling them to strengthen their capabilities. Little is known whether the investment in cross-border acquisitions by emerging economy firms complements or substitutes for the internal R&D investment. Based on a panel data set of 296 Indian firms over a period of 13 years, we find empirical evidence that investments in cross border acquisitions complement internal R&D investments initially, but substitute internal R&D efforts at higher values of such investments. Both investments (R&D and cross-border acquisitions) complement, then substitute each other over a higher range for technology-intensive firms as compared to firms in the non-technology sectors. Further, investments in cross border acquisitions complement a firm's internal R&D efforts in presence of high international product-market experience.

Paper is NOT Available. Please contact the author(s).

STR: The Role of Environmental Considerations in International Acquisition Performance    

Author: **Joao Albino Pimentel**, *Copenhagen Business School*
Author: **Anne Jacqueminet**, *Bocconi U.*

Recent research suggests that the environmental and social performance of a target firm positively influences its acquirer economic gains, as reflected in market reactions to acquisition announcements. However, previous studies indicate that firm investments aiming to mitigate negative environmental impacts may be perceived as misallocation of resources. This leaves unclear whether and when the acquisition of a target with a low environmental footprint will generate value gains for the acquirer. We shed light on this puzzle by identifying international acquisition deals characterized by certain configurations of factors that together bring about economic gains for the acquirer. We propose that such gains depend on the fit between the host country environmental regulations, the type of target acquired (clean vs dirty), and the bundle of capabilities of the acquirer. We study international acquisitions by French multinationals over 2007-2017. The results of our fuzzy set qualitative comparative analysis suggest that significant gains accrue to firms that invest in deals that favor the compliance with a strict regulatory context, either through the acquisition of clean targets or through the potential transfer of technical capabilities, in particular when the acquirer also has high social capabilities. By contrast, acquisitions consistent with regulatory arbitrage strategies are not likely to generate high returns. Our paper offers novel insights for research on firms' responses to environmental regulations, on the financial performance implications of environmental investments and international acquisitions, and on non-market strategy.

Paper is Available to Meeting Registrants Only.

STR: Creating Value through Unrelated M&As: Growing in Hyper-Competitive Platform Markets 

Author: **Namgyoo K. Park**, *Seoul National U.*
Author: **Christina Yourim Ko**, *U. of Minnesota*
Author: **Jayoung Kim**, *Seoul National U.*
Author: **Hyunsoo Kim**, *Seoul National U.*

Previous literature on M&As and platform firms has not actively investigated how the acquisition strategies of platform firms differ from those of non-platform firms. We argue that there are two fundamental differences between platform and non-platform businesses: the platform businesses' governance of ecosystems and their possession of an installed user base, which grants them the leverage to venture into new industries. These differences may drive platform firms to deploy an entirely different approach to their M&A strategies. After analyzing the acquisition strategies of platform and non-platform firms that were listed on the NASDAQ-100 Index, we found that platform firms are more likely to pursue acquisitions than non-platform firms. We further found that platform firms have a higher propensity to acquire less related targets than non-platform firms. Our findings also indicated that platform businesses with larger installed bases and longer platform business experience were more likely to acquire less related targets. This study contributes to M&A literature by examining how the logic of relatedness should be modified to explain the M&A strategies of platform firms.

Paper is NOT Available. Please contact the author(s).

STR: Understanding Value Creation in Acquisitions: A Fuzzy-set Configurational Approach  

Author: **Emanuele Luca Maria Bettinazzi**, *U. della Svizzera Italiana*
Author: **Mario Schijven**, *U. of Illinois at Urbana-Champaign*
Author: **Maurizio Zollo**, *Imperial College Business School*

Extant work has predominantly investigated how acquisitions create value by focusing on the isolated effects of individual determinants. We propose that this approach needs to be complemented with a configurational one that captures the multi-dimensional fit among these factors, thus lending itself to a more accurate depiction of the mechanisms through which acquisitions create—and fail to create—value. Using fuzzy-set qualitative comparative analysis (fsQCA), we draw on a fine-grained dataset of 101 acquisitions to examine the fit among three sets of factors that cover the essence of the existing acquisition literature: pre-deal characteristics, the acquirer's acquisition capabilities, and post-acquisition decisions. Our findings highlight different configurations leading to value creation and failure thereof, together with novel insights regarding the multi-dimensional fit between the underlying factors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Stakeholder Theory and Social Issues

Digital Session Chair: **Kate Odziemkowska**, *Rice U.*

STR: There Is No Planet B: Polycentric Governance In The Amazon Rainforest

Author: **Anita McGahan**, *U. of Toronto*

Author: **Leandro Simões Pongeluppe**, *U. of Toronto, Rotman School of Management*

How do firms design incentives compatible with environmental protection? The new institutional economics identifies the challenges of governing common-pool resources and the difficulties of internalizing environmental externalities into regular market transactions. New stakeholder management theory suggests that firms may avoid the tragedy of the commons through the formation of a polycentric governance structure among stakeholders. This paper evaluates these theoretical claims by analyzing the activities of Natura, a Brazilian cosmetics company, regarding Amazon rainforest preservation. We argue that, in line with theoretical predictions, Natura internalizes positive externalities arising from environmental protection by sharing value with stakeholders in rural Amazon communities. To test this proposition, the paper presents a differences-in-differences analysis comparing forest preservation in the municipalities that Natura entered versus those in which it did not. The study employs an instrumental variable based on missing satellite images, which Natura relies upon to make decisions about entry into different municipalities. Images are missing due to technical problems in satellite operations, which are uncorrelated with stakeholder needs on the ground. Quantitative results show that Natura's entry into a municipality helps to preserve forested areas. Analysis of three mechanisms using information on crop yields and carbon density ties Natura's involvement with stakeholder decisions to cultivate forest-generated crops rather than to engage in clear-cutting. The polycentric governance system that Natura stimulated also led to reforestation of previously cleared areas. This study contributes to the management literature by suggesting how firms can foster environmental protection through incentive alignment with critical stakeholders.

Paper is Available to Meeting Registrants Only.

STR: The Walls Have Ears: The Impact of Selective Disclosure on Employee Evaluations

Author: **Navya Pandit**, *Department of Management and Technology, Bocconi U.*

Author: **Anne Jacqueminet**, *Bocconi U.*

Author: **Christiane Bode**, *Imperial College Business School*

Firms face increasing pressures from external stakeholders to be transparent regarding their environmental performance. To avoid backlash, firms oftentimes choose to disclose only positive performance while downplaying their negative environmental impacts. Engagement in this kind of selective disclosure may have negative consequences for firms unknown hitherto. Although, prior literature has looked at the consequences of selective disclosure from the perspective of external stakeholders, little is known about how internal stakeholders, e.g. employees, evaluate the same. This study aims to explore the conditions under which employees evaluate their firm's selective disclosure behaviour negatively. We find that firm-level selective disclosure in material dimensions is associated with positive employee evaluations. However, these positive evaluations are thwarted when this material selective disclosure occurs alongside harmful environmental damage caused by the firms. Based on the literature on organizational identification and cognitive dissonance, we theorize that employees interpret materiality of selective disclosure as a signal of firm intention to be more transparent which is contaminated by a firm's damaging environmental behaviour eliciting negative employee evaluations.

Paper is Available to Meeting Registrants Only.

STR: The spillover effects of currency demonetization and social embeddedness of MFIs

Author: **Nachiket Bhawe**, *U. of North Carolina Pembroke*

Author: **Srivardhini K. Jha**, *Indian Institute of Management, Bangalore*

Hybrid organizations like microfinance Institutions (MFIs) work at the interface of the formal and informal economy by providing access to credit to the underbanked members of the economy who typically work outside the economic mainstream. Two approaches dominate the working of MFIs—a transactional approach where MFIs strictly focus on the banking aspect selecting the more credit worthy borrowers to grow and scale. Alternately, they could adopt a relational approach and embed themselves with various social programs to better understand their borrowers but expose themselves to greater liability and risk. Using a proprietary data of MFIs that operated in India during the policy shock of currency demonetization aimed at curbing the informal economy, we found that contrary to expectations, socially embedded MFIs increased their borrowers post demonetization compared to those strictly focused on banking possibly due to preference for trustworthy lenders. The risk of default for socially embedded MFIs due to exposure to the informal economy also reduced post demonetization due to greater digitalization. Our results suggest that differential spillover effects from policy shocks on firms at the interface of the formal and informal economies.

Paper is Available to Meeting Registrants Only.

STR: When do Firms and Environmental Activists Cooperate?: Evidence from the US Electric Utilities Sector

Author: **Kartik Rao**, *Ivey Business School*

Author: **Adam Fremeth**, *Ivey Business School*

Author: **Guy Holburn**, *U. of Western Ontario*

We examine the role of heterogeneous organizational attributes of firms and environmental activists in determining the likelihood of them cooperating. We argue that insofar as heterogeneity in their attributes results in greater symmetry in their capabilities and objectives or induces either or both parties to make costly concessions during negotiations in anticipation of potential benefits, cooperation is more likely. A statistical analysis of firm-activist interactions in regulatory proceedings within the US electric utilities sector from 1990-2015 supports our predictions. We find that when firms demonstrated greater commitment to the environmental values, or when activists had a larger resource base, cooperation was more likely. In contrast, when a firm's environmental practices were more objectionable, firms were economically reliant to a greater degree on a stakeholder adversely affected by outcomes of cooperation, or the activist was more ideologically inclined to engage in contentious tactics, cooperation was less likely. Our findings contribute new insights on contingencies underlying cooperation between firms and environmental activists in the context of regulatory institutions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Learning and Innovation Through Alliances

Digital Session Chair: **Jens-Christian Friedmann**, *Bocconi U.*

 **STR: Does the predator become the prey? Knowledge leakage and role reversal in alliances**  

Author: **Jens-Christian Friedmann**, *Bocconi U.*

Author: **Dovev Lavie**, *Bocconi U.*

Author: **Linda Rademaker**, *BI Norwegian Business School*

Carolyn Dexter Award Nominee

Research on learning in alliances explains how firms simultaneously seek to absorb their partners' knowledge while protecting their own knowledge from involuntarily leaking to their partners. We contribute to this research by studying whether a firm that managed to successfully absorb knowledge from its partner learns how to protect its own knowledge in subsequent alliances, as it reverses roles from a 'predator' to a 'protector'. Our analysis of 529 alliances formed by 87 East Asian firms between 1999 and 2015 suggests that as firms become more skilled at overcoming their partners' knowledge protection, they learn to better protect their own knowledge in subsequent alliances, but such vicarious learning increases at a diminishing rate. We further demonstrate that this learning is reinforced by the strength of the appropriability regime in the previous partner's country relative to that in the firm's own country and when the firm's business similarity with its previous partner is greater than with its subsequent partner. In turn, learning is weakened by the value chain scope of the firm's previous alliance.

Paper is NOT Available. Please contact the author(s).

STR: Value of Alliance Portfolio Reconfiguration During Industry Change Evidence from Automobile Industry

Author: **Yueyue Zhang**, *Fudan U. School of Management*

Author: **N Venkatraman**, *Boston U.*

Author: **Cheng Zhang**, *Fudan U.*

During industry change, firms usually update their resources by reconfiguring alliance portfolio. Firms not only hold existing network resources accessed through its current alliance portfolio, but also acquire new network resources accessed through a newly formed alliance. In this research, we move beyond the collection of dyadic relationships of individual alliances and examine more holistically the mutual dependences of existing and new resources during alliance portfolio reconfiguration, with a focus on the effect of the structural characteristics of the firms' alliance portfolio on firm value. Using strategic alliances of 34 firms in the global automobile industry in the period 2009–2018, we combine textual analysis with event studies conducted on stock market returns. By separating a firm's ego alliance network of existing resources into core(technology) resource network and complementary(marketing) resource network, our results show that firms' embeddedness (reflected by network cohesion) in existing core resource network is negatively associated with the value of new alliance for challenged new resource, while embeddedness in existing complementary resource network is positively associated with the value of new alliance for reinforced new resource. Our study contributes to a better understanding of the alliance portfolio reconfiguration, its structures, and market return consequences in the era of industry change.

Paper is Available to Meeting Registrants Only.

STR: Exploring the Impact of Innovation Disclosures on Contracting for Technology Collaborations

Author: **Sandip Bisui**, *U. of Colorado, Boulder*

Author: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*

Author: **Dutt Dev Harsha Tadikonda**, *Indian School of Business*

This paper encompasses the dynamic nature of information environment and investigates how the disclosures of technological developments impact the bargaining and distribution of value capturing rights during alliance negotiation. We propose that disclosures of technological innovations through credible and exogenous sources reduce the bargaining power of research and development (R&D) startups by increasing the market competition and appropriation concerns. Using data from technology alliances in bio-pharmaceutical industry and taking advantage of the passage of the American Inventors Protection Act (AIPA), an event that causes exogenous changes in information environment through the publication of patent applications, we find that the proportion of intellectual property (IP) rights decreases for the R&D firms with an increase in the availability of technological information. Further, we find that the effects of innovation disclosures enhance with the competition in the R&D firms technology domain, and when there is less external funding available. However, the effect is less prominent when the R&D firms pose valuable assets such as patents.

Paper is NOT Available. Please contact the author(s).

STR: Patent Enforcement Strength and Collaboration: The Effect of Firm's Litigiousness on Alliances. 

Author: **Said Matr**, *U. of Groningen, Faculty of Economics and Business*

Author: **Eduardo Melero**, *U. Carlos III de Madrid*

Author: **David Wehrheim**, *IESE Business School*

In this paper, we study the effect of the strength of the IP enforcement on firm's collaborative activities. We argue that there are two potential contradicting forces driving the effect, namely, the expected return from learning during a collaborative project, and the expected cost of any unintended potential knowledge leakage during that project. Our results from a quasi-natural experiment, exploiting the reduction of the IP enforcement due to a recent landmark event in the U.S. patent system (the ruling in eBay v. MercExchange), show that weaker property rights, on average, lead to fewer collaborations and alliances. To get additional insights, we also investigate the effect on particular types of collaborations, as well as in settings where the two mechanisms may be strengthened or weakened.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1213** | Submission: **17063** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PMET (UTC-4)**

Business Models

Digital Session Chair: **Susanne Koster**, *Erasmus U. Rotterdam*

STR: Winning Without a Champion: Ecosystem Emergence Under Distributed Agency 

Author: **Susanne Koster**, *Erasmus U. Rotterdam*
Author: **Pursey Heugens**, *Erasmus U. Rotterdam*

The emergence process, through which actors construe the value creation, value capture, and coordination functions of an ecosystem, has recently sparked considerable scholarly interest. To date, most studies have focused on the central role of “champions”, actors controlling key resources, in constructing the ecosystem. However, many ecosystems emerge under conditions of distributed agency, in which initiative and key resources are spread across multiple nominally independent actors. We investigate the processes along which the three canonical functions of an ecosystem tend to emerge when champions are lacking. We conduct an in-depth, historically embedded study of the emergence of the Dutch ornamental crop breeding industry, a globally leading ecosystem that has been built under conditions of distributed agency. Our process model shows that distributed-agency ecosystems tend to emerge through various phases, in which the simultaneous construction of the value creation and value capture functions often leads to frictions between the individual economic incentives and the normative values that are collectively held by all actors in the ecosystem. Due to the property of distributed agency, actors must act collectively in self-enforcing institutions or appeal to third parties to resolve these frictions. We find that these coordinating institutions engage in three types of work: values work to advocate and enforce a set of normative values, friction-resolving work to stimulate collective value creation and to impose legal and moral boundaries on value capture rule structures, and sedimentation work to harmonize the new elements and the persisting old structures of the ecosystem.

Paper is NOT Available. Please contact the author(s).

STR: Measure Twice, Cut Once: Scaling Novel Business Models in the Nascent Online Fashion Industry   

Author: **Ron Tidhar**, *Facebook*
Author: **Kathleen Eisenhardt**, *Stanford U.*

This paper explores how promising ventures build novel business models that enable profitable growth (i.e., scale). By studying 3 venture-pairs with different business model templates in the nascent online fashion industry, we contribute a theoretical framework describing a phased process: successful entrepreneurs first 1) slowly design a simple, profitable core transaction by purposefully delaying growth, and then 2) sequentially build a core capability followed by an activity system that creates advantage and accelerates scaling. In contrast, less successful entrepreneurs focus on growth, learn quickly but narrowly, and end up with an often complex and unprofitable core transaction that cannot scale. While these ventures may grow quickly at first, they soon fade. Overall, our framework is reminiscent of Aesop’s classic fable about the race between the tortoise v. hare. We also add insights about the role of data science, optimal distinctiveness and extreme scalability, and about the process of how firms grow and more significantly, scale. Overall, we indicate how promising ventures become successful adolescent firms.

Paper is Available to Meeting Registrants Only.

STR: Disentangling the Relationship between Business Model Innovation and Financial Performance  

Author: **Eduard Esau**, *Gottfried Wilhelm Leibniz U.*
Author: **Christopher Jung**, *WWU Münster*
Author: **Thomas Schäper**, *WWU Münster*

This study seeks to provide new insights into the relationship between a firm’s business model innovation (BMI) intensity and its financial performance over time. By adopting an institutional perspective, we hypothesize a non-linear relationship suggesting that a moderate BMI intensity is most beneficial as firms need to balance the tension between generating legitimacy while increasing their competitiveness. Moreover, we argue that the legitimacy threshold is contingent on the industrial environment since it could vary across different characteristics, particularly the average industry BMI and industry growth. To test the hypotheses, we draw on a machine-learning approach for text mining, analyzing 10-K annual reports from publicly listed U.S. firms between 1994 and 2018 to create a text-based measure of BMI intensity, and merged it with archival data. The firm fixed-effects regression analyses of 47,026 firm-year observations indicate that the relationship between BMI intensity and financial performance is S-shaped. In detail, performance decreases for low levels, increases for moderate levels, and decreases for high levels. We further demonstrate that the average industry BMI intensity positively, and industry growth negatively moderates the S-Shaped relationship. Our study contributes to both a better understanding of the BMI-performance relationship across different intensity levels and conditions as well as to the growing body of research at the intersection of institutional theory and strategic management examining the tensions between legitimacy and differentiation.

Paper is NOT Available. Please contact the author(s).

STR: Is research enough for a university to gain prestigious status

Author: **Rachel Bocquet**, *IAE Savoie Mont Blanc – U. of Savoie Mont Blanc*
Author: **Gaëlle Cotterlaz-Rannard**, *U. of Geneva and U. of Savoie Mont Blanc*
Author: **Michel Ferrary**, *GSEM - U. of Geneva & Skema Business School*

By combining the two streams of literature on nonprofit organizations and business models, the aim of this paper is to provide a novel conceptualization of nonprofit business models, particularly those of private, nonprofit American universities and to contribute to the ongoing debate on how nonprofit organizations can be better managed for their long-term survival. Building on the Bourdieusian theory of forms of capital, we propose an analytical framework that places the achievement of societal value for society at the forefront. We empirically test our framework using an original database of 205 private, nonprofit American universities. We find that the robustness and competitiveness of business models of nonprofit organizations rely on the accumulation and conversion of the four complementary and interdependent forms of capital (i.e. economic, social, cultural and symbolic).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Competition, Imitation, and Performance

Digital Session Chair: **Xiaoyan Sun**, *National School of Development at Peking U.*

STR: Worlds Apart? Connecting Competitive Dynamics and the Resource-Based View of the Firm

Author: **Ming-Jer Chen**, *U. of Virginia*
Author: **John G. Michel**, *U. of Notre Dame*
Author: **Wenchen Lin**, *Tsinghua U.*

Competitive dynamics and the resource-based view emerged simultaneously from the study of strategy more than three decades ago. The two subfields have advanced since then to occupy established positions in strategic management. Generally, competitive dynamics is outward-focused and interested in a firm's moves and countermoves in the marketplace. The resource-based view looks inward, examining a firm's internal organizational capabilities, its tangible and intangible resources. They have mostly been investigated independently; rarely have researchers put together the two pieces of internal capabilities and external competitive profile. Consequently, we have only a fragmented snapshot of the firm's core strategic elements and behaviors. Here, we compare and contrast the two perspectives along a number of dimensions such as focus of attention and conception of competitive advantage. Based on this understanding, we explore the CD-RBV interface, specifically how central elements of these research streams may be considered jointly to expand our understanding of firm behaviors and outcomes. We highlight limitations and lapses in the literature and suggest directions for future researchers interested in developing new theories connecting the intellectual boundaries of these two important strategy subfields.

Paper is NOT Available. Please contact the author(s).

STR: Multiple Domain Competition: Integration of Competitive Strategy and Corporate Political Strategy

Author: **Xiaoyan Sun**, *National School of Development at Peking U.*
Author: **Hao Ma**, *National School of Development at Peking U.*
Author: **Mengyue Su**, *Peking U.*

While competitive strategy focuses on a firm's competitive advantage and performance in the competitive domain, political strategy deals primarily with its legitimacy and government relation in the political domain. Will an attack by a rival in the competitive domain trigger a response in the political domain? What are the rationales and determinants of such a cross-parry between the two domains? Building on the literature of competitive dynamics and multimarket competition, we examine the joint deployment of firm competitive strategy and political strategy and advance a theory of multiple domain competition. Specifically, we systematically examine the determinants of the attacked firm's responses to an attack in the competitive domain: no response, response in the competitive domain only, response in the political domain only, and responses in both domains simultaneously. We posit that the choice of responses depends on the attacked firm's awareness of the interdependence between the two domains as well as the possibility of cross-parry, its motivation to engage in intra-domain and cross-domain responses, and its capability to respond within and across domains. By extending the literature on competitive dynamics and the concern for competitive advantage to the study of firm actions in the political domain, we attempt to make a theoretical contribution to the integration of competitive strategy and corporate political strategy. Our integrative account of the multiple domain competition will help enhance our understanding of how the firm simultaneously manages its competitive strategy and political strategy against the same rivals.

Paper is Available to Meeting Registrants Only.

STR: Opening the Black Box: Boards of Directors, Competitive Aggressiveness, and Firm Performance

Author: **Jaeyoung Cho**, *Xiamen U.*
Author: **Sam Garg**, *Hong Kong U. of Science and Technology*
Author: **Jangwoo Lee**, *Kyungpook National U.*

This study develops and tests the theoretical model that examines how the board's composition and leadership structure relates to competitive aggressiveness and, ultimately, performance outcomes in the context of emerging economy firms where the separation of ownership and control is not the central issue. Analyzing a sample of 570 listed Korean firms from 1998 to 2017, we find that more independent directors and the separated role of a firm's CEO and chairperson help improve the corporate ability and tendency to identify and seize opportunities for pursuing competitive aggressiveness and therefore to link temporal competitive advantages that yield superior performance outcomes. The important implications of these findings are discussed.

Paper is Available to Meeting Registrants Only.

STR: Market Dominance and Imitative Response to Product Proliferation: A Competitive Dynamics Perspective

Author: **Chaturbhuj Tripathi**, *Alliance Manchester Business School*
Author: **Joseph Lampel**, *U. of Manchester*
Author: **Silvia Massini**, *U. of Manchester*

Extant research theorizes that market leaders often use product proliferation to saturate product space thereby deterring rivals from introducing close substitutes. This study argues that this overlooks the diversity of market leaders. Market leaders run the gamut from firms with temporary leadership to firms that dominate their industry for decades. Consequently, the impact of product proliferation as an imitation barrier may not always be the same. In this paper we focus on product proliferation by dominant market leaders. Using competitive dynamics perspective, we argue that in competitive action-reaction context market followers will not desist from imitation, but instead imitate the market leaders in order to avoid falling behind in an evolving market. We test our predictions using data drawn from Indian automobile industry (2009-2019) which is consistently dominated by a dominant market leader: Suzuki Motors. We show that product proliferation by dominant firm in a given product submarket will result in imitative product proliferation response from rival firms. We also find that the imitative product proliferation by the rivals, as a response to the dominant firm's product proliferation in a given product submarket, will result in performance gains for the imitating firms. Conversely, we do not find that when the dominant firm's product proliferation occurs in a more complex product submarket then the likelihood of imitative product proliferation from the rival firms in this submarket will decrease, and similarly, we do not find that rivals' imitative product proliferation in a complex product submarket will result in greater imitating firm performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Determinants of Board Effectiveness

Digital Session Chair: **Fabian K. Ahrens**, *Faculty of Economics and Business, U. of Groningen*

STR: The Impact of Social Dependence on Directors' Effectiveness in Monitoring and Advice-Giving Tasks 

Author: **Fabian K. Ahrens**, *Faculty of Economics and Business, U. of Groningen*
Author: **Laetitia Mulder**, *U. of Groningen*
Author: **Dennis Veltrop**, *U. of Groningen*
Author: **Floor Rink**, *U. of Groningen*

Prior work has mostly focused on independent directors' engagement in monitoring but research finds little systematic support for the positive effects of director independence. We highlight three reasons for this inconsistency, namely: (1) formally independent directors can still be socially dependent on the CEO, (2) director engagement in monitoring does not necessarily translate into higher monitoring effectiveness, and (3) in addition to monitoring the CEO, directors also provide advice. In this study, we demonstrate that director social dependence negatively impacts director effectiveness when monitoring but not when giving advice. This effect is robust across a survey and a randomized field experiment. Our study provides a micro-level examination that acknowledges the fundamental difference between (1) director engagement in board duties and (2) director effectiveness in these board duties, and thus contributes to a more nuanced understanding of director effectiveness. Our findings have implications for corporate governance in contexts where a majority of directors is formally but not socially independent. We highlight that best practices should not limit themselves to structural changes to mitigate negative effects of social dependence but raise awareness for the psychological pitfalls of board work.

Paper is Available to Meeting Registrants Only.

STR: The Effect of Short-Selling on the Ratio of Independent Directors 

Author: **Ribuga Kang**, *Chinese U. of Hong Kong*
Author: **Jingoo Kang**, *Nanyang Technological U.*

This study examines how a short-selling threat affects firms' board composition. We propose that firms will decrease the ratio of outside directors in their board when there is a short-selling threat because firms are concerned about outside directors leaking information to the financial market. To test this hypothesis, we exploit an exogenous shock in the US stock market associated with Regulation SHO whereby the Securities and Exchange Commission (SEC) randomly selected pilot firms for which the uptick restriction on short-selling no longer applied. We also examine the previous short-selling threat, the presence of executive directors on the nomination committee, and stock ownership by outside directors as contingencies. This research contributes to the literature on independent directors by adding a novel perspective that highlights the impact of independent directors as an information conduit.

Paper is Available to Meeting Registrants Only.

STR: How ideological diversity within top management teams influences strategic dynamism

Author: **Yungu Kang**, *Hong Kong Baptist U.*
Author: **M. K. Chin**, *Indiana U., Bloomington*
Author: **David H. Zhu**, *Arizona State U.*

Although many studies have examined the impact of the demographic diversity of top management teams (TMTs) on strategic outcomes, little theoretical or empirical work has investigated the influence of TMTs' ideological diversity on strategic decisions. Because ideologies held by top executives influence not only their goals but also their decision-making processes, we develop the construct of TMT ideological diversity to explain how it increases strategic dynamism. In addition, we suggest that the positive effect of TMT ideological diversity on strategic dynamism is weaker when the CEO is more conservative, when the TMT is more diverse in demographic characteristics, and when management has more discretion. Using political donation records of U.S. top executives to capture their liberal versus conservative values, we find considerable support for our predictions.

Paper is Available to Meeting Registrants Only.

STR: It takes two to tango: The joint effect of CEO- and chair dominance in predicting board monitoring 

Author: **Julia Prömpeler**, *U. of Groningen, Faculty of Economics and Business*
Author: **Dennis Veltrop**, *U. of Groningen*
Author: **Floor Rink**, *U. of Groningen*
Author: **Janka Ireen Stoker**, *U. of Groningen, Faculty of Economics and Business*

How to achieve effective board monitoring is a classic puzzle in corporate governance. Yet the increasing attention to executive traits in predicting board monitoring has let scholars and practitioners assume that dominant CEOs clearly represent one factor that threatens this outcome. Drawing from psychological and management insights, we challenge this assumption. We propose that in the increasingly common non-duality setting (i.e., separation of CEO and chair position) CEO dominance may in fact increase board monitoring and that this relation critically depends on the dominance of the boards' chair. In an experimental study among 81 non-executive directors and a survey study conducted among non-executive directors, chairs of non-executive boards, and CEOs from 120 Dutch organizations, we find large support for the positive effect of CEO dominance on board monitoring and full support for the interaction effect of CEO and chair dominance. There was a positive relationship between CEO dominance and monitoring in the non-duality setting when the chair was also dominant, but this effect became non-significant when the chair was not dominant. Among other implications, the results highlight the importance of nuancing the effects of dominance for different governance contexts, and further examining the important role of board chairs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Behavioral Processes and Competition

Digital Session Chair: **Wei Yu**, *National U. of Singapore (NUS)*

STR: **The Effect of Interfirm Competition on Intrafirm Competition**

Author: **Patrick Hallila**, *City U. London*
Author: **Paolo Aversa**, *City U. London*
Author: **Hans Frankort**, *City, U. of London*

Prior work on firm competition has mostly studied external, interfirm competition and internal, intrafirm competition in isolation, while underemphasizing the interconnectedness of these two levels of competition. In this study, we develop and test a more integrative theory of firm competition by examining how actors divide their efforts across interfirm and intrafirm competition. Integrating arguments from competitive dynamics and intrafirm competition, we propose that increased competitive pressure from external competitors decreases the relative valence of attacking intrafirm competitors. In panel data (2004-2017) of riders competing in MotoGP, we find that increased competitive pressure from interfirm competitors (i.e., other race teams) reduces the probability that a rider attacks an intrafirm competitor (i.e., a team member) by overtaking them, and it decreases the proportion of all overtakes against team members. This shift in focus away from intrafirm competition is more pronounced when the external competitive pressure derives from teams equipped with inferior resources.

Paper is Available to Meeting Registrants Only.

STR: **Environmental Hostility vs. Dynamism: The Implications for the Organizational Resilience Process**

Author: **Wei Yu**, *National U. of Singapore (NUS)*
Author: **Yang Ye**, *Southwestern U. of Finance and Economics*

Organizational resilience is a key attribute to enable firms to adapt to the world with increasingly frequent and intense adversities. While previous literature focuses on the internal firm attributes that contribute to organizational resilience, little attention has been paid to the different dimensions of environmental adversity that matter as well. Unpacking the distinctive characteristics of environmental hostility and dynamism, we suggest that an increase in these environmental dimensions create different challenges for the organizational resilience process. While firms find it harder to deal with environmental hostility than dynamism initially, they are able to effectively neutralize environmental hostility in the long-term but not able to do so for environmental dynamism. Such unsatisfactory adaptation to environmental dynamism is aggravated for larger and older firms. Together, we suggest that firms need to pay attention to different environmental contexts as they have different implications for the resilience of the firm.

Paper is Available to Meeting Registrants Only.

STR: **Measuring the Impact of Alliance Change on Financial Outcomes: The Case of Intercollegiate Athletic**

Author: **Stephanie Kay Herbst-lucke**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Paul F Salipante**, *Case Western Reserve U.*
Author: **Abraham I. Turetsky**, *Weatherhead School of Management, CWRU*
Author: **Robert Mayberry**, *Georgia State U.*

Using two natural experiments based on the Synthetic Control Method and a personally developed database representing 85% of the population, this study measures the effect of strategic conference change on college Athletic Department financial outcomes. Contrary to conventional wisdom and literature, these experiments find that college alliance change neither increases Earned Revenue or Expenses nor decrease Debt for colleges that change conference. While realignments do not impact financial outcomes, the broader alliance-change literature indicates that altering century-long partnerships, changing iconic brand names, logos, and products as a result of realignments, negatively impacts brand value. While conference change may have other long-term benefits, conference change does not improve financial health and may lead to brand value depletion. Therefore, conference change leads to value depletion outcomes for the defecting colleges, the conference and possibly the Intercollegiate Athletic system. These findings illuminating the impact and effects of conference change can lead to more informed action by college administrators and the Intercollegiate Athletic stakeholders, as well as, to further the study of the logics of strategic actors in competitive alliances.

Paper is NOT Available. Please contact the author(s).

STR: **Template Variation within a Common Frame: Supporting Mission Cohesion in Dispersed Organizations**

Author: **Esther Leibel**, *Boston U.*

Research on strategy replication shows that strategy templates can advance an organization's mission across geographies by helping create strategic alignment with local conditions. However, local adaptation of templates can introduce variability that hampers growth and goal achievement. How can organizations harness local variation while maintaining coherence to their mission? This longitudinal, inductive field study of a multi-site organization examines the process of template variation within a common frame. Rather than derail an organization's mission, template variation allows geographically-dispersed units further cohesion around common goals, while fostering alignment with local conditions by developing local interpretations. This paper contributes a grounded theoretical explanation of how template variation can allow local strengths to flourish while supporting mission cohesion—a challenge common to any growing organization.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

The Interaction Between Hierarchy and Cognition

Digital Session Chair: **Ankur Chavda**, *HEC Paris*

STR: It's Not What You Know, It's Where You Are: Hierarchy, Experience and Organizational Capabilities  

Author: **Ankur Chavda**, *HEC Paris*

Author: **John Eklund**, *U. of Southern California*

Strategic management scholars are increasingly paying attention to the micro-foundations of firms' capabilities by examining how the attributes of individuals within firms can shape organizational-level capabilities and performance. However, little attention has been paid to how individuals' positions within their firms and their interaction with other individuals can shape how their unique individual attributes impact organizational-level capabilities and performance. In this paper, we examine how the breadth of prior experience of managers and workers reporting to them within a hierarchy can influence organizational performance. Drawing on a cognitive dynamic capabilities theoretical lens, we argue that broader prior experience of managers is positively associated with organizational performance, whereas broader prior experience of workers is negatively associated with organizational performance. Further, workers with narrower experience tend to strengthen the impact of broader managerial experience on organizations' overall performances. We find support for our arguments in the movie industry using a dataset of 101,027 movies released between 1950 and 2017.

Paper is Available to Meeting Registrants Only.

STR: When do Bosses Matter? Understanding the Relationship between Strategy, Hierarchy and Capabilities  

Author: **John Eklund**, *U. of Southern California*

This paper seeks to add to the literature on the micro-foundations of organizations' capabilities. This literature has tended to overlook that different individuals or groups are likely to play a greater or lesser role in shaping an organization's capabilities and subsequent performance depending on the strategy an organization undertakes. I argue that senior managers' capabilities have a greater impact on performance when undertaking proactive as compared to reactive strategies. The capabilities of units reporting to senior managers have a greater impact on performance than those of senior managers when undertaking reactive strategies. Further, senior managerial capabilities can be substitutes for units' capabilities when undertaking proactive strategies but complements for reactive strategies. I find support for my arguments within the context of US college football.

Paper is Available to Meeting Registrants Only.

STR: Leading across factional faultlines and conflict spirals in IJV management

Author: **Maarten Van Der Kamp**, *Monash Business School*

Author: **Brian Vincent Tjemkes**, *Vrije U. Amsterdam*

Author: **Valerie Duplat**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Karen Jehn**, *Melbourne Business School*

While leadership has the potential to disrupt the escalation of conflicts occurring within IJV management teams, little is known about how leadership focus and practices interrelate with conflicts between factions. Drawing on the faultline framework, our qualitative study of leadership in IJV management teams prompts the adoption of a contingent as well as temporal leadership approach. We develop a conceptual framework and corresponding propositions that explain how factional faultlines, faultline framing, and leadership interrelate in explaining conflict spirals in the extreme and unique context of IJV teams. Our findings have implications for research on IJVs, group faultlines, and intergroup-leadership.

Paper is Available to Meeting Registrants Only.

STR: Organizational influence across CEO life cycle: The moderating roles of prior performance and status

Author: **Biying Yang**, *Binghamton U.-State U. of New York*

Author: **Rory Eckardt**, *Binghamton U.-State U. of New York*

Author: **FUHE JIN**, *Binghamton U.-State U. of New York*

Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*

The CEO life cycle framework suggests discernable phases over CEO tenure that are associated with an inverted-U performance trajectory. The trajectory exhibits a performance improvement followed by a stagnation and ultimate decline. In this study, we investigate this general performance trajectory and leverage the behavioral theory of the firm to examine the moderating effect of an organizational-level factor – prior performance – on CEO life cycle. We also investigate the moderating effect of organizational status as an important organizational-level attribute on CEO life cycle. Through a multilevel analysis performed using random coefficient growth modeling of College Football Bowl Subdivision head coach data, we show the performance trajectory of CEOs can vary under different organizational conditions. Specifically, CEOs entering high performance organizations appear to have less initial performance improvement and a longer stagnation, while CEOs of higher organizational status exhibit a deferred and reduced performance decline. As such, this paper contributes to the understanding of how organizational-level factors can impact CEO tenure phases and associated performance patterns.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1218** | Submission: **16390** | Sponsor(s): (STR, ENT)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PMET (UTC-4)**

Corporate Acceleration, Firm Innovation, and Industrial Change:
What's New Under the Sun?
Corporate Acceleration and Firm Innovation



Organizer: **Cristobal Garcia Herrera**, *Imperial College London*
Speaker: **Sheryl Winston Smith**, *BI Norwegian Business School*
Speaker: **Erkko Autio**, *Imperial College Business School*
Speaker: **Susan L. Cohen**, *U. of Georgia*
Speaker: **Sandip Basu**, *City U. of New York, Baruch College*
Organizer: **Laurens Vandeweghe**, *ETH Zürich*
Speaker: **Raj Krishnan Shankar**, *Nord U. Business School*

In many industries, entrepreneurial startups are the source of disruptive innovations. One approach by which incumbent firms can tap this innovative potential and form relationships with new ventures is through Corporate Accelerator Programs (CAP). Yet, experience suggests that CAPs often fail, and extant research provides limited understanding of how incumbents could effectively harness innovation through engagement with startups. In this panel session, we seek to develop insights into the question of emerging models in collaborative innovation in CAP contexts and uncover interesting directions for future research. We highlight current research on corporate and traditional accelerators, the relationship between existing theory and the development of new theories in this context, and some of the methodological challenges and opportunities that this context provides. Our panel of leading researchers will discuss their work and contribute their views on how existing innovation and entrepreneurship theory relates to CAPs, how CAPs are distinct from conventional approaches to firm innovation, and how academic research can contribute to a better design and management of CAPs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1219** | Submission: **11070** | Sponsor(s): **(STR, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:00AM- 12:30PMET (UTC-4)**

New Measures with Big Data and Machine Learning in Strategic Leadership Research

Big Data & ML in Strategic Leadership Research



Organizer: **Xina Li**, *INSEAD*
Organizer: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Organizer: **Guoli Chen**, *INSEAD*
Discussant: **Sydney Finkelstein**, *Dartmouth College*
Presenter: **Steven Boivie**, *Texas A&M U.*
Presenter: **Prithwiraj Choudhury**, *Harvard U.*
Presenter: **Wei Guo**, *Hong Kong Polytechnic U.*

While the field of management has long argued the importance of manager attributes in organizational outcomes, scholars are often constrained by the limitation of data availability and computational power. To overcome the challenges, scholars start to leverage the recent development of computer science in management research. This symposium is focused on new measures using big data and machine learning techniques in strategic leadership research. The goal of the symposium is to bring together active scholars to demonstrate and discuss the opportunities and challenges of applying these new unobtrusive measures. The presentations explore a wide range of manager attributes including Big Five personality, immigration status, linguistic style, and humility and their implications on organizational investment, crises management, competitive strategy, and corporate governance. Overall, the goal of this symposium is to initiate a timely conversation with the audience from STR, RM, and OB divisions and, broadly, contribute to the theme of the annual meeting “Bringing the Manager Back in Management” by offering new insights into how managers affect organizational outcomes.

CEO Personality and Intangible Investments

Author: **Steven Boivie**, *Texas A&M U.*
Author: **Joseph Harrison**, *Texas Christian U.*
Author: **Steve C. Lim**, *Texas Christian U.*
Author: **Lindsey Yonish**, -

Immigrant CEOs and Leading During a Crisis

Author: **Dany Bahar**, *The Brookings Institution*
Author: **Prithwiraj Choudhury**, *Harvard U.*
Author: **Britta Glennon**, *The Wharton School, U. of Pennsylvania*

To Be Remembered: Leader Linguistic Style and Entrepreneurial Firm Resource Acquisition during IPO

Author: **Wei Guo**, *Hong Kong Polytechnic U.*

CEO Humility, Corporate Governance, and Shareholder Activism

Author: **Xina Li**, *INSEAD*
Author: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Author: **Guoli Chen**, *INSEAD*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1220** | Submission: **17262** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 11:30AM - 1:10PMET (UTC-4)**

Identity Work
Identity Work 

Digital Session Chair: **Darryl Rice**, *Miami U.*

CMS: Training Warrior-Cops or Guardian-Officers? Law Enforcement Agencies' Leadership Styles Matter  

Author: **Darryl Rice**, *Miami U.*

Author: **Jamila Maxie**, *U. of North Texas*

Author: **Paul Prosper**, *Colorado State U. Global*

In effort to enhance our understanding of the historical and currently problematic relationship between law enforcement agencies and Black communities in the United States, we seek to extend the research on the warrior-cop vs guardian-officer conceptual framework by leveraging management and organizational psychology literatures. Specifically, we integrate leadership style and institutional resentment theories to develop and test a model to examine how law enforcement agencies' authoritarian leadership style (LEA ALS) and law enforcement agencies' ethical leadership style (LEA ELS) impact law enforcement agency (LEA) resentment via Black people's perceptions of abusive police behavior. In a field study of African-Americans and people of African or Caribbean descent in America, we find that while LEA ALS is positively related to Black people's perceptions of abusive police behavior, LEA ELS is negatively related to Black people's perceptions of abusive police behavior. In turn, Black people's perceptions of abusive police behavior is positively related LEA resentment. Consequently, Black people's perceptions of abusive police behavior mediated the relationship between LEA leadership style and LEA resentment. Theoretical contributions, practical implications, and future research are discussed.

Paper is Available to Meeting Registrants Only.

CMS: The 'Entrepreneurial' Journey: Exploring the Liminal Identity transitions of Female Entrepreneurs in

Author: **Lucia Garcia-Lorenzo**, *London School of Economics and Political Science*

Author: **Ishan Jalan**, *Nottingham Trent U.*

Author: **Nida Sheikh**, *London School of Economics and Political Science*

This research contributes to critical entrepreneurship studies by exploring the entrepreneurial journey of female entrepreneurs in rural Pakistan. Despite increasing advocacy for supporting female entrepreneurs in developing countries, female entrepreneurship remains an atypical outlier with entrepreneurship being conceptualised from an androcentric western perspective. In this paper, we propose to use a liminal identity perspective to explore the challenges female entrepreneurs participating in a Pakistani Government program called 'Entrepreneurs' experience during their transition into entrepreneurship and how they manage that transition. Our qualitative analysis of nineteen female entrepreneurs' in-depth interviews shows how the Entrepreneurs' evolving identities, fluid legitimacy and limited resources can give birth to and shape subsequent entrepreneurial activities. It is in these liminal transitions that entrepreneurial identities and creative entrepreneurial practices and micro-businesses emerge. Our results expand current understanding of the process of entrepreneurial identity development in liminal conditions, especially among non-western female entrepreneurs and contribute to exploring alternative ways of managing the entrepreneurial journey.

Paper is Available to Meeting Registrants Only.

CMS: Identity Work, Meaningfulness and Volunteers

Author: **Sarah Louise Weller**, *U. of the West of England*

Author: **Andrew D. Brown**, *U. of Bath*

Author: **Caroline Clarke**, *The Open U. Business School*

What identity narratives do those engaged in dangerous volunteering work on and how do they help satisfy their quest for meaningful lives? Based on a three-year ethnographic study of QuakeRescue, a UK-based voluntary, search and rescue charity, we show that volunteers constructed identities drawing on discourses of 'helping', 'heroism' and 'hurt'. The primary contribution we make is to analyse how meaningfulness (the sense of personal purpose and fulfilment) that people attribute to their lives, is both developed through and a resource for individuals' identity work. This approach permits analysis of how organizationally based actors attribute significance to their lives through authorship of desired identities which are sanctioned and supplied by societal discursive resources and embedded in and constitutive of local communities. In our case, the helper and hero identities dangerous volunteering offered members were seductive. However, their pursuit often had ambiguous and sometimes, arguably, negative consequences for volunteers who had seen action overseas, and our study adds to understanding of how organizational members' quest for meaningful identities may often falter and sometimes fail.

Paper is NOT Available. Please contact the author(s).

CMS: Transformational change in a hospital: Agency, structure, temporality and history in leadership

Author: **Jette Ernst**, *Roskilde U.*

The paper sets out to build an understanding of how managers experience and navigate difficult organizational transition in the establishment of a new acute care department. Applying Bourdieu's theoretical ideas and focusing on the intimate connection between political processes, historical conditions of the field and local attempts at change implementation, the study pays attention to power and agency in leadership. The study applies a longitudinal research design and focuses on the experiences of leaders in conducting their leadership in the context of field level change and development. The paper analyses leaders' feelings of powerlessness as hysteresis that develops in a mismatch between field and habitus at a particular moment in time and demonstrates that leadership emerges and is made possible or impossible in relation to institutionalised capital and political objectives in the field. The study has important implication for the way in which we can understand leadership agency and the results may hold useful lessons for policy makers and leaders across private and public sectors.

Paper is Available to Meeting Registrants Only.

Author: **Vijaya Doshi**, *Indian Institute of Management, Udaipur*

Based on interviews and focus-group discussion among urban women entrepreneurs in India, I find that women entrepreneurs acquire a neoliberal agency through entrepreneurship. However, soon their accounts reflect an underlying tension as they admit facing gender constraints while previously denying them. I theorize their conflicting narratives using the idea of sandwiched between a neoliberal and gendered identity. Being urban and middle-class, they can acquire a neoliberal agency, however, they find it difficult to maintain the same given the continuous gender constraints that they tackle. Thus, their subjectivity continuously adapts and resists to both the neoliberal identity and gendered identity. I discuss the implications of the findings for research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1221** | Submission: **14714** | Sponsor(s): **(OB, MOC, HR, ODC, RM, OCIS, TIM, MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 11:30AM - 2:15PMET (UTC-4)**

Shaping a New Research Agenda on the Future of Work

Shaping Research on the Future of Work



Organizer: **Lauren Christine Howe**, *U. of Zurich*
Organizer: **Jochen I. Menges**, *U. of Zurich*
Panelist: **Ivona Hideg**, *Schulich School of Business, York U.*
Panelist: **Abbie J. Shipp**, *Texas Christian U.*
Facilitator: **Nicolas Bastardo**, *U. of Zurich*
Facilitator: **Leonie Jolanthe Hentrup**, *U. of Zurich*
Facilitator: **Inez Von Weitershausen**, *U. of Zurich*
Facilitator: **Florence Bernays**, *U. of Zurich*
Facilitator: **Vera Hampel**, *U. of Zurich*
Panelist: **Kevin W. Rockmann**, *George Mason U.*

The future of work, or how work will change in the next decades because of advances in technology (e.g., robotics, artificial intelligence), demographic changes (e.g., aging populations), and other societal trends (e.g., shifting values), is a topic of increasing importance to practitioners and policymakers. But the future of work appears far less in management scholarship than would be expected given its prevalence in society, and research relevant to the topic in management thus far is fragmented (Santana & Cobo, 2020). The goal of this PDW is to drive forward research from management scholars on the future of work by collectively setting a promising agenda for research on the topic, so that scholars can add to ongoing dialogues, offer solutions, and collectively shape the future of work. Participants will leave with a shared understanding of how management scholars can contribute to research on the future of work, a recognition of methodological challenges in conducting research on the topic, and an awareness of the possible opportunities and pitfalls of publishing on the topic. The PDW will involve several components that utilize different formats to facilitate engagement, including a panel with experts who have editorial experience at top Academy journals (AMJ, AMR, and AMD) and virtual breakouts clustered by themes involving a mix of senior and junior scholars. To spark collaboration that continues after the Academy meeting, the PDW will feed into a research grant competition sponsored by the University of Zurich to fund promising research proposals related to the future of work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership: Managing Employee Performance and Retention

Performance and Retention



Digital Session Chair: **Alexandra Feldberg**, *Harvard Business School*

OMT: **Butchers, Bakers, and Barcharts: How Digitized Information Affects Gender Differences in Performance**

Author: **Alexandra Feldberg**, *Harvard Business School*

This study asks: does increased access to digitized information affect the performance of men and women workers differently? I find that the availability of information in digital platforms disproportionately improves women's performance in a male-dominated organization. I theorize that digitized information helps women by serving as a relationship substitute, an alternative channel to traditional relationship networks through which peripheral group members can gain access to performance-enhancing information. Using interviews, observations, and archival data, I take advantage of an intervention occurring within a grocery chain—when it introduced a weekly online report providing managers with a high-level summary of their departments' performance along key metrics. Comparing sales across departments twelve weeks prior to and following the report's implementation shows that women managers benefit disproportionately from the report's introduction but having longer duration of contact with peers and supervisors attenuates its benefits. Findings offer new directions for research on gender inequality and knowledge transfer by suggesting that digital channels of knowledge distribution can offset disparities arising from relationship networks in organizations.

Paper is NOT Available. Please contact the author(s).

OMT: **Heterogeneous Gender Effects of a Firm's Environment Social Governance Efforts on Employee Turnover**

Author: **Ming De Leung**, *U. of California, Irvine*

Author: **Chuchu Liang**, *U. of California, Irvine*

Author: **Ben Lourie**, *U. of California, Irvine*

Author: **Chenqi Zhu**, *U. of California, Irvine*

We study whether (and how) the turnover of female and male employees varies with public perception of their firms' environmental, social, and governance (ESG) efforts, as measured by the ESG sentiment of news articles. Leveraging organizational identification theory, we expect that employees derive increasing self-esteem from having an employer with a more positive, public ESG reputation. Such employees are less likely to leave their firms. Furthermore, we expect that retention rates among female employees will be higher than male employees because women derive more benefit from prosocial behavior. We support our contentions using regression analyses on a firm-month panel of 1,822 publicly listed US firms from 2008 to 2018. Specifically, our regression analyses reveal that a better public ESG reputation is associated with lower employee turnover, and this effect is amplified among female employees. We find that females respond to the perceptions of both internal-facing ESG (i.e., efforts that primarily target employees) and external-facing ESG (i.e., efforts that primarily target those outside the firm). However, we find that males are affected only by perceptions of increased internal-facing ESG. We also find that ESG reputation affects both men and women in states that have a greater proportion of Democratic voters. This underscores the prosocial aspect of our predictions. Our evidence highlights the indirect and heterogeneous effect of corporate ESG efforts on employee turnover, and the turnover of female employees in particular.

Paper is Available to Meeting Registrants Only.

OMT: **How Insufficient Recognition Shapes the Rate and Scope of Contributions to the Commons**

Author: **Cassandra Chambers**, *Bocconi U.*

Author: **Pedro Aceves**, *Bocconi U.*

Author: **Marlon Fernandes Rodrigues Alves**, *Federal Institute of Education, Science and Technology of São Paulo*

Scholars have long extolled the power of reputation for maintaining contributions toward collective resources. Incentivized to achieve reputations as good citizens of the collective, individuals are less inclined to freeride off the contributions of others. However, in examining the effects of reputation, researchers have largely relied on no-deception experimental designs wherein the granting of recognition for contributions to the collective is error-free and reputation is perfectly calculated. Reality is more complicated, with individuals often receiving insufficient recognition for their contributions, and we know little about how such insufficient recognition shapes the subsequent rate and scope of contributions to the collective. Leveraging a unique data feature from one of the largest online question-and-answer knowledge communities, we examine how occurrences of insufficient recognition shape subsequent contributions. Contrary to our expectations, we find that individuals contribute more after insufficient recognition and are less likely to venture away from their knowledge domain. Individuals with higher reputations display higher increases in contributions, but do not differ in their range of content. Results reveal a double-edged sword of insufficient recognition on cooperation—it increases future contributions, but narrows their conceptual scope relative to prior activity. We discuss the implications of these findings for maintaining diverse knowledge commons.

Paper is Available to Meeting Registrants Only.

OMT: **A Social Complexity Organization Theory of Collective Leadership**

Author: **Jim Hazy**, *Adelphi U.*

Author: **Murat Sakir Eroglu**, *Adelphi U.*

This article develops a new perspective on an under studied area of collective leadership theory inspired by complexity science as applied to social systems. It explicitly situates leadership in the context of emergent scale-crossing connections that form individuals into organizations. The authors first present a dynamic model of leadership at the organization level in the context of three different leadership activity modes each serving a distinct functional demand of complex organizing. They then describe how to study leadership at the individual level by identifying distinct types of activities that individuals can purposefully employ during social complexity to enact universal scaling dynamics which emerge to support each of these functional demands in their organizations. Using this approach, the article contributes a new conceptual model that views leadership as scaling mechanisms that enable complex organizing and suggests future research that explores how individuals can purposefully interact in ways that serve larger organizational and societal purposes. Finally, the article suggests a methodological approach that combines computational, analytic, and empirical methods.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diversity and Inclusion in the Public and Nonprofit Sectors



Digital Session Chair: **Sandro Cabral**, *Inspere Institute of Education and Research*

PNP: Structural advocacy organizations and intersectional outcomes: The role of Women Police Stations

Author: **Paulo Arvate**, *FGV-EAESP*
Author: **Sandro Cabral**, *Inspere Institute of Education and Research*
Author: **Anita McGahan**, *U. of Toronto*
Author: **Paulo Reis**, *UFRJ*

By introducing the concept of 'structural advocacy organizations', this study theorizes and tests the boundary conditions within which institutions designed to protect the rights of disenfranchised groups promote structural changes at the gender and race intersection. We test these claims on Brazil's Women Police Stations, a type of structural advocacy organization with greater female representation on staff, and with specialized procedures and an institutional mandate to address violence against women. The analysis indicates that women police stations reduce homicides among the population of women as compared to conventional police stations. However, homicides committed against women of color only drop in municipalities with high levels of education and in metropolitan areas, but even in these locations, the effects of Women Police Stations on homicide reduction are lower for women of color. The results suggest that structural advocacy organizations innovate to address structural disenfranchisement; nonetheless, improving intersectional outcomes requires complementary policies

Paper is Available to Meeting Registrants Only.

PNP: Nonprofit Chief Executive Compensation: Implications of Board Governance Activities

Author: **Ruth Bernstein**, *Pepperdine U.*
Author: **Christopher A. Fredette**, *U. of Windsor*

Using secondary data collected as part of a national survey of nonprofit organizations, this research examines compensation outcomes of 704 nonprofit Chief Executives (CEO), integrating and social and performative aspects of governing and governance to explain compensation (in)equity. Theorizing governance as a socially complex and functionally consequential arena, we examine the impact of social categorization and identity fit between CEO Ethno-Racial Demography and Board Ethno-Racial Variety prior to overlaying the influence of three forms of governance activity: Fiduciary Oversight, Internal Awareness, and External Engagement. We employ a serial multiple mediation regression analysis to test the direct and indirect effects of demographic diversity and governance activity for CEO compensation outcomes. Findings demonstrate the social and performative complexity underlying executive compensation outcomes, with mediators highlighting the interplay among social and performative aspects in executive compensation decisions. The significance of this study lies in its contribution to the discourses of CEO compensation and compensation equity, providing practical guidance to leaders and governors.

Paper is Available to Meeting Registrants Only.

PNP: Understanding Vertical Pay Dispersion in the Public Sector: The Role of Publicness

Author: **Keppeler Florian**, *Zeppelin U.*
Author: **Ulf Papenfuß**, *Zeppelin U.*

This study introduces vertical pay dispersion into public management research, a prevailing equity issue in discussions in organizations and society. Bridging tournament and equity theory with the publicness debate, the study analyses how manager-to-worker pay ratios of state-owned enterprises (SOEs) are affected by the dimensions of publicness – ownership, funding, and control. For a unique, hand-collected, five-year data set, the study finds that ownership publicness partly affects vertical pay dispersion, and the effects are moderated by city and SOE size. It enhances the understanding of vertical pay dispersion in the public sector and offers a research agenda for the determinants.

Paper is Available to Meeting Registrants Only.

PNP: Ordinal Representativeness

Author: **Huafang Li**, *Grand Valley State U.*

Representative bureaucracy is a promising means to enhance social equity and coproduction. However, previous studies have not addressed the order effects of representative bureaucracy on coproducing better policy outcomes and public goods, which is essential to democratic governance. This study first proposes an ordinal representativeness model and uses gender representation to illustrate its application. The study then experiments with the order effects of gender representation on individuals' coproducing decisions. The study randomizes the order of female officials in a two-male and two-female setting across two different policy areas—recycling and emergency preparedness. Both experiments were unable to find significant statistical evidence of the effects of placing females in the top leadership positions on citizens' overall willingness to coproduce. However, the results revealed the pattern that the gender of the chief leader increases the willingness of others of that gender—and simultaneously decreases their gender counterparts' willingness—to coproduce. This pattern is consistent with the ordinal representativeness model.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Crisis, Stress, and Burnout in Public Service Delivery

Digital Session Chair: **Elizabeth Linos**, *U. of California, Berkeley*

PNP: **Reducing Burnout and Resignations of Front Line Workers**

Author: **Elizabeth Linos**, *U. of California, Berkeley*
Author: **Krista Ruffini**, *UC Berkeley*
Author: **Stephanie Wilcoxon**, *Behavioural Insights Team*

Government agencies across the world are struggling to retain front line workers, as high job demands and low job resources contribute to employee burnout. Four decades of research have documented the costs of burnout, yet we have limited causal evidence on strategies that reduce it. In this paper, we present evidence that low perceived social support puts employees at risk for burnout and that priming group identification and affirming social belonging can mitigate this risk. First, we present survey evidence that low perceived social support is correlated with high burnout among correctional officers (Study #1, n = 175). Second, we conduct a multi-city field experiment aimed at nudging group identification and social belonging (Study #2, n = 536), in which 911 dispatchers are prompted to share advice anonymously and asynchronously with other dispatchers. This intervention reduces burnout by 8 points (0.4 SD) and cuts resignations by more than half (3.4 percentage points) four months post-intervention. Finally, we conduct an online laboratory experiment (Study #3, n = 497) confirming that the experimental intervention increases perceived social belonging and support. These findings suggest that low-cost belonging affirmation techniques can reduce burnout, contributing meaningfully to the retention challenges facing government.

Paper is Available to Meeting Registrants Only.

PNP: **Psychological Climate's Effect on Stress among Public Servants**

Author: **Vadym Mozgovoy**, *U. of Lausanne*

Best Conference Paper by a Public and Nonprofit Division Doctoral Student

The organizational well-being is an issue in public management. Drawing upon a cross-sectional survey of 350 public servants in Switzerland, this study hypothesized and found that the psychological climate reduces the felt stress without a simultaneous reciprocal effect. Structural equation modeling and supplementary mediation models were used. The results show that three out of six dimensions – role clarity, contribution, and supportive management – characterize the psychological climate for public servants. Higher role clarity moderately and significantly reduces stress, whereas supportive management does so to a limited extent. This effect was observed mainly among public servants who were willing to continue on their current career path.

Paper is Available to Meeting Registrants Only.

PNP: **The Context of Crisis: Teacher social network effects during crisis-based organizational change**

Author: **Cortney Evans**, *Harvard U.*

This exploratory study examines the ways in which teacher social networks vary by organizational context. The study draws on data collected in a large urban adjacent public school district in New England after start the start of the global COVID-19 pandemic and the subsequent switch to remote instruction. In so doing, the study compares changes in teacher's informal advice networks in the same schools during both a "Status Quo" context relative to a context of "Crisis-based Organizational Change." Results indicate that central traits of teacher advice networks – out-degree centrality, tie strength, and network composition – vary with organizational context. Further, these network traits are associated with variation in network mechanisms supporting more positive perceptions of innovative climate in each context. Findings of this study suggest that organizational context may drive variation in the ways that networks support the same organization outcome, furthering the notion that how networks 'work' is not the same in all instances. Implications for future research of teacher social networks and implications for school managerial staff involved in organizational change efforts are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Digital Innovation

Digital Session Chair: **Corinna Bertling**, *LMU Munich*

TIM: Boundary configurations for digital innovation 

Author: **Corinna Bertling**, *LMU Munich*

Organizational reality shows that—in order to foster digital innovation activities and promote the digital transformation of core processes and structures—new organizational units emerged, which we label digital innovation units (DIUs). Unfortunately, little scientific guidance on how to approach and effectively capitalize on these nascent units and how to overcome emerging collaboration challenges with more established units (e.g., IT) exists. For instance, knowledge about how a DIU's boundary configuration affects the necessary boundary spanning activities for digital innovation is still missing. Our data is based on 41 semi-structured interviews from four organizations differing in size and industry, but similar in that all established DIUs in order to promote digital innovation. The present study's exploratory approach to this phenomenon in the context of digital innovation reveals that boundaries play a key role in shaping the interaction patterns between DIU and IT. Specifically, we find that boundaries act as contingencies influencing the enactment of configurational boundary work (i.e., arranging, buffering, and coalescing boundaries). Based on this, we develop a model of different configurations of working through mental, social, and physical boundaries that shape collaboration between IT and DIU for digital innovation.

Paper is NOT Available. Please contact the author(s).

TIM: Government Digital Initiatives, Board Digital Attention, And Firm Digital Innovation

Author: **Xincheng Wang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Longwei Tian**, *Shanghai Jiao Tong U.*

Author: **Haifeng Wang**, *Shanghai International Studies U.*

Digital innovation has attracted increasing attention from policymakers, academics, and practitioners as digital technologies become prevalent. However, digital innovation remains under-theorized. Using the attention-based view, we examine how and why government digital initiatives drive firms' involvement in digital innovation. Using text mining techniques and the unique context of China's 12th five year-plan, we find that the link between the government's digital initiative and the firm's digital innovation involvement is mediated by the board's digital attention. The board's political ties have a positive moderating effect. These findings have important theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

TIM: Digital entrepreneurship and institutional changes: fintechs in the mobile payment sector

Author: **Gabriel Machado Braido**, *U. do Vale do Taquari*

Author: **Amarolinda Klein**, *UNISINOS U.*

An institutional perspective allows the analysis of how critical actors legitimate new businesses and how entrepreneurs interact with existing institutional arrangements, which is particularly important when new digital ventures operate in mature and highly regulated markets, such as in the financial sector. This paper aims to analyze the institutional changes associated with digital entrepreneurship development by fintechs into the mobile payment sector. To achieve this goal, we conducted a case study with data collected from multiple sources, such as interviews with fintech entrepreneurs, document analysis, and a survey with 580 users and non-users of mobile payments. The Institutional Theory supported the understanding of institutional changes regarding the regulative, normative, and cultural/cognitive pillars of the mobile payment system needed to support the new entrants (fintechs) and the institutional work performed by different actors to promote the required institutional changes, especially the work of advocacy, defining, constructing identities and constructing normative networks.

Paper is Available to Meeting Registrants Only.

TIM: Digitalization in distress: Digital technologies in healthcare and challenges of ecosystem adoption  

Author: **Wim Vanhaverbeke**, *Surrey Business School*

Author: **Richard Tee**, *U. of Surrey*

Our study provides an in-depth analysis of digital technologies in healthcare and the ecosystem challenges newly developing platforms face here. Based on three case studies of digital technology applications that transform the healthcare industry in different ways, we provide recommendations to help overcome these challenges. First, scaling in healthcare ecosystems tends to be more gradual, but this can be accelerated if it is coordinated by higher level umbrella associations. Second, digital healthcare technologies can only have a transformational impact if processes within healthcare organizations are realigned. This transformation process is driven by a value proposition that requires organizations to develop new competencies. Third, in complex regulated fields such as healthcare, rather than the commonly observed supply-side unipolar governance, multipolar governance is required to manage the ecosystem, leading to co-specialization between supply side technology providers and demand side actors and activities. Fourth, in healthcare ecosystems we observe across multiple levels potential challenges to, as well as potential solutions for, the development of the value proposition. These different levels need to be aligned for the newly developing value proposition to successfully emerge.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Callings and Work Passion

Digital Session Chair: **Brittany Buis**, *U. of Illinois at Chicago*

CAR: Your employees are calling: How organizations help or hinder living a calling and how employees react

Author: **Brittany Buis**, *U. of Illinois at Chicago*
Author: **Donald H. Kluepfer**, *U. of Illinois at Chicago*
Author: **Siyi Tao**, *U. of Illinois at Chicago*
Author: **Hannah Weisman**, *Harvard Business School*

Work as a calling—defined by passion, purpose, meaning, contribution, and a sense of destiny—dates back several centuries, but has experienced a resurgence in popular culture in recent decades, capturing the attention of scholars and employers. Research suggests that having a calling yields extensive benefits for called employees and the organizations they work for, but with one important caveat: employees must be living the calling within the organization. In this paper, we reveal the important role of the organization in providing the conditions necessary for employees to live their callings, by examining how—and to what end—organizations facilitate living a calling. Drawing on a tripartite theoretical framework of living a calling—characterized by destiny, personal significance, and social significance, as well as insights from Work as a Calling Theory, we hypothesize that person-environment fit (at the dimension level), empowerment, and servant leadership are related to living a calling. Further, we hypothesize that the benefits of living a calling extend to the organization, in terms of being negatively associated with employees' deviant behaviors, as rated by their supervisors, and the personality trait consistency of interest is a boundary condition of this relationship. Through testing our hypotheses in a multi-wave, multi-source field study of employees and their supervisors in a park district—a unique organizational setting for examining workers across a variety of occupations, we find that person-supervisor, person-group, person-organization, needs-supplies, and demands-abilities fit, as well as empowerment and servant leadership facilitate living a calling in the organization. Further, we find that consistency of interest moderates the relationship between living a calling and deviant behaviors. Our findings suggest that employers, who may feel an increasing moral obligation to facilitate meaningful work, can take action to help employees live their callings, and, in turn, mitigate negative consequences.

Paper is Available to Meeting Registrants Only.

CAR: When the Stars Align: Career and Life Consequences of Calling 

Author: **Jennifer Tosti-Kharas**, *Babson College*
Author: **Shoshana Dobrow**, *London School of Economics*

Research on calling has examined many important outcomes for both career and life; yet, most of what is known is based on the psychological experience of calling, with most research focused on searching for, finding, and subsequently working in one's calling. At the same time, there is recognition that people do not always pursue their calling domains. Here, we argue for the importance of disentangling the psychological experience of calling from its behavioral pursuit, and, indeed, that understanding the relationships between calling and key outcomes depends on whether people actually pursue the calling. We examine both the strength of people's calling and their ultimate pursuit—or lack of pursuit—of that calling in their work. We conducted a 4-wave, 11-year prospective longitudinal field study of 508 people anchored in a common calling domain, music, to examine how calling and the pursuit of that calling interact to influence key career and life outcomes. We find differential effects based on whether people with varying calling strengths pursued the calling or not, across a range of outcomes. We discuss the implications of alignment versus misalignment of calling and pursuit of calling for research and practice.

Paper is Available to Meeting Registrants Only.

CAR: The mediating role of optimism in the relationship between work passion and employee outcomes 

Author: **Jennifer Lajom**, *Edith Cowan U.*
Author: **Laramie Tolentino**, *Macquarie U.*
Author: **Patrick Raymund Matutina Garcia**, *Macquarie U.*
Author: **Hataya Sibunruang**, *U. of Waikato*

Building on the limited investigations that account for cognitive mechanisms that explain the relationship between work passion and employee outcomes, this study investigated the indirect effect of harmonious and obsessive passion on in-role performance, career satisfaction, and psychological well-being via optimism. Guided by the dualistic model of passion and theory of optimism, we argued that harmoniously passionate employees are more likely to display optimism than their obsessively passionate counterparts, enabling the former to benefit from optimal work and career outcomes. The proposed model was tested using survey data from an online panel of 309 Australian employees distributed across two time points. Results revealed that harmoniously passionate individuals a) performed better at work, b) were more satisfied in their careers and c) experienced greater psychological well-being compared to their obsessively passionate counterparts as a function of their increased levels of optimism. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1227** | Submission: **17264** | Sponsor(s): (CMS)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

Governance, Conflict and Work  
Governance, Conflict and Work

Digital Session Chair: **Morgana Krieger**, *Fundação Getulio Vargas - EAESP*

CMS: **Contracting Out to Manage: Evidence from Security Service Suppliers and Clients in India**  

Author: **Saikat Chakraborty**, *Indian Institute of Management, Ahmedabad*
Author: **Ernesto Noronha**, *Indian Institute of Management, Ahmedabad*
Author: **Premilla D'Cruz**, *Indian Institute of Management, Ahmedabad*
Author: **Parvinder Gupta**, *Indian Institute of Management, Ahmedabad*

The increasing practice of "contracting out" for managing noncore services by organizations trying to meet contradictory interests of cost reduction and service quality in the competition age requires critically analyzing the management side of contractual work arrangements. This study focuses on exploring the managerial interests that govern the decisions and practices of contracting out security services in the context of Indian formal sector organizations. Drawing on qualitative data, we find that cost-reducing interests dominate over service and legal compliance requirements for most clients, shaping these clients' contract management practices towards progressive cost reduction. However, some clients consciously moderate their cost-reducing interests to ensure quality service and reputation linked to legal compliance. We argue that although clients intensify price-based market competition for low-skill service contracts and exacerbate the conditions produced by the lack of government regulation, they also retain the choice to pursue dissimilar managerial interests within these dominant structures. Suppliers constrained by client-designed service specifications and exogenously guided by the nature of competition and regulation further enable clients to orchestrate their contractual work arrangements according to their managerial interests.

Paper is Available to Meeting Registrants Only.

CMS: **"Nobody looks at these workers": The Precarious Work of the Agents of Death Market and the Pandemic**  

Author: **Rosana Silva**, *Unigranrio - U. do Grande Rio*
Author: **Robson André**, *FIOCRUZ - Fundação Instituto Oswaldo Cruz*
Author: **Rejane Nascimento**, *Unigranrio - U. do Grande Rio*
Author: **Denise Franca Barros**, *Unigranrio - U. do Grande Rio*

This research aims to identify the characteristics of precarious work in workers who work in the sale of products and in the provision of various services related to death management, here understood as the death market, and to raise possible precariousness caused by the pandemic of the new coronavirus. After analyzing these two scenarios, we will present the final considerations, including the government's challenges. This research is qualitative in nature and focused on understanding the dying market's work from its participants in various businesses. The articles published in a widely circulated newspaper contributed to understanding the current scenario. As a result, several characteristics of precarious work were identified, in addition to the stigma of society. During the pandemic period, it is possible to notice the accentuation of existing precariousness and new precariousness, such as high health risk and suffering at work. It is concluded that workers can be seen in three pillars of precariousness: objective, subjective, and given existing working conditions. Because of this, the challenges facing public authorities are enormous, especially after the pandemic, given that these workers are among the most exposed to the risks of coronavirus contamination.

Paper is NOT Available. Please contact the author(s).

CMS: **Conflicts that cannot be domesticated: analyzing urban conflicts from a demiurgic theorization view**

Author: **Morgana Krieger**, *Fundação Getulio Vargas - EAESP*
Author: **Marlei Pozzebon**, *HEC Montreal & FGV/EAESP*

The understanding of conflicts represents an important topic in organization studies. One might argue that, although different perspectives have been assumed, most of them end by attempting to 'domesticate' conflicts. In this paper, our objective is to discuss how conflicts can be investigated in a different manner, not pursuing domestication or elimination, therefore extending Contu's (2019) proposition of a demiurgic theorization. We present a hybrid analytical lens that combines the right to the city and the sociology of public problems theoretical paradigms. We apply this lens to comprehend and analyse conflicts that arise from the urban production process in São Paulo and in Medellín, arguing that this lens is an avenue for operationalizing the demiurgic theorization. The paper makes two main contributions: the development of a hybrid analytical lens for interpreting urban conflicts and the advancement of a demiurgic theorization that leads organization scholars to a new understanding of conflicts by learning how not to 'domesticate' them.

Paper is Available to Meeting Registrants Only.

CMS: **Shepherding with carrots and sticks to unlearn traditional farming practices**

Author: **Nanna Schmidt**, *Copenhagen Business School*
Author: **Rajiv Maher**, *EGADE Business School, Tecnológico de Monterrey*

Best Critical Paper on International Business is sponsored by the journal Critical Perspectives on International Business

Carolyn Dexter Award Nominee

This study examined the methods used by a market-based conservation non-government organisation (NGO) to co-opt the livelihood plans of an indigenous Bolivian community and encourage them to adopt modern organic coffee growing methods without confrontation. Many previous studies have highlighted the use of violence, intimidation and manipulation by outside organisations when seeking to co-opt indigenous communities. To develop a pastoral-power relational-practices framework to analyse the case, first, the current literature on management, NGOs and community development was reviewed, after which the underused Foucauldian concept of 'pastoral-power' was applied, which is seen as a kinder, more benevolent governance that encourages self-nurturing in return for a new rewards value system. After the analysis of archival data, fieldwork was conducted in Bolivian communities and NGO officials interviewed. It was found that in communities where most members lacked formal schooling, the pastors recruited locals to act like sheepdogs to corral the flock and ensure they desisted and 'unlearned' their past traditional practices and implemented the more modern methods. We present a research agenda for future research on pastoral-power.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1228** | Submission: **12919** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

Austrian Economics and Entrepreneurship *Austrian Economics and Entrepreneurship*

Organizer: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*
Participant: **Per L. Bylund**, *Oklahoma State U.*
Participant: **Vishal K. Gupta**, *U. of Alabama*
Participant: **Peter G. Klein**, *Baylor U.*
Participant: **Roger Koppl**, *Syracuse U.*
Participant: **Maria Minniti**, *Syracuse U.*
Participant: **David Lucas**, *Syracuse U.*

This symposium includes four papers that investigate entrepreneurship from an Austrian perspective. Bylund and Klein focus on praxeology while the other papers are focused on opportunity discovery and creation (Koppl and Minniti's paper), effectuation (Bylund and Gupta's paper), and entrepreneurial action and public policy (Lucas's paper), grounding that presenter symposium in the field of entrepreneurship.

Praxeology and Design: Building Rationalist Foundations for Design Science

Author: **Per L. Bylund**, *Oklahoma State U.*
Author: **Peter G. Klein**, *Baylor U.*

Entrepreneurs Discover What Evolution Creates

Author: **Roger Koppl**, *Syracuse U.*
Author: **Maria Minniti**, *Syracuse U.*

Effectuation and The Logic of Action: A Critical Assessment from a Praxeological Perspective

Author: **Per L. Bylund**, *Oklahoma State U.*
Author: **Vishal K. Gupta**, *U. of Alabama*

Entrepreneurial Action, Public Policy, and Grand Challenges: A Political Economy Perspective

Author: **David Lucas**, *Syracuse U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Family Business 8    

Digital Session Chair: **Giulia Flamini**, *U. of Rome Tor Vergata*

ENT: A configurational analysis of HRM systems in Family SMEs 

Author: **Giulia Flamini**, *U. of Rome Tor Vergata*
Author: **Luca Gnan**, *U. of Rome Tor Vergata*

Although traditionally applied separately, this study combines two theoretical perspectives - the stewardship and the agency perspective - and two HRM approaches – the commitment-based and the control-based HRM approach - to uncover configurations (HRM systems) of family SME-context influences and HRM practices able to create employee retention and productivity in family SMEs. We examined organizational outcomes provided by HRM systems using data from a sample of 623 family SMEs. Using fuzzy-set qualitative comparative analysis techniques, we found that the family SME-context influences and HRM practices are necessary, but not always sufficient, conditions for employee retention and productivity. Further, our results show that the family SME-context influences can fulfill substitute or complementary roles when they interrelate with well-developed bundles of HRM practices. Accordingly, this study highlights the need for studying the co-creation effects on employee retention and productivity in family SME HRM research, that is, how family and non-family managers and HRM practices interrelate for explaining employee retention and productivity in family SMEs.

Paper is Available to Meeting Registrants Only.

ENT: Digital innovativeness in family firms: The role of non-family managers and family goals 

Author: **Anna Maria Bornhausen**, *Philipps-U. Marburg*
Author: **Torsten Wulf**, *Philipps-U. Marburg*

Digital innovations offer immense opportunities for organizations to reinvent their business model and renew their product and service offerings, yet, due to their complexity, rapid pace and generativity, they are also perceived as riskier than regular innovations. Since family firms are often more risk and loss averse in their innovation approaches, they might struggle to adopt digital innovations, which begs the question which governance conditions foster the adoption of digital innovations. To investigate this issue, the article examines the relationship between the share of non-family members in the top management team, transgenerational control intention (TCI) and digital innovativeness in family firms. Based on the risk and loss aversion of family firms and the characteristics of digital innovation, we argue that the presence of non-family managers only has a positive effect on digital innovativeness when the level of TCI is low. An empirical investigation of 104 CEOs of German family firms supports our hypotheses that non-family managers can only unfold their positive effect on digital innovation when the family does not pursue strong family goals. As such, we contribute to the growing research on digital innovation in family firms as well as family firm heterogeneity.

Paper is NOT Available. Please contact the author(s).

ENT: The agency role of proxy advisors in family firms

Author: **Laura Jimenez**, *unaffiliated*
Author: **Cristina Cruz**, *IE Business School*

This paper examines the unique nature of the agency conflict in listed family firms by comparing the role of Proxy Advisors (PAs) in family and non-family firms. Building on corporate governance and family firm literature, we hypothesize that family owner's pursuit of nonfinancial goals leads PAs to issue more negative recommendations against the voting proposals of family firms relative to nonfamily firms. We also argue that the severity of the principal-principal conflict in family firms increases the influence of these recommendations over the votes of investors in family firms. Additionally, we argue that the principal-principal conflict is not the same across family firms and hence the influence of PAs over investors votes is moderated by the presence of a family CEO. Using Fortune 1000 firms between 2011-2017, we find support for all our hypotheses except for the one regarding to the influence of PAs over investors votes. Contrary to our hypothesis, PAs exercise less influence over the votes of investors in family firms than nonfamily firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1230** | Submission: **17503** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

Gender 2 

Digital Session Chair: **Michela Mari**, *U. of Rome Tor Vergata*

 **ENT: Women entrepreneurs and innovation: state of the art and research challenges** 

Author: **Michela Mari**, *U. of Rome Tor Vergata*
Author: **Sara Poggesi**, *U. of Rome Tor Vergata*
Author: **Gianpaolo Abatecola**, *U. of Rome Tor Vergata*
Author: **Caroline Essers**, *Nijmegen School of Management*

This paper answers the call for a deeper understanding of innovation issues in relation to female entrepreneurship. It aims, in particular, to offer a comprehensive picture of the state of the art of management research on innovation in women-owned firms drawing on data from a systematic literature review. In so doing, we identify two main areas around which today's conversation is centered, namely the analysis of those factors able to affect innovation in women-owned firms, and how innovation affects these firms' outcomes. Interesting food for thought for scholars and policy makers emerges and the need to foster research in this issue is highlighted.

Paper is Available to Meeting Registrants Only.

ENT: Everything is (Not) Negotiable: The Gender Startup Valuation Gap  

Author: **Katja Bringmann**, *U. Ghent*
Author: **Theresa Helena Veer**, *U. of Tuebingen*

We explore gender differences in startup valuation in a comprehensive sample of 123 venture capital [VC] funded early stage high-tech startups from developed (Europe) and emerging (Latin America) markets. Startups led by female CEOs receive significantly lower valuations than firms featuring a male CEO, controlling for a wide range of startup and founder vocational characteristics. We build on role congruity theory and explore the potential moderation effects of self-initiation and negotiation experience on gender bias in VC deal terms. We find that, in case of female-led startups, self-initiation aggravates the gender gap in company valuation, whereas negotiation experience results in mitigating the gender gap. Further, our results suggest that supply side gender bias plays a stronger role in the gender valuation gap than demand-side bias.

Paper is Available to Meeting Registrants Only.

ENT: Human Capital Provision to Innovative Start-ups in a Male-Typed Industry. Gendered Perspective   

Author: **Vartuhi Tonoyan**, *California State U., Fresno*
Author: **Robert Strohmeier**, *U. of Mannheim*
Author: **Jennifer E Jennings**, *U. of Alberta*

This study addresses a highly relevant yet under-investigated topic within research at the nexus of gender, entrepreneurship and innovation: potential gender bias by prospective employees of innovative start-ups in male-typed industries. Drawing upon gender stereotype content theory, we suggest that potential recruits are likely to form less favorable impressions of a female (versus male) founder-CEO's perceived agency, warmth, and competence, which will spillover to reduce impressions of a female-led (versus male-led) venture's employer attractiveness, with both sets of perceptions ultimately resulting in a lower willingness to commit human capital to innovative start-ups headed by women. Findings from a randomized online experiment completed by 654 job-seekers reveal a 'double-female punishment' versus 'double-male reward' when the gender composition of other TMT members is also taken into account.

Paper is NOT Available. Please contact the author(s).

ENT: Questioning Portrayals of 'Female Underconfidence' in Entrepreneurship 

Author: **Jennifer E Jennings**, *U. of Alberta*
Author: **Zahid Rahman**, *U. of Alberta*
Author: **Dianna Dempsey**, *MacEwan U.*

Integrating research on gender and entrepreneurship with that on the cognitive biases exhibited by entrepreneurs, the overarching goal of this paper is to develop and test arguments that challenge women's supposed 'underconfidence' with respect to their entrepreneurial self-efficacy. We describe the two studies that underlie the empirical examination of our conjectures, summarizing and interpreting the findings from Study 1. These results contribute evidence that calls into question common portrayals of women as underconfident with respect to entrepreneurship. Instead, our analysis indicates that females are more likely to be unbiased in this regard whereas males are more likely to be overconfident. We further show that overconfidence has negative implications for the entrepreneurial pivot process. These findings bolster provocations regarding the need for continued skepticism of the 'yardsticks' against which women are typically evaluated in the context of entrepreneurship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Nvf 4

Digital Session Chair: **Mohamed Ashraf Genedy**, *Jönköping International Business School*

 **ENT: How Conflicting Imprints at Founding Affect New Ventures' Growth Strategies (WITHDRAWN)**     

Author: **Anna Krzeminska**, *Macquarie Business School, Macquarie U.*
Author: **Charmine E. J. Hartel**, *Monash U., Australia*

During organizational genesis, some existing individual and environmental characteristics become imprinted, persisting over time. These initial imprints may be conflicting. Drawing on a longitudinal qualitative case study, we develop a process model that offers substantive contributions to the scant knowledge on how intersecting imprints affect imprint manifestations. The new process we identify, termed vestigiality, refers to the limitations on adaptability of organizations to grow internationally due to conflicting imprints at founding continuing to influence ongoing decision making of key actors in the absence of an environmental change, while previous research on focuses on explaining imprinting metamorphosis due to environmental changes.

Paper is NOT Available. Please contact the author(s).

ENT: Social Influence of Celebrity CEOs: Evidence from Chinese Forbes Ranking List

Author: **Naijing Guo**, *School of Economics and Management, Tsinghua U.*
Author: **Qiushi Xie**, *Tsinghua U.*

In this study, we focused on the celebrity CEO and proposed the main effect that celebrity CEO has a positive impact on their peer companies' behavior and subsequent R&D investment. Further, we proposed the moderating effects of similarities between celebrity and peer CEOs' characteristics, similarities between celebrity CEO's company and peer company's firm characteristics, and the peer company CEO's power on the relationship between celebrity CEO and the peer firms' CEO and R&D investment. We built our arguments on the social influence perspective and proposed the hypotheses regarding celebrity CEOs' role model effect on the peer companies' R&D investment. We mainly focus on the antecedent condition of social influence—social identity and the reaction after being influenced—social learning. The hypotheses are tested in the Chinese context with the matched data from "The Best CEOs of The Year" published by Forbes China from 2012 to 2017. We attempt to contribute to the literature about celebrity CEO and social influence perspective.

Paper is Available to Meeting Registrants Only.

ENT: The Cost of Greatness: How Unanticipated Growth Affects New Venture Employees' Job Satisfaction  

Author: **Mohamed Ashraf Genedy**, *Jönköping International Business School*
Author: **Karin Maria Kristina Hellerstedt**, *Jönköping International Business School*
Author: **Lucia Naldi**, *Jönköping International Business School*
Author: **Johan Wiklund**, *Syracuse U.*

Studies on new venture growth show that there can be adverse effects of venture growth. However, the literature does not acknowledge that these effects might depend on whether growth is anticipated or not. Drawing on unanticipated events and job satisfaction literature, we show how it is not growth per se rather if growth is unanticipated or not that influences employee job satisfaction. We further show how this link depends on whether or not the employee is in a management position.

Paper is Available to Meeting Registrants Only.

ENT: An attention-based perspective on growth and value creation of firms in creative industries

Author: **Simone Van Bennekom**, *Erasmus U. Rotterdam*
Author: **Ellen Loots**, *Erasmus U. Rotterdam*

Drawing on an attention-based perspective, we explore growth's cognitive and behavioral underpinnings in creative industries, which are characterized by craftsmanship, imagination, artistic quality and innovativeness. Market leaders and followers of seven creative sectors in the Netherlands have been studied through a matched pair case study design. This article suggests that for entrepreneurial firms to develop (instead of stagnating or demising), founders need to understand the value creation and conversion processes in vigor within the industry. For firms to grow by means of an expansion of their markets, founders need to create resource advantages vis-à-vis other firms in the industry, which could lie in an internationalization or a digitalization vantage. Firm founders in creative industries create value opportunities that lead to firm development and growth not despite of, but because of their quality focus, which accrues to reputation advantages and impact. We discuss the generalizability of our findings and the saliency of existing growth measures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Social Entrepreneurship 3

Digital Session Chair: **Raja Singaram**, *U. of New Mexico*

ENT: Ending on a High Note or Perpetuating Commitment? Exploring Founder Exit in Social Business Ventures

Author: **Raja Singaram**, *U. of New Mexico*
Author: **Jeroen Kraaijenbrink**, *Amsterdam Business School, U. of Amsterdam*
Author: **William B. Gartner**, *Babson College*

By applying stewardship theory and threshold theory, we derive three criteria that founders of social business ventures use to set performance thresholds towards exit: 1) the desired social impact based on mission, 2) financial sustainability through multiple sources of revenue, and 3) organizational capability by building a firm that could progress beyond founder's tenure. Based on these criteria, we conducted a conjoint analysis experiment with 105 current founder-CEOs of social business ventures to examine their exit intentions and exit mode preferences. Contrary to the postulates of both threshold theory and stewardship theory, some founders were disinclined to exit even when venture performance fell below thresholds while others deviated from expectations in their exit choices during high firm performance scenarios. Deeper analysis of the decision-points revealed the existence of four distinct types of exit preferences among the founders: The Never Exit Idealists (20% of the respondents) expressed their opinions on the exit decision in idealistic terms and stressed on the importance of persevering and fighting against all odds even when their venture is not performing well. Impact-focused Traditionalists (43%) opted to leave explicitly when the social mission of the organization is achieved. Growth-oriented Realists (24%) expressed a high likelihood to leave when the venture performance was low, yet, were interested in further growth of the venture when performance was high in order to reach more beneficiaries. Performance-bound Pragmatists' (10%) intention to exit was the highest at extremes (high and low) of venture performance against the threshold conditions. We describe the heterogeneity in exit preferences among the founders of social business ventures and discuss the implications of our empirical typology for theory and practice.

Paper is Available to Meeting Registrants Only.

ENT: Antecedents and Practices of External Goal Adoption: The Case of Social Ventures and the UN SDGs

Author: **Nicole Siebold**, *MGMT, BSS, Aarhus U.*
Author: **Franziska Günzel-Jensen**, *Aarhus BSS, Aarhus U.*
Author: **Steffen Korsgaard**, *U. of Southern Denmark*

As societal grand challenges become more pressing, organizations are exposed to a normative context of increasing ethical, social, and environmental concerns of stakeholders and related calls to take greater responsibility in tackling global problems. With the introduction of the Sustainable Development Goals (SDGs), organizations world-wide are now confronted with a set of predefined, external sustainability goals at the institutional level. The SDGs thereby offer the chance to mobilize and engage stakeholders to work together towards common societal goals, especially in the case of organizations such as social entrepreneurial ventures (SEVs) that place societal goals at the center of their organizational practices. In this study, we explore how SEVs enact SDGs in practices of goal adoption. Drawing on a qualitative study of 35 SEVs, our findings reveal four distinct approaches: resisted, necessity-driven, pragmatic, and strategy-making goal adoption. Across these approaches, we find distinct ethical reasoning as a motivation informing goal adoption and link it to the orientation of collaborative efforts. In doing so, our study contributes to theory on organizational goals by explaining how some organizations adopt external goals from institutional sources (while others do not) and by delineating how external goal adoption materializes differently in organizational practices.

Paper is Available to Meeting Registrants Only.

ENT: When and How Awareness of Social Problems Would Boost One's Social Entrepreneurial Engagement

Author: **Dan Wang**, *Zhejiang U. of Technology*
Author: **Chu-Ding Ling**, *Renmin U. of China*

Social entrepreneurial engagement is a critical approach to solve social problems. Though previous literature has identified antecedents of individuals' social entrepreneurship from cognitive, affective, and contextual angles, we know little about when and how awareness of social problems could boost one's social entrepreneurial engagement. To address this question, we drew on the motivated information processing perspective and developed a conceptual model. In this model, we proposed that individuals' prosocial motivation and epistemic motivation can promote the transformation of social problems into social opportunities, and in turn boost social entrepreneurial engagement. In so doing, we aim to contribute to the current literature on social entrepreneurship and organizational behavior in several ways.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurship as social change: Enacting revitalization and emancipation in a precarious context

Author: **Dillon Berjani**, *Vrije U. Amsterdam*
Author: **Elco Van Burg**, *Vrije U. Amsterdam*
Author: **Karen Verduyn**, *U. of Amsterdam*

In this six-month ethnographic research, we explore the case of PurpleMuse to depict how entrepreneurship can enact individual revitalization and financial emancipation to imbue local artisans with new life and vitality, subsequently addressing injustices that appear in precarious neoliberalist societies in the form of what Brown (2003) called social deracination and cultural decimation. We explore that entrepreneurial initiatives can address such injustices and precariousness by allowing artisans to (1) reflect upon their capabilities and values and escape cognitive barriers that have been conceived over the years under a precarious cognitive state, (2) professionally rehabilitate as they can formally perform their work under organizational circumstances, which enacts professional and cognitive change, and (3) be empowered beyond this specific case as they are taught essential know-hows that facilitate their professional and personal advancement in future endeavors. We theoretically contribute to understanding what entrepreneurship embodies beyond its interpretation of economic progression by providing a precedent to entrepreneurship's social relevance in emerging neoliberalist societies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1233** | Submission: **17460** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

COVID and entrepreneurship

Digital Session Chair: **Dr Amon Simba**, *Nottingham Business School, Nottingham Trent U.*

ENT: **Entrepreneurial Effort and Opportunity Costs: Evidence from Twitch Streamers**

Author: **Ulrike Holder**, *WWU Münster*
Author: **Philip Wollborn**, *WWU Muenster*
Author: **David Dornekott**, *U. of Osnabrueck*

In the last decade, there has been substantial growth in the number of individuals deriving income through digital platforms (e.g., Uber, Airbnb, Instagram), including from live streaming platforms. In this context, we examine whether reduced opportunity costs, such as having more free time and being unemployed, affect people's entrepreneurial efforts, particularly regarding professionalized streaming activity. As such, we use an extensive longitudinal dataset gathered from the live-video streaming service Twitch.tv, and we exploit the changes and restrictions brought about by the COVID-19 pandemic to measure individuals' responses to having to spend more time at home, also given that some streamers were more affected than others. By comparing newcomers to established streamers, we find that all streamers intensified their efforts during this period and that this effect was particularly strong for streamers who were somewhat but not fully professionalized prior to the pandemic. This is consistent with the view that low opportunity costs are advantageous for starting and professionalizing activities in the platform labor market, that the work is taken up because of a lack of alternatives and, thus, can provide a form of insurance. This especially holds for streamers who had reached a certain threshold pre COVID-19, as performing at this level enabled them to consider further professionalizing their streaming activities. The ex-post analysis of newcomers' success shows that even when mobility increased beyond pre-lockdown levels and unemployment rates had again fallen strongly, the most successful "newcomer" streamers were able to transform their initial reaction of potentially only income smoothing to a sustainable long-term solution with the potential for further entrepreneurial effort.

Paper is Available to Meeting Registrants Only.

ENT: **A Necessity Effectuation Perspective of Entrepreneurial Action During COVID Pandemic**

Author: **George Kuk**, *Nottingham Trent U.*
Author: **Dr Amon Simba**, *Nottingham Business School, Nottingham Trent U.*

This research explores the ways micro-entrepreneurs used humanitarian aid cash transfers in the form of digital community currency (DCC) to alleviate hardship during COVID-19 pandemic. Using qualitative and quantitative methods, we draw on two streams of literature on necessity entrepreneurship and effectuation to examine how DCC enables micro-entrepreneurs to sustain trading. Findings from the field study in Kenya's informal settlements show that in addition to providing a temporary relief for access to basic essentials such as food, toilet access and water, DCC allows micro-entrepreneurs to create new means for trading and savings, and notably to apply effectual reasoning in adjusting prices for the essential commodities and services that they traded. Quantitative findings provide additional validity checks of this necessity effectuation framework and further revealed that micro-entrepreneurs who proactively engaged in preventive practices that sought to reduce the impact of COVID-19 on their livelihoods showed a more responsive pricing approach. In stark contrast, micro-entrepreneurs who were less capable to adopt the preventive practices tended to resort to increase prices of their traded goods and services to alleviate their economic hardships.

Paper is NOT Available. Please contact the author(s).

ENT: **The Shadow Pandemic: COVID-19 and Vertical Gender Bias Against Female-Led Crowdfunding Ventures**

Author: **Joel Andrus**, *U. of Missouri*
Author: **David W. Sullivan**, *U. of Houston*
Author: **James Bort**, *U. of Missouri, Columbia*

We investigate the impact the Coronavirus pandemic (COVID-19) on the accumulation of critical resources and status for female-led crowdfunding campaigns. Although past research suggests that crowdfunding presents a "safe haven" for female entrepreneurs—and thus reduce the impact of gender bias—our research goes beyond initial target-goal completion (i.e., horizontal success of goal completion) and explores the impact of gender bias on an important, yet underexamined, aspect of crowdfunding: vertical success bias (i.e., gendered-biased results pertaining to the accumulation of resources and status). Additionally, we examine how COVID-19 amplifies underlying societal norms and expectations impacting gender bias and the success of female-led crowdfunding campaigns. We test our hypotheses using data gathered from Kickstarter and examine the impact COVID-19 has on vertical success bias for female-led campaigns. Our results largely support the presence of vertical success bias both before and during COVID-19, while also demonstrating the pandemic's amplifying effect. The present research provides novel insight into the complex nature of gender bias via crowdfunding and challenges previous findings regarding crowdfunding's success for women. More importantly, this research demonstrates the impact a global pandemic, such as COVID-19, can have on gender bias and its shadow-effect for female crowdfunding success.

Paper is Available to Meeting Registrants Only.

ENT: **Covid-19 and Blended Entrepreneurship Education in sub-Saharan Africa: Challenges and Prospects**

Author: **Constant D. Beugre**, *Delaware State U.*
Author: **James Calvin**, *Johns Hopkins U.*

Covid-19 has radically transformed education around the world. From K-12 to higher education institutions, administrators and faculty are using online platforms to deliver instruction to mitigate the negative impact of national and local lockdowns. For less developed countries in sub-Saharan Africa, Covid-19 has created unprecedented challenges because of the limited resources in information technology and internet connectivity. Despite these challenges, new institutions have emerged to embrace blended learning as a means of teaching. Using Seeka University, a start-up university in Ivory Coast, as a case in point, the paper explores the challenges and prospects of blended entrepreneurship education in sub-Saharan Africa. In so doing, the paper describes an integrated entrepreneurship model including five teaching approaches, face-to-face, online, MOOCs, collaborative learning, and service learning used by Seeka University to deliver entrepreneurship education. It also explores the importance of combining Western, local, and indigenous knowledge in providing impactful entrepreneurship education. The paper discusses this approach's implications for entrepreneurship education and research in sub-Saharan Africa.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Equity 3 

Digital Session Chair: **Carlos M. DaSilva**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*

ENT: Understanding Early Stage Investors' Motivations: A Resource Exchange Lens

Author: **Carlos M. DaSilva**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*

Social identity theory has gained momentum across management disciplines, yet limited research has questioned role of early stage investors' identity in entrepreneurship. This research uncovers the underlying motivations and associated identities of active angel investors from Switzerland. Our results indicate that there are four major types of angel investors and that they make investment decision according to their own dominant identities. It is our aim to shed light on why investment decisions are not consistent across angel investors when presented with the same start-up investment opportunity.

Paper is Available to Meeting Registrants Only.

ENT: (No) Politics at work? The relevance of political ideology for startup VC financing

Author: **Claudia Doblinger**, *Technical U. of Munich*
Author: **Jojo Jacob**, *Grenoble Ecole de Management*
Author: **Susanne Kurowski**, *Technical U. of Munich*

Access to venture capital is critical for startups to overcome the 'valley of death', i.e., the funding gap in the technology development and commercialization phase, and to meet rapid growth demands. While prior research has extensively examined factors that influence investors' decisions to fund new ventures, there is little understanding of the relevance of investors' political ideology for startup financing. Drawing on a panel of 415 US fintech and cleantech startups between 2008 and 2018, we assess the importance of investors' political ideology, conceptualized on the liberal-conservative dimension, for their investment commitments. Our findings suggest that conservative investors are less likely to fund new ventures, and that this effect is contingent on later investment stages and ideological congruence of (i) startups' and investors' political ideology and of (ii) the external political environment of the startups and investors' ideology. Our paper extends political ideology literature by addressing the impact of political ideology in an entrepreneurial setting. Our research further contributes to the entrepreneurship literature in two important ways. First, we identify the importance of investors' political ideology as a relevant factor that shapes startup financing. Second, we demonstrate that ideological differences between conservative and liberal investors may also lead them to attach differential importance to the same attributes of new ventures.

Paper is NOT Available. Please contact the author(s).

ENT: Type of Successful Cross-Border VC Exit: The Influence of Venture Age, US VCs, and Market Potential 

Author: **Kanhaiya Kumar Sinha**, *U. of Minnesota, Duluth*
Author: **Sanjay Goel**, *U. of Minnesota, Duluth*
Author: **Nga Nguyen**, *U. of Calgary*

We investigate the influence of venture age, influence of US VCs in syndicates, and market potential on the type of successful VC exit (trade sale and IPO) from cross-border venture investments. We theorize that VCs' exit behavior would be motivated by returns from a specific exit as well as longer term benefits from the exit via accretion to their reputation, which leads to improved deal flow and lower search costs in the future. We also investigate how US VCs' strength in the syndicate and market potential of the region influences venture timing and the exit type. We test our hypotheses in a sample of 995 exits outside the US by VC syndicates with US VCs as one of the partners. Our analysis controls for a variety of country, VC firm, VC fund, and portfolio firm (venture) level influences, as well as tests for potential selection bias. We find that venture age has a positive effect on the choice of TS as an exit option over IPO. Further, the strength of the US VC firms in the syndicate moderates this relationship toward favoring an IPO exit. Finally, we find support for the notion that VCs are more willing to wait for an IPO exit in fast-growing and high potential Asia Pacific region to build their reputation in the market than in the mature and slow-growth European market.

Paper is Available to Meeting Registrants Only.

ENT: Potential Power in a Quasi-Competitive Market 

Author: **Aydin Selim Oksoy**, *U. of Hartford*
Author: **Anil Nair**, *Old Dominion U.*
Author: **Chris Hugh Willis**, *Old Dominion U.*

We study negotiations involving angel investors and entrepreneurs where the two parties have competing goals — the objective of the investor(s) is to secure equity in an embryonic firm in exchange for capital, while the entrepreneur's objective is to secure capital in exchange for an equity percentage in their firm. In this paper, we investigate the impact of 'potential power' and 'actual power' on negotiation outcomes. The negotiation context allows (1) investors to compete or collaborate with each other on a deal, and (2) all parties have the ability to walk away. We find that 'potential power' has a stronger impact than actual power, however, this relationship reverses when we introduce the impact of coalitions. While there have been some studies that have investigated potential power in a negotiation setting, this is one of the first papers to do so in an entrepreneurship setting.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Founders 4 

Digital Session Chair: **Liliana Pérez-Nordtvedt**, *U. of Texas At Arlington*

ENT: New Venture Adaptation to a Major Crisis: The Role of the Entrepreneur's Temporal Dispositions 

Author: **Liliana Pérez-Nordtvedt**, *U. of Texas At Arlington*
Author: **Kilho Shin**, *Niagara U.*
Author: **Joochan Lee**, *U. of Texas At Arlington*

When a major crisis hits, new ventures are particularly vulnerable. Understanding what factors allow them to respond and adapt to a crisis is critical as new ventures are essential to economies. In this paper, we examine how the temporal dispositions of entrepreneurs (i.e., time urgency, and past, present, and future temporal foci) allow their new ventures to respond to the challenges presented by a major crisis. Using panel data of US and UK entrepreneurs, we find that new ventures run by entrepreneurs with both present and future temporal foci are better able to respond to the challenges created by the COVID-19 pandemic. However, our data show that the time urgency of the entrepreneur is detrimental to his/her new venture's ability to adapt to the COVID-19 pandemic. We find the effect of temporal dispositions to hold even after controlling for factors that enhance a new venture's adaptability such as the new venture's solid past-growth performance, size, age, and COVID-related aid from the government.

Paper is Available to Meeting Registrants Only.

ENT: Manipulating Time: Temporal Agency and Entrepreneurial Action 

Author: **David Matthew Townsend**, *Virginia Tech*
Author: **Richard Hunt**, *Virginia Tech*

In recent work, scholars have taken important steps to explicate the role of time in theories of entrepreneurial action. Our research builds on these approaches in a number of important ways by further theorizing the inextricable bond and ongoing interplay between entrepreneurs and their respective temporal contexts. First, we identify and develop distinctions between the enabling and constraining influences of two different temporal forms: time-as-interval and time-as-emergence. Second, we build new theory to account for the temporal agency of entrepreneurship in order to address the constraining and enabling influences of time. Central to our approach is a re-conceptualization of time not simply as the medium of entrepreneurial agency, but as the target or object of entrepreneurial agency, which entrepreneurs attempt to manipulate through six types of action: conversion, inversion, subversion, diversion, perversion, and reversion. We ground our framework in common business venturing practices, discussing the wide-ranging implications of how the manipulation of time provides novel means for entrepreneurs to mitigate uncertainty in their attempt to achieve desired outcomes.

Paper is Available to Meeting Registrants Only.

ENT: The Study of Person-Environment Fit in Entrepreneurship

Author: **Xue Wan**, *Tongji U.*
Author: **Stephen Xu Zhang**, *U. of Adelaide*
Author: **Feng Wei**, *Tongji U.*

Research on person-environment fit in entrepreneurship has become a central and quickly growing field of research. Yet, rapid growth has led to various theoretical conceptualizations and methodological operationalizations of person-environment fit, which has yielded a largely fragmented body of existing work. To assess and organize this research, we develop a typology of person-environment fit and provide an integrative synthesis that explains the relationship between person-environment fit and outcomes of the new venture creation process. Furthermore, we discuss how the study of person-environment fit in entrepreneurship can be advanced, given the research gap in the extant literature and latest development in related fields such as organizational psychology and organizational behavior. By identifying numerous research opportunities that may not be seen from the extant individual work, we chart a path for how the theory of person-environment fit can further help understand entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Self-Efficacy, its effect on situational Optimism, Venturing and Information Request

Author: **Niklas Frederik Kuehnel**, *KLU Hamburg*
Author: **Prisca Brosi**, *KLU Hamburg*
Author: **Björn Michaelis**, *Kühne Logistics U.*

We introduce componential appraisal theories to the investigation of Entrepreneurial Self-Efficacy (ESE) to contribute to nascent research on the irrational side of ESE. Combining evidence from a cross-sectional scenario study (N = 107) and an online experiment (N = 181), we demonstrate that ESE causes situational optimism when evaluating entrepreneurial opportunities; even when the entrepreneurial situation is neutral with equal expectancies for success and failure. This effect, in turn, fueled the decision to venture and lowered requests for more information. Based on these findings we discuss both the beneficial component of ESE causing optimism in getting people to go and venture, and the potentially detrimental component in leading to less well-informed entrepreneurial decision-making. These results have important implications for first time founders, active entrepreneurs and individuals close to the entrepreneurial environment alike in cautioning them against rushing decisions, even or especially when they feel optimistic about the venturing opportunity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1236** | Submission: **17514** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

Institutional Context 2

Digital Session Chair: **Ouafaa Hmaddi**, *U. of Oregon*

ENT: Government Policy for Entrepreneurial Activity: Failing as Means to Success  

Author: **Ouafaa Hmaddi**, *U. of Oregon*
Author: **Lauren Lanahan**, *U. of Oregon*

Entrepreneurship serves a fundamental role in the economy by leading innovations and promoting economic growth. However, the question of whether government interventions spur entrepreneurial activity is a topic of considerable debate. Proponents highlight the role of public funds in serving as a catalyst to offset the risk and uncertainty that are characteristic of early-stage ventures, while critics emphasize that publicly supported early-stage ventures tend to yield lower rates of private return. Adequately addressing this question requires that we not only account for the level of startup activity but also the nature of entrepreneurial experimentation that includes failure. We argue there is a more conclusive interpretation to this theoretical debate when we expand the scope of analysis to account for broader societal implications. Using the staggered diffusion of the U.S. State Small Business Credit Initiative and county-level Kickstarter crowdfunding data, we find consistent evidence of a positive effect of public funding on the level of entrepreneurial activity. However, when we account for the venture's success or failure to raise initial capital to launch and advance beyond the ideation stage, the relationship appears to manifest primarily among failed projects. These results offer conclusive findings that resolves a theoretical tension — public funding policies can productively drive economic growth and innovation by encouraging experimentation.

Paper is Available to Meeting Registrants Only.

ENT: External Determinants of Entrepreneurship- Regulation, Technological Change, and Business Cycle

Author: **Alexander Berman**, *St. John's U.*
Author: **Ram Mudambi**, *Temple U.*
Author: **Chris Long**, *St. John's U., New York*

Existing research indicates that industry regulation and external technological change enact entry barriers restricting entrepreneurship and limiting related positive externalities. In this study, we present a contextual view of this relationship by examining how tactical regulation as well as external (market-level) technological innovation influence the expansion of entrepreneurial activity. We conduct an inductive qualitative study of the U.S.-based Registered Investment Advisory industry based on an in-depth analysis of the industry, semi-structured interviews with 37 representatives of 32 organizations, and a comparative case study of seven industry firms. We find that certain forms of non-entry-related regulation, as well as external technological change, can reduce entry barriers and enact a substantial increase in the formation of new ventures. We also contribute to the ongoing deliberation on the subject of business cycles and entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: A Multi-Level Analysis of Economic Inequality and Entrepreneurial Attitudes and Activities  

Author: **Nathan Sidney Greidanus**, *U. of Manitoba*
Author: **Yulin Shi**, *Asper School of business, U. of Manitoba*
Author: **Yefeng Wang**, *U. of Wisconsin, Whitewater*
Author: **Zhenyu Wu**, -

Coinciding with the rise in economic inequality (EI) is a renewed scholarly attention to the causes and impacts of the distribution of wealth within a society. Drawing on 16 years of data from the Global Entrepreneurship Monitor and other national-level datasets, we spotlight a strong implicit, yet understudied, relationship within this domain, that of EI and entrepreneurial activity. Our results support an inverted-U relationship between EI and opportunity-based entrepreneurial activity and a positive relationship between inequality and necessity-driven entrepreneurial activities. Furthermore, the fear of failure and perceived opportunities play a magnified role in predicting entrepreneurial activity as inequality increases.

Paper is Available to Meeting Registrants Only.

ENT: Stay the Course? The Effects of Government Matching R&D Funding on Tech Startups  

Author: **Sukwoong Choi**, *MIT Sloan School of Management*
Author: **Yong Suk Lee**, *Stanford U.*
Author: **Taekyun Kim**, *Korea Advanced Institute of Science and Technology (KAIST)*
Author: **Wonjoon Kim**, *KAIST*

Governments have provided significant R&D funding for startups that are significant sources of innovation. The literature that examines the efficacy of R&D funding programs has found mixed results, likely due to program design and implementation issues. In this paper, we examine a special matching R&D subsidy program for startups in which the government provides a substantial amount of matching R&D funds to the awardees of private VCs. Using both secrecy and hand-collected data, we examine the effects of a government matching R&D subsidy to startups' subsequent investment and innovation. With a regression discontinuity, we find that startups funded by TIPS obtain more patents and subsequent investments than startups not supported by the program. It implies the effectiveness of this program can be increased by imposing the recipient selection system to the private sector. Our study also reveals that TIPS awardees tend to maintain their overall business model while adjusting their strategies in terms of technology development, new technology adoption, and HRM practices.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Leadership Issues in Diversity

Digital Session Chair: **Alexandros Efstratiou**, *U. College London*

GDO: **The Leader Oversight Bias in Justice and Hypocrisy Evaluations of Organisational Diversity Practices**

Author: **Alexandros Efstratiou**, *U. College London*
Author: **Andrew Marcinko**, *Durham U.*

Misalignment in diversity and inclusion (D&I) occurs when organisations make claims that they do not uphold through their practices. In the present study, we probed a leader oversight bias which may lead to ignorance of misalignment and, consequently, lower perceptions of organisational hypocrisy. Through an online experiment, we randomly allocated 198 participants to the role of either a leader or non-leader in a fictional organisation. T-tests showed that leaders perceived their organisation as less hypocritical than non-leaders. This effect was sequentially mediated by anticipated justice following exposure to a gender diversity statement, and perceived justice following exposure to organisational practices. Contrary to our predictions, gender did not moderate this effect. Our results demonstrate that leaders may perceive their organisations as more just and less hypocritical even when this may not be the case, because they attempt to confirm their prior, more favourable justice anticipations. This research calls for establishing better cross-hierarchical communication structures in organisations and for more effective management of leadership oversights. Future studies can examine this bias in field settings and isolate its driving mechanisms.

Paper is Available to Meeting Registrants Only.

GDO: **The Female Beehive: How Queen Bee Behavior Affects Female Subordinates' Career-Related Outcomes**

Author: **Hannah Kremer**, *George Washington U.*
Author: **Isabel Villamor**, *George Washington U.*
Author: **Margaret Ormiston**, *George Washington U.*

Past work has found that female leaders in male-dominated environments often experience threats to their identities that they manage by engaging in individual mobility strategies (i.e., disassociating themselves from their gender identity; the Queen Bee phenomenon). This research explores the impact of this behavior on subordinates. We argue that Queen Bee behaviors cause female subordinates to feel uncertain about whether they belong in their organizations, which in turn, causes them to differentiate themselves from female leaders, reduce leadership aspirations, and increase turnover intentions. We develop our predictions through an inductive study of interviews with female employees and then test these predictions through two experimental studies (i.e., Cyberball, vignettes). We find support for our predictions for female subordinates whereas we find that irrespective of whether female leader engages in Queen Bee behavior or not, male subordinates' sense of belonging, differentiation, leadership aspirations, and turnover intentions do not differ.

Paper is Available to Meeting Registrants Only.

GDO: **Competence-bonus Effects for Female Leaders: Gender Roles, Affective Trust and Leader Effectiveness**

Author: **Lingyan Hu**, *Wuhan U.*
Author: **Ning Jiang**, *Wuhan U.*
Author: **He Huang**, *Wuhan U.*

Understanding how social perceptions of gender roles influence leader effectiveness is very important because female leaders are still far underrepresented in most organizations. Despite abundant research on the backlash against female leaders displaying masculine leadership roles, little is known about how female leaders could overcome negative effects of gender stereotypes to enhance leader effectiveness. Drawing on a legitimacy perspective and expectancy violation theory, this research investigates how leaders' sex and competence moderate the indirect relationship between leaders' gender roles and leader effectiveness through subordinates' affective trust. Through a two-wave study of 489 subordinates, we have found that leaders' high competence positively moderates the indirect effect of both leaders' gender roles (masculinity and femininity) on leader effectiveness through subordinates' affective trust; whereas this moderating effect only holds for female leaders, not for male leaders. Demonstrating a bonus effect of leaders' competence for female leaders, our research contributes to the existing gender and leadership literature by addressing the approaches for female leaders to leverage gender role perceptions to overcome gender bias and achieve leader effectiveness.

Paper is Available to Meeting Registrants Only.

GDO: **Expectation Misalignment, Purposeful Leadership, and Cooperation in Organizational Units**

Author: **Jin Wook Chang**, *Korea U. Business School*

Scholars and practitioners alike have paid increasing attention to the roles and importance of purpose—goals and objectives beyond profit maximization—for organizational functioning. Evidence indeed indicates that purpose-pursuing organizations can fare better, especially when their purpose is clearly understood by and imbued in employees. The current paper seeks to extend this burgeoning research on organizational purpose by investigating when organizations might fail to cultivate a clear sense of purpose and how organizations can provide their employees with clarity around their purpose. In two studies, one based on a large-scale proprietary survey and the other based on an experimental vignette study, we argue and find that misalignment between member expectations and organizational practices lowers members' clarity around an organization's purpose, which in turn impedes cooperation. Yet, we also find that lack of purpose clarity, driven by expectation misalignment, is alleviated when leaders endeavor to advocate their organization's purpose.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Novel Advances on Poorly Understood Challenges Women Face at Work



Poorly Understood Challenges Women Face at Work

Organizer: **Devalina Nag**, *PhD student at U. of Memphis*
Organizer: **Kristen Price Jones**, *U. of Memphis*
Participant: **Meghan Ann Thornton-Lugo**, *U. of Akron*
Presenter: **Megan Brauer**, *The U. of Akron*
Participant: **Caitlin M. Porter**, *U. of Memphis*
Presenter: **Barnini Bhattacharyya**, *Sauder School of Business, U. of British Columbia*
Participant: **Marion Fortin**, *U. of Toulouse I, Capitole*
Presenter: **Camille Desjardins**, *PhD Student*
Participant: **Hayley German**, *Huddersfield Business School, U. of Huddersfield, UK*
Participant: **Mark Ohana**, *Kedge Business School, France*
Presenter: **Kayla Follmer**, *West Virginia U.*
Presenter: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Participant: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Participant: **H. Lena Kim**, *U. of Colorado, Boulder*
Participant: **Sarah Lurie**, *U. of Colorado, Boulder*

As of 2018, women comprise almost half of the U.S. workforce (Catalyst, 2018), earning 57% of bachelor's degrees, 60% of master's degrees, and 52% of doctoral degrees (National Center for Education Statistics, 2017). Furthermore, over the past decade, evidence has accumulated showing that greater numbers of women in organizations and greater representation of women in leadership positions tend to enhance organizational functioning and performance (Catalyst, 2011; Herring, 2009). Despite the fact that diversity and inclusion appear to be critical components of most organizations' missions and values (Bartels et al. 2013), research studies have indicated that women still undergo hardship at work given the unique challenges they face in the workplace which remain poorly understood in organizational literature (Bergman et al., forthcoming). In light of this, recent research has devoted increased attention to building an understanding of working women's unique experiences (Grandey et al., in press). Building on this important work, the papers included in this symposium cut across a variety of methodologies, understudied populations of women, and outcome domains to explore various challenges that place women at a disadvantage in employment settings. In addition to shedding light on these challenges, the papers also offer novel insights on strategies and best practices that, if implemented, will enable organizations to leverage the benefits that arise from creating a work culture that accommodates and empowers women.

The Impact of Abusive Supervision on Maternity Leave: Three Theoretical Perspectives

Author: **Meghan Ann Thornton-Lugo**, *U. of Akron*
Author: **Megan Brauer**, *The U. of Akron*
Author: **Caitlin M. Porter**, *U. of Memphis*

Women of Color at Work: From Invisibility to Positive Visibility

Author: **Barnini Bhattacharyya**, *Sauder School of Business, U. of British Columbia*

Double-Disadvantage for Female Teleworkers during COVID-19: Childcare Interruptions Affect Women

Author: **Marion Fortin**, *U. of Toulouse I, Capitole*
Author: **Camille Desjardins**, *PhD Student*
Author: **Hayley German**, *Huddersfield Business School, U. of Huddersfield, UK*
Author: **Mark Ohana**, *Kedge Business School, France*

Oh Baby or No Baby? Examining the Role of Infertility in Women's Working Lives

Author: **Kayla Follmer**, *West Virginia U.*
Author: **Devalina Nag**, *PhD student at U. of Memphis*
Author: **Kristen Price Jones**, *U. of Memphis*

Exploring the Identity Management Strategies of Working Women Who Have Experienced Pregnancy Loss

Author: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Author: **Kristen Price Jones**, *U. of Memphis*
Author: **H. Lena Kim**, *U. of Colorado, Boulder*
Author: **Sarah Lurie**, *U. of Colorado, Boulder*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1239** | Submission: **13719** | Sponsor(s): **(GDO, ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 2:00PMET (UTC-4)**

Adaptability In Context: The Importance of Personality and Interpersonal Adaptation

Adaptability in Context: Interpersonal Adaptation



Organizer: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*
Discussant: **Elaine D Pulakos**, *Personnel Dec Res Inst*

In this symposium individual adaptability is put into context. Different authors focus on different antecedents and processes explaining adaptive performance, and tease apart relatively stable aspects, like personality and self-efficacy, and aspects that can be developed, like interpersonal adaptability and cultural intelligence. The goal is to identify organizational interventions that allow increasing the crucial capability of adaptation.

Personality and Adaptability

Author: **DIMA Kozhaia BRAITEH**, *PhD student at U. of Antwerp*

Cross-cultural Adaptability

Author: **Duijnsveld Sabrina**, -

Interpersonal Adaptability in Organizations.

Author: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*

Adaptive Performance.

Author: **Danilo Martins Coelho**, *PhD student at U. of Antwerp*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1240** | Submission: **16599** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:15PMET (UTC-4)**

Health Care Management Division Plenary Session *HCM Division Plenary Session*

Division Chair: **Sara Singer**, *Stanford U.*
Division Chair-Elect: **Brian Hilligoss**, *U. of Arizona*

Sponsored by the Health Care Management Division and established in 2012, the Keith G. Provan Distinguished Scholar Award recognizes an individual who has contributed to scholarship in health care management through an exemplary record of high-quality research that demonstrates conceptual and methodological rigor. The 2021 Keith G. Provan Distinguished Scholar Award recipient is Ann Barry Flood, Ph.D., Dartmouth College. Dr. Flood will receive her plaque and deliver the Health Care Management (HCM) Division's keynote address titled "Does (Organizational) Practice Make Perfect? 45 Years of Perspectives Add Many Nuances". She will be introduced by eminent organizational sociologist [W. Richard Scott](#), Emeritus Professor of Sociology, Stanford University.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1241** | Submission: **16746** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:00PMET (UTC-4)**

IM Division HKUST Best Paper in Global Strategy Award



Digital Session Chair: **Stav Fainshmidt**, *Florida International U.*

This session features the finalists for the IM Division HKUST Best Paper in Global Strategy Award*, which is presented to the best scholarly paper of the IM Division focusing on Global Strategy at the Academy of Management annual meeting. All papers with a research focus on Global Strategy accepted by the IM Division for presentation at the Academy of Management annual meeting are eligible. *Session excludes one finalist also nominated for the CEIBS Best Paper Award.

IM: Joint Venture Contract Design: The Role of A Host Country's Formal Institutional Environment

Author: **Jeongho Choi**, *U. of Wisconsin*
Author: **Andres Velez-Calle**, *U. EAFIT*
Author: **Farok Contractor**, *Rutgers U.*

This study examines the role of a host country's formal institutional environments on the design of international joint venture (IJV) contract and enhances our understanding on what types of IJV contract provisions/clauses should be more intensely utilized to respond to the challenges of the formal institutional environment of the host country. Using fine-grained data on 404 international joint venture contracts signed in between 2000 and 2016, we identified all contract provisions/clauses used in IJVs and classified them into three groups of clauses, namely (1) management structure, (2) control, and (3) operation through factor analysis. We then linked the three groups to the multiple dimensions of formal institutional environment (i.e., legal origin, court efficiency, and corruption). Empirical results reveal that when firms establish an IJV in a host country where the legal uncertainty is high due to the lack of legal formality (e.g., common law countries), control clauses that specify legal remedies and safeguards are more intensely utilized. On the other hand, when IJVs are established in non-common law countries, the utilization intensity of management structure clauses stipulating internal governance mechanisms such as board/informal meetings are increased. Similarly, internal governance mechanisms are more intensely used when the contract enforcement in the court of a host country takes a longer time. Finally, a high level of corruption in a host country increases the utilization intensity of control clauses rather than management structure and operation clauses. These findings extend the alliance governance literature and advance research on institutional theory.

Paper is Available to Meeting Registrants Only.

IM: The Cost of Being Foreign: Evidence from a Nationally Representative Experiment in the US

Author: **Pedro Makhoul**, *UCLA Anderson School of Management*
Author: **João V. Guedes-Neto**, *U. of Pittsburgh*
Author: **Aldo Musacchio**, *Brandeis U.*

We conduct a conjoint experiment with a nationally representative sample of 3,010 US residents to assess their opinions on the acquisition of domestic companies by foreign firms. On average, US residents are 16 p.p. less likely to support a foreign firm as the preferred acquirer to an American company, compared to an identical domestic firm. We also show that there is a tension between nationalistic preferences and economic incentives. Still, it is quite hard for foreign firms to overcome their disadvantage by offering more favorable deal conditions. Additionally, we demonstrate that liability of foreignness (LOF) is considerably more complex than previously theorized by showing that LOF is not only a firm-level phenomenon, but also runs at the ownership level.

Paper is NOT Available. Please contact the author(s).

IM: How global digitalization influences the attractiveness of a firm digital name to foreign investors

Author: **Tianyu Gong**, *School of Economics & Management, Tongji U.*
Author: **Yijia Tang**, *Jones Graduate School of Business, Rice U.*
Author: **Shaker A. Zahra**, *U. of Minnesota*

Current IB studies focus mainly on firms' adaptation to the technological impacts of digitalization on their internationalization activities. However, they have paid less attention to firms' responses to the institutional impacts of digitalization. Invoking the institutional perspective, we argue that facing the increasing legitimacy of digitalization worldwide, firms respond by adopting a symbolic digital strategy, specifically the adoption of digital names, seeking to gain the legitimacy that helps them attract foreign investment. Further, we propose that these firms' outward foreign direct investment to developed countries facilitates their adoption of digital names. Moreover, media coverage amplifies the effectiveness of a digital name in attracting foreign investment. We find empirical support for these arguments using a database of newly publicly listed firms in China between 2013 and 2018. Our results enrich the IB literature on firms' symbolic responses to rising digitalization and the role of the informal institution in this process.

Paper is NOT Available. Please contact the author(s).

IM: Does organizational political ideology matter for firms' international strategy?

Author: **Yannick Thams**, *Florida Atlantic U.*

Why do firms vary in their international strategy? Decades of research in international business and global strategy have explored this question taking mostly an economic view. This paper adds to this conversation by bringing to the fore the interplay between politics and firms' decisions to engage in cross-border M&As. Specifically, it delves into organizational political ideology arguing that firms with a liberal leaning are more likely to undertake cross-border M&As since their organizational members may be more prone to risk taking. Additionally, this research takes a contingency approach and addresses the moderating influence of firms' local ideological context as well as their broader economic environment focusing on the impact of the 2008 economic crisis, which has brought a logic centered on de-globalization and domestically-focused strategy. Using the context of the U.S., a country in which firms are increasingly making their political leaning public as a result of pressures from stakeholders, I find support for my theory after controlling for many alternative explanations. I test these linkages with a sample of Fortune 500 from 2004 to 2014. This research may help further our understanding of the extent to which firms' internal and external ideological context may have bearings on their global strategy (in addition to economic factors).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Subsidiary Issues in International Management



Digital Session Chair: **Liang Li**, *Ivey Business School*

This session addresses related to international subsidiary management. It includes papers on MNE headquarters attention to subsidiaries in India, the moderating role of cultural distance on strategic issue selling by international subsidiaries, the linkage between lead firms and global value chain performance, and impacts of parent country nationals in foreign subsidiaries.

IM: MNE Headquarter Attention to Subsidiaries: Evidence from India

Author: **Mayank Sewak**, *Great Lakes Institute of Management*
Author: **Anna Lamin**, *Northeastern U.*

Building upon the attention-based view and specifically the cognitive drivers of headquarter (HQ) attention to subsidiaries, we examine when subsidiaries within an emerging market warrant HQ attention. We argue that subsidiaries gain HQ attention not individually but rather when the categories they are associated with earn attention. Specifically, subsidiaries in India receive HQ attention when HQ pays attention to other similar emerging markets such as Brazil, Russia, and China as well as on 'growth'. Additionally, a subsidiary gains HQ attention when competitors pay attention to their subsidiaries within the same country. We find support for these arguments using a dataset of 246 subsidiaries of large multinational corporations operating in India during 2000-2016. Finally, we do not find evidence that HQ attention is a signal that subsidiary investments in R&D, marketing or tangible assets have been made.

Paper is Available to Meeting Registrants Only.

IM: Global Value Chains: Lead Firm Social/Relational Factors

Author: **Obie Paul Byrum**, *Kennesaw State U.*

While much of the literature on global value chains (GVC) has addressed strategy, structure, and governance, less is known regarding the relationship between lead firms and global value chain performance. Lead firms are influential, organizing, and strategic actors inside global value chains which drive the value addition and distribution by externalizing low value-added activities. The purpose of our paper is to explore the linkage between the lead firms and GVC performance. We incorporate social capital theory, relational embeddedness, and global value chain governance to propose that lead firms may: (1) facilitate successful strategic alliances in global value chains through partner selection, (2) enable success over and beyond formal contracts by enabling embeddedness, and (3) reduce exchange costs and enable investment into new capabilities by facilitating knowledge transfer and learning by the mechanism of lead firm social capital. We also discuss global value chain performance measures in terms of the processes and activities which contribute to comparative location advantages or sustained competitive advantage of the value chain members. Our model contributes to the literature on global value chain governance by delineating the lead firm's resources through social capital theory.

Paper is NOT Available. Please contact the author(s).

IM: Conquerors or Saviors? Parent Country Nationals in Foreign Subsidiaries

Author: **Tong Hyouk Kang**, *U. of Houston, Victoria*
Author: **Frances H. Fabian**, *U. of Memphis*

How multinational corporations (MNCs) control their subsidiaries—through either ownership (partial/whole equity; greenfield/acquisition) or operational (levels of parent country national staffing) controls—is theorized to impact ensuing subsidiary performance. Moreover, the impacts of these controls may be more or less effective when moderated by differences in cultural distance. Using an unbalanced panel sample of 2,692 Korean MNCs' foreign subsidiaries (9,147 subsidiary-year observations across 47 countries from 2006 to 2013), we find that foreign subsidiaries perform better overall in low cultural distance countries. The impact of staffing levels, though, is highly dependent on ownership control level and cultural distance. In particular, high staffing levels are only effective at improving performance if the subsidiary is under shared equity ownership; it is not effective (low cultural distance) or even hurts performance (high cultural distance) when it is used in a wholly owned subsidiary. The establishment mode of greenfield versus acquisition status did not affect performance. In a period of increasing nationalism in investment priorities, understanding that high parent country national (PCN) levels can be welcomed or resisted offers valuable implications for knowledge management and international investment, and suggests further research on the mechanisms that affect the reception of PCNs.

Paper is Available to Meeting Registrants Only.

IM: Strategic Issue Selling by International Subsidiaries: The moderating role of the cultural distance

Author: **Renato Santos**, *FGV-EAESP*

This study was to examine the moderation effect of cultural distance in the packaging and process of a strategic issue selling by a subsidiary of multinational company affects the attention dedicated by the headquarters. Data was collected via an online survey sent to the country managers of subsidiaries of multinational companies and responded by managers from 29 different countries and 46 different headquarter location, with that was possible to assess the cultural distance. The method used was structural equation modeling using Smart PLS 3.0. The results of this research show that as the effect of the issue selling strategy changes due to the cultural distance in the headquarter-subsidiary relationship, the greater the cultural distance, the less the effect of presenting organizational benefits on headquarter attention and, contrary to priori theory, the greater the cultural distance the lesser the effect of the consistency of values on the attention of the multinational company's headquarters. This research brings two contributions to the strategic issue analysis and the headquarters-subsidiaries relationship literatures. First, to provide additional empirical evidence regarding impact of issue framing on headquarters' attention in MNC around the world; second, to expand the unresearched impact of the cultural distance like a moderation effect in headquarter-subsidiary relationship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Keep your house in order: managing consultants

Digital Session Chair: **Frederik Schröder Jeppesen**, Aarhus BSS, Aarhus U.

MC: **Managing Consultants: How Clients Regulate External Consultants' Participation in Strategizing**  

Author: **Frederik Schröder Jeppesen**, Aarhus BSS, Aarhus U.

Author: **Kasper Elmholt**, Aalborg U.

Winner of the Management Consulting Division Outstanding Field Report Paper Award

How do clients manage external expertise in strategy-making? This question poses a challenge to numerous large corporations who employ highly specialized consultants at various levels and areas to help them strategize. While existing literature tends to focus on the consultancy side of the consultant-client relationship, how clients manage consultants through their everyday practices remains neglected. Building on a practice perspective, we address this lack of research by investigating how the client, through what we articulate as participation tests, manages the external consultant's participation in strategizing. Empirically, we draw on a one-and-half-year ethnographic study conducted in a large global manufacturing company, BEM. We theorize three participation tests that were embedded in the everyday practice of the client's management of consultants. These include introducing competition, scrutinizing consultants' work, and regulating the availability of information and physical access. The paper makes two main contributions. First, it contributes to the existing literature on the consultant-client relationship by proposing that participation tests are catalytic for the accomplishment of strategizing with external actors. Second, the findings problematize considering the client as either active or passive when engaging consultants. The client's everyday testing of the consultant is ongoing and consequential in comprising the consultants' authority as opposed to a general understanding of consultants as those who rationalize organizations. This understanding ascribes greater agency to the client than previously considered, and has implications for how to consider the role of clients in consulting engagements.

Paper is Available to Meeting Registrants Only.

 MC: **Management Consultants Navigating Competing Systems of Engagement**

Author: **Jeanette Hartley**, The Open U., United Kingdom

Author: **Richard Holti**, The Open U.

Author: **Giacomo Carli**, The Open U.

The consultancy-facing role of the management consultant, which often involves ongoing responsibilities for the day to day operation and ongoing success of their consultancy alongside client work, has not been researched sufficiently. Management consultants must balance their participation between the three, often competing social systems of their client, their consultancy and their personal and family life. Their skills in managing transitions between these systems are worthy of study. In this paper we draw on empirical research performed with practicing management consultants in 2019 to explore how management consultants experience and navigate between these competing systems of engagement. We draw on the concept of liminality to provide a theoretical framework for our research (Turner, 1967, 1969). We based our research design on Interpretative Phenomenological Analysis, a qualitative approach concerned with in-depth exploration of lived experience, and with how people make sense of that lived experience (Smith, Flowers and Larkin, 2009). Data collection focused primarily on semi-structured interviews across three consultancy settings. We contribute to management consultancy theory by establishing that management consultants have a consultancy-facing role which may be significant. We contribute to theory on liminality by establishing that management consultants experience different kinds of liminality when navigating different systems of engagement. We also contribute to the slowly growing body of work using Interpretative Phenomenological Analysis (IPA) in business and management research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advancing Research on Identity Threats in the Modern Organization

Advancing Research on Identity Threats



Organizer: **Mailys George**, *IESE Business School*
Discussant: **Jennifer Petriglieri**, *INSEAD*
Participant: **Hana Johnson**, *Washington State U.*
Participant: **Elizabeth Eve Umphress**, *U. of Washington*
Participant: **Jay Bates**, *Washington State U.*
Participant: **Shaun Parkinson**, *Washington State U.*
Participant: **Mailys George**, *IESE Business School*
Participant: **Karoline Strauss**, *ESSEC Business School*
Participant: **Julija Mell**, *Erasmus U. Rotterdam*
Participant: **Heather Ciara Vough**, *George Mason U.*
Participant: **Camellia Bryan**, *Schulich School of Business*
Participant: **Chris Bell**, *York U.*
Participant: **Caren Colaco**, *Schulich School of Business, York U.*
Participant: **Andreja Stajduhar**, *Schulich School of Business, York U.*
Participant: **Philip Rogiers**, *KU Leuven*

The papers in this symposium share the aim of advancing research on the identity threats individuals encounter in organizations. Utilizing qualitative and quantitative approaches, the papers in this symposium address three important limitations of current research on identity threats. Specifically, the first presentation provides an empirical investigation of the proposition that employees respond differently when a highly salient identity is threatened as compared to a less salient one, thereby addressing the lack of tests of existing models. Answering the call for the development of quantitative measures to capture identity-implicating experiences (Caza et al., 2018), the second paper presents the validation of an identity threat scale. The last two papers focus on the experience of individuals who are aware that they pose a threat to others and therefore adjust their behavior to deal with the situation and salvage their outcomes. The third paper studies how people from minority groups develop strategies to be less threatening to dominant group members and subsequently improve their career outcomes in organizations. The fourth presentation describes the various coping responses that organizational gig workers – employees who engage in gig work within organizations – put into place to manage organizational insiders' perceptions and improve their standing in the organization. Together, the four papers in this symposium add to our understanding of the subjective experience of the modern workplace.

When is a threat more or less of a threat? Threat Sensitivity, Withdrawal, and Antisocial Behaviors

Author: **Hana Johnson**, *Washington State U.*
Author: **Elizabeth Eve Umphress**, *U. of Washington*
Author: **Jay Bates**, *Washington State U.*
Author: **Shaun Parkinson**, *Washington State U.*

Development and Validation of an Identity Threat Scale

Author: **Mailys George**, *IESE Business School*
Author: **Karoline Strauss**, *ESSEC Business School*
Author: **Julija Mell**, *Erasmus U. Rotterdam*
Author: **Heather Ciara Vough**, *George Mason U.*

Does the Deferential Black Man Get to Lead? Deference and Race in the Workplace

Author: **Camellia Bryan**, *Schulich School of Business*
Author: **Chris Bell**, *York U.*
Author: **Caren Colaco**, *Schulich School of Business, York U.*
Author: **Andreja Stajduhar**, *Schulich School of Business, York U.*

Managing the Identity Challenges of Organizational Gig Work

Author: **Philip Rogiers**, *KU Leuven*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1245** | Submission: **11957** | Sponsor(s): **(MOC, OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

**Distress and Trauma in the Workplace: Individual, Interpersonal,
and Organizational Perspectives**
Distress and Trauma in the Workplace



Panelist: **Solomiya Draga**, *U. of Toronto*
Organizer: **Solomiya Draga**, *U. of Toronto*
Panelist: **Rachel Lise Ruttan**, *U. of Toronto*
Organizer: **Rachel Lise Ruttan**, *U. of Toronto*
Organizer: **Marlys K. Christianson**, *U. of Toronto*
Moderator: **Marlys K. Christianson**, *U. of Toronto*
Panelist: **Kevin W. Rockmann**, *George Mason U.*
Panelist: **William A. Kahn**, *Boston U.*
Panelist: **Sally Maitlis**, *U. of Oxford*
Panelist: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*

Emotional distress is a common occurrence in ordinary workplaces, with up to a third of the working population suffering from poor psychological health (Michie & Williams, 2002). With the emergence of the COVID-19 pandemic, concerns about psychological health at work are particularly relevant. Much of the current research in this area focuses on the causes and consequences of distress, as well as the stable characteristics that impact individuals' ability to cope with their distress (Joseph & Linley, 2005; Martin et al., 2004). However, less attention has been paid to organizational and interpersonal factors that can help mitigate employee suffering, as well as the behaviors that employees engage in to both manage and move forward from their distress. Additionally, existing research has largely been conducted in the context of inherently traumatic occupations, with less attention paid to workers in "ordinary" workplaces (Maitlis, 2019). To consider these topics, we have assembled a panel of scholars who study distress and wellbeing within organizations. Together, these panelists will shed light on distress in the context of ordinary work, including how suffering emerges in organizational contexts, and the types of behaviors that employees engage in to recognize, make sense of, and communicate about their own and others' distress – processes that are vital for both managing employee wellness and creating healthy organizational cultures.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **1246** | Submission: **13838** | Sponsor(s): (MOC, OMT, TIM)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

Time Machines: The Relationship between Technology and Temporality

Time Machines



Organizer: **Elana Feldman**, *UMass Lowell*
Organizer: **Kevin Woojin Lee**, *New York U.*
Organizer: **Hila Lifshitz-Assaf**, *New York U.*
Presenter: **Ryan L. Raffaelli**, *Harvard U.*
Presenter: **Kevin Woojin Lee**, *New York U.*
Presenter: **Hila Lifshitz-Assaf**, *New York U.*
Presenter: **Sarah Lebovitz**, *U. of Virginia*
Presenter: **Ashley Whillans**, *Harvard Business School*
Presenter: **Melissa Mazmanian**, *U. of California, Irvine*
Presenter: **Christine Beckman**, *U. of Southern California*
Discussant: **Elana Feldman**, *UMass Lowell*

The purpose of this symposium is to explore the relationship between time and technology in our processes of work and organizing. We wish to deepen our theoretical understanding about this relationship by investigating it across multiple levels of analysis and in various contexts and conditions. Our symposium does so by drawing on fascinating studies that span different contexts, including technology hackathons, artificial intelligence for music, the Swiss watchmaking industry, virtual teams during the COVID-19 pandemic, and hotel management. By drawing on this empirical research and making connections across contexts, this symposium offers insights into how members of today's workplaces relate to the technologies that constitute their everyday lives, whether and how they accept them and their consequences as a legitimate part of what their world should look like, and which temporalities – be it excitement for modernization or profound wistfulness for a bygone age – therein win out. At stake is the shape of our shared future: not only what worlds we will build, but also how we in turn will find ways to live within these worlds of our own making.

Sustained paradox for strategic reorientation: Preserving the past and modernizing for the future

Author: **Ryan L. Raffaelli**, *Harvard U.*
Author: **Richard DeJordy**, *California State U., Fresno*
Author: **Rory Morgan McDonald**, *Harvard U.*

Augmenting or automating? Breathing life into the uncertain promise of artificial intelligence

Author: **Kevin Woojin Lee**, *New York U.*

Minimal and adaptive coordination: How hackathons' projects accelerate innovation without killing it

Author: **Hila Lifshitz-Assaf**, *New York U.*
Author: **Sarah Lebovitz**, *U. of Virginia*
Author: **Lior Zalmanson**, *Tel Aviv U.*

Experimenting with virtual teamwork: Learnings from how teams adapted their activities during COVID

Author: **Ashley Whillans**, *Harvard Business School*
Author: **Aurora Turek**, *Harvard Business School*
Author: **Leslie Perlow**, *Harvard U.*

Temporal burdening and temporal commitment: How technology and time serve Ideal Workers

Author: **Melissa Mazmanian**, *U. of California, Irvine*
Author: **Christine Beckman**, *U. of Southern California*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1247** | Submission: **14330** | Sponsor(s): (NEU)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:50PMET (UTC-4)**

Neuroentrepreneurship? Promise and Peril

Neuroentrepreneurship? Promise and Peril



Chair: **Norris F. Krueger**, *Entrepreneurship Northwest*
Chair: **Sebastiano Massaro**, *Surrey Business School*
Presenter: **Robert Joseph Wuebker**, *U. of Utah*
Participant: **Russ McBride**, *U. of California, Merced*
Presenter: **Mark P. Healey**, *U. of Manchester*
Presenter: **Gerard P. Hodgkinson**, *U. of Manchester*
Presenter: **Giulio Zichella**, *Copenhagen Business School*
Participant: **Pablo Martin De Holan**, *HEC Paris*
Presenter: **Ksenija Djuricic**, *EM Strasbourg Business School, U. of Strasbourg, HuManiS UR 7308*
Facilitator: **Jacqueline Csonka-Peeren**, *Entrepreneurship*
Facilitator: **Gabi Anja Kaffka**, *U. Medical Center Utrecht*
Participant: **Pekka Stenholm**, *U. of Turku, Finland*

NEU Best Symposium Award

Why is it that presentations on “neuro-entrepreneurship” are so well-attended (and seemingly applauded) yet little traction has really occurred? Meanwhile, why is it that in entrepreneurship we hear a regular drumbeat calling for nurturing the entrepreneurial mindset yet we see little progress in rigorously defining that? Nor do we see much progress in applying what we do know. The potential is significant; it seems that every issue of a neuroscience journal offers something that speaks to entrepreneurship and related phenomena. Could it be that we need to bring together the best thinkers and doers around this topic and learn from each other? This symposium intends to do just that. We have convened a diverse set of scholars, both rising and veteran, from Europe, Asia, and North America offering very differing perspectives on moving neuroentrepreneurship forward.

Consciousness, Entrepreneurship, and Strategy

Author: **Robert Joseph Wuebker**, *U. of Utah*
Author: **Russ McBride**, *U. of California, Merced*

TOWARD A SOCIALLY SITUATED NEUROSCIENCE OF ENTREPRENEURSHIP

Author: **Mark P. Healey**, *U. of Manchester*
Author: **Gerard P. Hodgkinson**, *U. of Manchester*

Entrepreneurial Foresight at the Core of Entrepreneurial Expertise: Between Complexity and the Future

Author: **Ksenija Djuricic**, *EM Strasbourg Business School, U. of Strasbourg, HuManiS UR 7308*

Entrepreneurs' Cognition and Perception of Risk and Ambiguity - Event-Related fMRI

Author: **Giulio Zichella**, *Copenhagen Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Diversity in Teams

Digital Session Chair: **Mohanad Dahlan**, *Coventry U., UK*

OB: **Diverse Group Effectiveness: Co-occurrence of Task and Relationship Conflict, and TFL**

Author: **Mohanad Dahlan**, *Coventry U., UK*
Author: **Amer Ali Al-Atwi**, *Al Muthanna U.*
Author: **Elham Alshaihani**, *Karbala U.*
Author: **Ali Bakir**, *Buckinghamshire New U., High Wycombe, Buckinghamshire, UK*
Author: **Kevin Maher**, *Buckinghamshire New U.*

This study develops a theoretical integrated model examining the role the co-occurrence of task and relationship conflict (CTRC) as a mediator in the relationship between diversity and group effectiveness. The model also examines transformational leadership (TFL) as a moderator in this relationship. Data were collected from 354 people in 56 workgroups from three private universities in the Middle East. Hierarchical regression results revealed that TFL moderated diversity's direct effect on CTRC, as well as the indirect effect linking diversity, CTRC, and group effectiveness. Specifically, diversity had an inverted U-shaped relationship with CTRC in groups with low TFL, but a negative linear relationship in those with high TFL. Findings help expand understanding of how, and under what conditions, diversity influences group effectiveness.

Paper is Available to Meeting Registrants Only.

OB: **Standing together or falling apart? How mega-threats shape cooperative behaviour in diverse teams**

Author: **Steffen Keck**, *U. of Vienna*
Author: **Christian Schumacher**, *WU Vienna U. of Economics and Business*

Events such as the killing of 17-year-old Trayvon Martin which gave rise to the Black Lives Matter movement in 2012, the violent killing of Michael Brown in 2014 which sparked week-long nation-wide protests, or the emergence of allegations of sexual harassment against Harvey Weinstein in 2017 have continued to heavily draw public attention to the threat of discrimination against particular demographic subgroups. In this paper, we explore the effect of such diversity related societal events ("mega-threats") on relationships between members of different demographic subgroups within diverse teams. In particular, we suggest that the occurrence of mega-threats can potentially strongly decrease cooperation between threatened and non-threatened demographic subgroups, but also the potential to instead increase cooperation when team members can more easily develop a strong superordinate team identity due to high levels of team member familiarity or low levels of status discrepancy. Moreover, we argue that mega-threats are more likely to have positive effects on cooperation when team leaders belong to the threatened subgroup and are thus in a better position to take on a bridging function between different subgroups. We test our predictions using a novel large-scale dataset of interactions between White and Black players in the National Basketball Association in the 2014-2015 season during which the United States experienced widespread protests against race-based police violence. Our results provide predominantly supportive evidence for our main suggestions.

Paper is NOT Available. Please contact the author(s).

OB: **Age differences in the importance of interpersonal justice in the workplace**

Author: **Tatiana Marques**, *Instituto U. de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL)*
Author: **David Leonard Patient**, *Vlerick Business School*
Author: **Ramona Bobocel**, *U. of Waterloo*
Author: **Sara Ramos**, *Instituto U. de Lisboa (ISCTE-IUL)*

The aging workforce is a major societal challenge that will affect managerial practices worldwide. Understanding how to better manage older employees is therefore of utmost importance for managers and organizations. By integrating the lifespan developmental perspective to adult development with organizational justice, the current research investigates employee age differences in the importance of interpersonal justice in the workplace. In Study 1, we used interviews (N=56) to explore employee age differences in the salience of interpersonal justice concerns. In Study 2, we used a scenario-based experiment (N=418) to investigate employee age differences in the relationship between interpersonal justice perceptions and trust in supervisor. In Study 3, we used a two-wave survey (N=215) to test one age-related psychological mechanism responsible for such differences. The results showed that interpersonal justice concerns are more salient among older versus younger workers, and that interpersonal justice predicts trust in one's supervisor to a greater extent among older versus younger workers. Results also suggest that these age-related differences could be explained by older workers' greater emotion regulation goals. These findings provide important theoretical implications for the study of aging and work and offer practical applications for how to motivate an increasingly older and age-diverse workforce.

Paper is NOT Available. Please contact the author(s).

OB: **Forming entrepreneurial teams: Mixing business and friendship**

Author: **Moran Lazar**, *Technion - Israel Institute of Technology*
Author: **Ella Miron-Spektor**, *INSEAD*
Author: **Gilad Chen**, *U. of Maryland*
Author: **Brent Goldfarb**, *U. of Maryland*
Author: **Miriam Erez**, *Technion - Israel Institute of Technology*
Author: **Rajshree Agarwal**, *U. of Maryland*

Founding teams can form utilizing either a resource seeking strategy (instrumental focus on complementary skills) or an interpersonal attraction strategy (close relationships with similar others in an immediate network). Yet, utilizing both (dual) formation strategies may be more beneficial. Our paper provides novel theory and evidence to shed light on why and how a dual formation strategy, although challenging and difficult to execute, may be critical for early performance. We theorize that teams that employ dual formation strategies from the onset develop stronger transactive memory systems, owing to close relationships that facilitate smooth coordination among founders who specialize in complementary tasks. Stronger transactive memory systems thus mediate the relationship between initial formation strategy and early entrepreneurial success. Findings from two field observational studies and a field intervention study are consistent with our theory: teams formed based on a dual strategy raised greater seed funding on Kickstarter – a leading crowdfunding platform (Study 1), were more successful in a prestigious entrepreneurial competition (Study 2), and gained more profits from selling their initial products (Study 3). Our research advances knowledge on entrepreneurial team formation and offers practical recommendations to facilitate this process at such nascent, but critical stages.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1249** | Submission: **13779** | Sponsor(s): **(OB, STR, ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

Why and How to Replace Statistical Significance Tests with Better Methods to Evaluate Hypotheses

How to Replace Statistical Significance Tests



Presenter: **William H. Starbuck**, *U. of Oregon*
Presenter: **Andreas Schwab**, *Iowa State U.*
Presenter: **Sam Holloway**, *U. of Portland*

This symposium will introduce and discuss how scholars can improve upon statistical significance tests, which continue to constrain the production of knowledge in management science. The extensive use of these tests in quantitative research has led to the accumulation of "statistically significant" results that are both too small to be practically relevant and so small that they are unlikely to replicate. A field that aspires to provide useful advice to managers needs to focus on practically important and robust effects. The proposed symposium introduces and discusses alternative approaches to overcome the limitations of statistical significance tests -- such as, effect size measures, confidence intervals, graphs, meta-analyses, baseline modeling and the implications of these approaches for the accumulation of scientific knowledge. A final "Question and Answer" session will offer additional opportunities for further discussions, advice and recommendations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1250** | Submission: **17603** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM- 1:30PMET (UTC-4)**

ODC Doctoral and Junior Faculty Consortia Social
ODC Consortia Social

Organizer: **Linda Rouleau**, *HEC Montreal*
Organizer: **Christopher Klinghardt**, *U. of Edinburgh business school*
Organizer: **Steven H. Cady**, *Bowling Green State U.*

Join us emerging ODC scholars for some informal social time

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Using Feedback to Enhance Organizational Performance Performance Feedback



Digital Session Chair: **Elizabeth Lim**, *Georgia State U.*

OMT: **In Pursuit of Multiple Goals: Influences of Corporate and Business Unit Performance on Divestitures**

Author: **Elizabeth Lim**, *Georgia State U.*

We investigate how diversified firms adapt in response to performance feedback on multiple goals across corporate and business unit levels. By connecting performance feedback theory to the divestiture literature, we show that organizational structure influences adaptation through business and geographic divestitures in response to performance close to and far below aspirations, and that performance feedback on a lower-level business unit goal can modify the response to performance feedback on a higher-level corporate goal. We posit that declining corporate performance increases divestments of business and geographic segments to fix corporate performance problems up to a point after which these relationships taper off due to threat-rigidity response. In contrast, declining unit performance leads to increases in business divestitures and net decreases in geographic divestitures as freed-up resources from unproductive areas are reinvested into attractive regions; these coordinated set of refocusing and reinvestment activities improve profitability up to a point after which the relationships taper off as troubled units face reduced flexibility to change. We also posit that conflict resolution of multiple interdependent goals across levels occurs through changes in the types of divestitures. By empirically studying how adaptation occurs across diversified firms, we contribute to extending knowledge on divestiture behaviors in response to performance shortfalls with respect to multiple hierarchical goals.

Paper is NOT Available. Please contact the author(s).

OMT: **Interpreting a Social Reference Point: Peer Performance Feedback and Exploration-Exploitation**

Author: **Oliver Baumann**, *U. of Southern Denmark*

Author: **Daniel Newark**, *HEC Paris*

Author: **Franziska Sump**, *U. of Southern Denmark*

In this paper, we examine how intra-organizational peer performance feedback influences exploration-exploitation decisions. Data from two behavioral experiments suggest that an agent's propensity to explore is influenced not only by whether their peer performs better or worse but also by individual and situational factors that affect how peer performance feedback is interpreted. In particular, we report three main findings. First, we find that providing individuals with feedback from a high-performing peer leads to more exploration than feedback from a low-performing peer. Second, we find that this difference in behavior is driven by the subset of individuals who receive feedback from a high-performing peer who also have a low tendency to self-enhance. Third, we find that when the task environment is less ambiguous, feedback from a low-performing peer tends to curtail exploration; when the task environment is more ambiguous, this is no longer the case. Overall, our findings provide insight into the individual and situational contingencies of learning from performance feedback. They also suggest implications for organization design, which we address in our discussion section.

Paper is Available to Meeting Registrants Only.

OMT: **Internal Social Aspirations, Expectations, and Multinational Corporations' Subsidiary Exit Decisions**

Author: **Jung-Hyun Suh**, *Chinese U. of Hong Kong*

Author: **Shige Makino**, *Chinese U. of Hong Kong*

Author: **Siva Ramakrishna Devarakonda**, *Tilburg U.*

In this study, we argue that foreign subsidiary exit decisions made by managers in multinational corporations (MNCs) are driven by backward- and forward-looking determinants: internal social aspirations and expectations. MNC managers' internal social comparisons—benchmarking a foreign subsidiary's past performance against other sister subsidiaries in the same parent firm in the same host country—allow within-parent firm, within-host country comparisons, thereby effectively steering MNC managers' decisions on whether to maintain or terminate a particular subsidiary. This aspiration setting is importantly bounded by MNC managers' forward-looking expectations that the subsidiary has a potential to make a turnaround. Using data on Japanese MNCs and their subsidiary exit decisions from 1997 to 2001, we find support for our arguments that a foreign subsidiary is more likely to be terminated if its past performance falls below internal social aspirations. However, this relationship is less pronounced for a subsidiary with a short (vs. long) host country tenure and a subsidiary operating in a politically unstable (vs. stable) environment because such a subsidiary is expected to make a turnaround in the future based on experience accumulation and non-market strategies.

Paper is Available to Meeting Registrants Only.

OMT: **Volitional Learning: Performance Feedback and the Pace of Experience**

Author: **Lusi Yang**, *U. of Arizona*

Author: **Jungpil Hahn**, *National U. of Singapore*

Author: **David Lehman**, *U. of Virginia*

This study examines how performance feedback affects the timing of subsequent experiences. We define volitional learning as the process through which organizations or decision makers actively and voluntarily determine when to engage in subsequent trials. Volitional learning can be observed in contexts such as new product launches and R&D projects. Drawing on performance feedback theory, we posit that performance above aspiration leads to a longer duration from the current to the next experiences compared to performance below aspiration. For performance above the aspiration level, performance closer to the aspiration level increases the duration. For performance below the aspiration level, performance closer to the aspiration level decreases the duration. We tested and found support for our hypotheses in the context of serial entrepreneurship in reward-based crowdfunding campaigns launched by 143,761 unique entrepreneurs over six years. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1252** | Submission: **17327** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

Entrepreneurship: Life Cycle of New Ventures

Life Cycle of New Ventures

Digital Session Chair: **Tommaso Ferretti**, *McGill U. - Desautels Faculty of Management*

OMT: Drawing the Ostensive Globally, Creatively Enacting Locally: Dispersed Knowledge & Routines Creation

Author: **Tommaso Ferretti**, *McGill U. - Desautels Faculty of Management*

Routines are essential to structure a new venture; however, we know little about how entrepreneurs develop new patterns of action in entrepreneurial settings where they cannot count on routine transfer and prior industry knowledge. In such contexts, entrepreneurs must draw from pools of knowledge to shape ostensive prescriptions and performance enactment. How do entrepreneurs interact with different knowledge sources to assemble the routines of a new venture? This paper conducts a qualitative analysis of the process of routine formation in four coffee ventures launched autonomously by entrepreneurs with no prior industry experience. The analysis connects the process of routines formation to the micro-dynamics that shaped the entrepreneurs' interaction with global and local knowledge. The study leverages insights from the study of global knowledge creation to highlight the mechanisms through which the entrepreneurs extracted ostensive components from global knowledge prescriptions and enacted them through performances modulated by local creative instances.

Paper is Available to Meeting Registrants Only.

OMT: Learning from Outsiders: Explaining How External Advice Can Inform Entrepreneurial Strategy

Author: **Amisha Miller**, *Boston U. Questrom School of Business*

Author: **Siobhan O'Mahony**, *Boston U.*

Author: **Susan L. Cohen**, *U. of Georgia*

External advice is critical to entrepreneurial strategy as it can provide access to new information and prevent premature satisficing in firms with little experience. Despite the importance of external advice, scant research examines the process by which entrepreneurs learn from it. Understanding this process is important, because external advice can be difficult for entrepreneurs to interpret, absorb and make actionable. In an 11-month field study, we traced a cohort of 12 entrepreneurial firms in an industry-specific training program, which offered a common pool of advisors and three structured advice phases interspersed with time away to advance their ventures. Leveraging the program's phased design, we examined entrepreneurs' interactions with external advisors and traced how advice influenced subsequent action. Although all firms in the cohort conducted experiments, only some tested their strategies in new markets. Firms that coproduced, translated and integrated advice conducted experiments with new markets, leading to strategy changes. Firms that considered advice literally, discounted advice and conducted tests in planned markets, retaining their initial strategies. We offer a grounded process model that explains how some entrepreneurial firms learn from advice and widen their aperture to conduct more varied experiments, while other firms discount external advice and experiment more narrowly.

Paper is Available to Meeting Registrants Only.

OMT: Remediation and Boundary Work in a Virtual Entrepreneur Community

Author: **Jessica J. Santana**, *UC Santa Barbara*

Virtual communities are distinct from traditional communities of practice in that they are global, always on, and void of many of the social attributes that influence social behavior in offline contexts. This fundamentally alters our understanding of networked organizing, entrepreneurial ecosystems, and entrepreneurship as a professional field. This study focuses specifically on how virtual communities invoke newly visible forms of boundary work and social capital following one particularly stigmatizing event: entrepreneurial failure. The study evaluates the role of network structure as a mechanism for discursive boundary work in a virtual peer community. Through a statistical analysis of the relationship between a peer's centrality in the /r/Entrepreneur subReddit network and the sentiment of their response to entrepreneurial failure narratives, I find support for the hypothesis that embeddedness, namely tenure, is directly related to stigmatization of failed members. However, by looking beyond the structure to the content of the tie, my findings suggest that such virtual communities are not closed, but open networks in which inclusive peer boundary work matters more to entrepreneurial persistence than stigmatization. Understanding these dynamics is critical to promoting social capital recovery from the stigma of organizational failure and vitality of a virtual community.

Paper is Available to Meeting Registrants Only.

OMT: "I Solemnly Swear That I Am up to No Good": The Deviant Origins of Valuing Entrepreneurship

Author: **Ryan Scott Coles**, *U. of Connecticut*

Research at the nexus of institutional theory and entrepreneurship has not considered whether and how deviance impacts entrepreneurship. I argue that deviance will foster greater entrepreneurial activity in social contexts where entrepreneurship is not valued (or where traditional employment models are more valued). As deviance increases, a local culture develops which yields higher social value for entrepreneurship as a career path in two ways. First, it leads to valuing behaviors commonly associated with an entrepreneurial orientation: Risk-taking, experimentation, independent thinking. Second, a stronger deviant local culture is more supportive of entrepreneurship as a career path because a deviant subcultures view entrepreneurship as disrupting the economic status quo of the dominant cultural system of wider society. Thus, increasing aggregate levels of deviance should lead to increases in entrepreneurial activity. I test this argument using longitudinal data on all 2448 municipalities in Mexico. The results, and a series of robustness checks, confirm my hypotheses.

Paper is Available to Meeting Registrants Only.

OMT: Venture Capital Time Bombs and New Ventures: Do Boards Limit the Damage?

Author: **Ting Yao**, *U. of Wisconsin, Milwaukee*

Author: **Hugh O'Neill**, *U. of North Carolina, Chapel Hill*

Finalist for the OMT Division Best Paper on Entrepreneurship Award

Venture capital funds have a limited lifecycle, which requires venture capitalists (VCs) to liquidate investments and return capital by the end of the fund. VCs shift attention from growing to exiting ventures as funds age. When valuable exits appear less likely, VCs facing exit pressure may pursue low-value M&As or liquidations. This pursuit could hurt the interest of those ventures that can continuously operate. Venture boards play a crucial role in exit decisions, so it is unclear if a VC's exit pressure has a material impact on venture exit, and if board composition can limit the impact of the VC's exit pressure. Building on resource dependence theory, we predict and show that VCs' exit pressure increases the likelihood of low-value M&As and liquidations. We also find that the presence of non-CEO founders and CVCs on the board exacerbates the impact of VCs' strong exit pressure, thus increasing the likelihood of low-value M&As and liquidations, while a higher proportion of independent directors alleviates the effect of VCs' strong exit pressure on ventures. The results suggest inviting VCs onto board solves resource dependence in the short-term but has future concerns, and board composition influences the interdependent relationship between ventures and VCs.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1253** | Submission: **16563** | Sponsor(s): **(OMT, RM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

Using Quantitative Research Strategies to Extend Theory on Organizational Improvisation



Improvisation: Quantification

Organizer: **Anne S. Miner**, *U. of Wisconsin, Madison*
Organizer: **David Mendonca**, *Rensselaer Polytechnic Institute*
Organizer: **Hart E. Posen**, *U. of Wisconsin, Madison*
Organizer: **Jay O'Toole**, *Old Dominion U.*
Presenter: **António Cunha Meneses Abrantes**, *ICN Business School - CEREFIGE*
Presenter: **Michael P. Ciuchta**, *U. of Massachusetts, Lowell*
Presenter: **Dale T. Easley**, *U. of Nebraska, Omaha*
Presenter: **Josh Eaton**, *U.S. Military Academy, West Point*

Improvisation represents a crucial organizational process that can affect the lives and deaths of individuals and the survival of whole organizations. Scholarly organizational improvisation research has advanced substantially in the past decades but still offer frontiers for further theory development and for the expansion of research tools to help theory-building. Further, contemporary contexts offer naturally occurring, experimental and even synthetic data with untapped potential (e.g. human-computer interaction data). This session offers a timely participative workshop on current and potential links between quantitative data sources, analytic approaches and improvisation theory development. The workshop will involve (1) timely discussion of pros and cons of potentially underutilized research approaches and data (e.g. experimentation, simulation) and (2) sharing of experiences with current quantitative research strategies. Four published expert participants will offer brief thumb-nail summaries of research design approaches, ranging from survey method refinement to experimentation to computer-based simulation, with links to one illustrative theory gap. In the main body of the workshop, participants will share their own experience and consider whether or how improvisation research can advance through refining current and/or adding new tools. An additional four improvisation researchers have committed to facilitate and engage in discussion. The goal is explicitly NOT to seek standardization on universal approaches but to enhance cross fertilization and encourage careful assessment of quantitative data research possibilities. The workshop will honor the powerful body of qualitative improvisation research, and envision quantitative tools as complimentary rather than competitive research strategies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1254** | Submission: **16379** | Sponsor(s): **(OMT, TIM, ENT, STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:45PMET (UTC-4)**

Culture & Technology: Building Bridges Across Innovation & Entrepreneurship Research Contexts *Culture & Technology*



Organizer: **Hyejun Kim**, *HEC Paris*
Organizer: **Mitali Banerjee**, *HEC Paris*
Panelist: **Peter Younkin**, *U. of Oregon*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **Mary Tripsas**, *U. of California, Santa Barbara*

Cultural industries are sites of innovation and entrepreneurship. However, scholarly research on innovation and entrepreneurship is often confined to technology industries. The two contexts – culture and technology – have much in common but are separated by a chasm. The goal of this PDW is to bridge the chasm that separates the research in these contexts. In the context of their own research, the PDW panelists will demonstrate how cultural industries can be rich contexts for developing and testing theories of innovation, entrepreneurship and creativity. The panelists will also share insights and advice, based on their role as authors, reviewers and editors, to help scholars successfully navigate the challenges of publishing work in unique cultural contexts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1255** | Submission: **16869** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

Sustainability Issues in OSCM II

Digital Session Chair: **Nan Chen**, *School of management, Northwestern Polytechnical U.*

OSCM: **Green Supply Chain Coordination Considering Yield Uncertainty Under Different Power Structures**      

Author: **Nan Chen**, *School of management, Northwestern Polytechnical U.*
Author: **Jianfeng Cai**, *School of management, Northwestern Polytechnical U.*
Author: **Pietro De Giovanni**, *Luiss U.*

The problem of environmental resources has promoted consumer demand for green products. This paper builds a green supply chain consisting of a manufacturer and a retailer. In the supply chain, we assume that the manufacturer makes green R&D investments but faces yield uncertainty and the retailer makes sales efforts to attract more consumers to buy green products. At the same time, there are different power structures between the manufacturer and the retailer. Therefore, in order to find how the green supply chain operates in these structures, we built four game models, and they are the manufacturer-led model, the retailer-led model, Nash Equilibrium model and the centralized model, respectively. Moreover, we analyze and compare the optimal wholesale price, the green degree of the product and the optimal order quantity in four game models. We find that the optimal wholesale price is the highest in the manufacturer-led model, but the optimal green degree of the product and order quantity is the lowest. Then, we design the cost sharing contract to coordinate the supply chain. It can improve the green degree of the product, the profit of the retailer and the manufacturer through numerical analysis. Finally, this paper will offer managerial insights, which can help managers better evaluate which market structure is more profitable.

Paper is Available to Meeting Registrants Only.

OSCM: **Research on Coordination of Green Supply Chain Based on Blockchain Concept** 

Author: **Yongfei Li**, *Professor, Xi'an U. of post and telecommunication, China*
Author: **Yuzhi Wei**, *Master's Student, Xi'an U. of Posts & Telecommunications*

Based on the concept of blockchain and Stackelberg game theory, the coordination problem of green supply chain under random environment is studied. Firstly, based on the concept of blockchain, green supply chain decision-making models composed of a manufacturer and a single retailer were constructed, in centralized, decentralized, revenue-sharing and green manufacturing cost sharing contract situations. Secondly, models were solved. Finally, the relevant conclusions are verified through simulation analysis and comparison. The study found that the revenue sharing ratio, green manufacturing cost sharing ratio and repurchase coefficient have a significant combined effect on supply chain coordination. When the green supply chain is coordinated, the overall revenue of manufacturers, retailers, and the supply chain under the blockchain concept is higher than that under the non-blockchain concept. Simultaneously, it improves product greenness, retailer's ordering and the supply chain robustness.

Paper is Available to Meeting Registrants Only.

OSCM: **Is Sustainability Key to Become More Resilient After the COVID-19 Pandemic? The PA Farmer Case**

Author: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*
Author: **Elizabeth Ransom**, *Pennsylvania State U.*
Author: **David Abler**, *Pennsylvania State U.*

During the COVID-19 pandemic, businesses are dealing with worker safety, reduced sales, supply chain disruption, among many other challenges. Their managers might think to shift their attention to survival, especially when operating in a highly uncertain industry. This research suggests that there is no better time to reinforce investments in sustainability practices. Firms that manage diverse stakeholder tradeoffs and short-term and long-term pressures become more equipped to be more resilient in the long run. Evidence from dairy industry supports this thesis. Dairy farmers have struggled to meet break-even points due to trade disputes, low milk prices, and a decline in milk consumption in the last few years. COVID-19 has brought significant new challenges to them as many were asked to dump milk and curtail production levels, straining their weak financial position. Using a sample of 587 Pennsylvania dairy farmers, the findings show that farmers who have invested in environmental, labor, and animal welfare practices are more likely to (a) continue their operations and (b) implement an emergency plan. Interestingly, large and women-owned farmers seem the ones to benefit more from these investments, suggesting that tailored programs to these groups are needed. This research provides some important implications for public policy makers, co-operatives, and dairy farmers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Legitimacy and Repair Strategies

Digital Session Chair: **Adrian Gombert**, *Martin-Luther-U. Halle-Wittenberg*

SIM: Citizenship as Repair to Deviance: Roles of Moral Identity and Task Visibility

Author: **Sherzodbek Murodilla Ugli Dadaboyev**, *Yonsei U. Wonju Campus*
Author: **Yoonjung Baek**, *Kyungpook National U.*

This article extends and tests the compensatory model of workplace voluntary behaviors based on research insights from the related literature and theories. Taking a within-person level approach, this research examines the contextual roles of both individual difference – moral identity – and task characteristics – task visibility – to moderate the relationship between employee deviant behavior and citizenship behavior at work. The results of the analysis on the sample data collected from employees in various organizations operating in a variety of industries provided significant empirical evidence for the proposed hypotheses and findings are, mainly, in line with the study's theorized predictions. Research findings, implications, limitations, and future research suggestions are discussed.

Paper is NOT Available. Please contact the author(s).

SIM: Three dimensions of legitimacy and their meaning in the context of multi-stakeholder initiatives

Author: **Adrian Gombert**, *Martin-Luther-U. Halle-Wittenberg*
Author: **Rebecca Christin Ruehle**, *Vrije U. Amsterdam, School of Business and Economics*

Multi-stakeholder initiatives (MSIs) are considered promising governance devices in the wake of an increasingly complex globalized world, yet it is still unclear whether the assumption of political responsibilities by (international) non-state actors possesses legitimacy. Scholars have provided insightful concepts to analyze this problem, however, their inconsistent usage of the term legitimacy has often caused them to talk past one another. This paper offers a two-step approach to clarify the different usages of the term legitimacy. First, we demonstrate with the help of a descriptive analysis the necessity to distinguish between three different dimensions of legitimacy: lens, focus, and approach. Second, we discuss in a prescriptive analysis the appropriateness of using either a sociological or a normative lens to assess various legitimacy criteria. We illustrate our approach by drawing on the Mena's and Palazzo's (2012) seminal publication on MSI legitimacy, offering a nuanced reinterpretation of their model.

Paper is Available to Meeting Registrants Only.

SIM: The Power of Shareholder Political Transparency Activism

Author: **Yongjun Zhang**, *Stony Brook U.-State U. of New York*

Corporations have become frequent targets of shareholder activism that seeks to improve corporate political responsibility. Movement scholars have demonstrated that social activists can affect corporate behavior through the mechanisms of political and market disruption. Yet very few sociological studies have examined whether shareholder activists can politically and financially disrupt the targeted firms. This study uses shareholder political transparency activism (SPTA) as an illustrative case to test whether shareholder activism can increase the targeted firm's political risk and market uncertainty. Using a unique panel dataset on shareholder activism and the novel Longitudinal Corporate Political Outcomes Database for SP1500 firms from 2000 to 2018, I employed the difference-in-differences method with nearest matching to estimate the causal effects of shareholder activism on firms' quarterly PAC political donations, invited congressional hearings, PAC campaign donation returns, and awarded federal government contracts as well as security analysts' recommendation ratings and cumulative abnormal stock returns. The DID estimators show that SPTA can reduce the targeted firm's political donations and invited testimonies before Congress and increase the amount of campaign donation returns by politicians. But SPTA does not lead to a decline in awarded contracts, stock ratings, and cumulative abnormal stock returns. This study also suggests that three moderating mechanisms could affect the impacts of SPTA, including shareholder salience, the co-presence of shareholder environmental and social activism, and corporate receptivity to shareholder activism. This paper concludes by discussing its implications for shareholder activism and social movements studies.

Paper is Available to Meeting Registrants Only.

SIM: Wag the Dog: How Embattled Corporate Leaders use Diversionsary Tactics against Shareholder Activism

Author: **Teresa Antonia Dickler**, *IE Business School*
Author: **Luis Diestre**, *IE Business School*

This paper examines how initiating a corporate restructuring process could help corporate leaders address threats to their power. Hypotheses are developed based on applying diversionary war theory—a theory advanced in political science—to the corporate context. Specifically, we theorize that when an activist shareholder submits a proposal to reduce corporate leaders' power, those leaders will undertake corporate restructuring. This, we claim, will increase the perception among the shareholders that a strong and powerful leadership is necessary, resulting in less voting in support of reducing the leaders' power. We test our theory using a sample of 978 proposals aimed at reducing corporate leaders' power voted on at 305 firms between 2000 and 2016 and find support for both our hypotheses: First, shareholder proposals threatening leaders' power receive less voting support in firms that just announced a process of corporate restructuring and second, corporate leaders are more likely to announce a process of corporate strategy restructuring right after a proposal to reduce their protection has been submitted. We discuss implications for the literature on shareholder activism, corporate leaders' responses to shareholder pressures, and corporate governance in general.

Paper is Available to Meeting Registrants Only.

Author: **Alison E. Holm**, *Copenhagen Business School*

Author: **Jasper Hotho**, *Copenhagen Business School*

Author: **Larissa Rabbiosi**, *Copenhagen Business School*

This paper explores what stakeholder attributes or combinations of attributes are sufficient for stakeholder salience. We argue that configurational theorizing is opportune for such an investigation. Empirically, we use original data on complaints of misconduct directed against multinational enterprises between 2011 and 2018. Adopting a set-theoretic approach, we explore the stakeholder attributes or combinations of attributes for corporate engagement in dialogue on issue of misconduct. We find that different combinations of attributes are relevant for stakeholder salience, including combinations in which stakeholders do not possess high levels of power or urgency, showing that stakeholder salience neither relies solely on one single attribute nor depends solely on the accumulation of all attributes. The findings demonstrate the value of theorizing stakeholder salience as configurational in explaining the relationship between stakeholder attributes and stakeholder salience.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Perspectives on TMT and Directors

Digital Session Chair: **Punit Arora**, *City U. of New York*

STR: How do directors' effort and firm efficiency influence performance of a diversified firm? 

Author: **Punit Arora**, *City U. of New York*
Author: **Ajai Singh Gaur**, *Rutgers U.*

Studying how boards contribute to firm performance and examining implementation costs associated with diversification strategy are domains of growing interest to strategy scholars. We integrate these incipient literatures to examine the role of Peer Independent Executive Directors' (PIED) effort in improving the performance of diversified firms. Using a longitudinal sample of US firms, we show that the PIED efforts are progressively beneficial for firm performance with successive increases in diversification levels, irrespective of diversification type. While we also theorized that the benefits of PIED efforts are greater for firms with lower benchmarked efficiency, we find results to the contrary. We contribute to both corporate governance and diversification research by highlighting the role of director domain expertise and effort in improving firm performance.

Paper is NOT Available. Please contact the author(s).

STR: When do Firms with new CEOs Engage in M&A? The Role of Stock Market Reactions to the CEO Appointment

Author: **Marie-Ann Betschinger**, *HEC Montreal*
Author: **Caterina Moschieri**, *IE Business School*
Author: **Olivier Bertrand**, *Fundação Getúlio Vargas/EBAPE*
Author: **Mahmoud Aidli**, *HEC Montreal*

This study examines the effect of the stock market reactions to the announcement of a new CEO on the firm's acquisitions during the first year of the CEO's mandate. Using a behavioral agency framework, we propose that newly appointed CEOs announce more acquisitions at the beginning of their term if the stock market reactions upon their appointment are less favorable. Such initial less favorable market reactions may endanger the CEOs' compensation and employment. As a result, new CEOs may be willing to take more risk through M&As to overcome these potential losses. However, we propose that lower managerial discretion at the country and firm level, i.e. a lower CEOs' latitude of action to take decisions within a country and firm governance structure, may limit the CEOs' ability to engage in M&As based on their preferences. Analyzing an international sample of 628 newly appointed CEOs and their M&A activity in the first 12 months after their appointment between 2003 and 2014, our results support most of our predictions.

Paper is Available to Meeting Registrants Only.

STR: What Can Managers Learn from Practice Implications? The Case of Acquisition Research

Author: **Svante Schriber**, *Stockholm Business School*
Author: **David R. King**, *Florida State U.*
Author: **Florian Bauer**, *Lancaster U.*

There is an ongoing debate regarding the usefulness of management research to practice. Typically, two positions are taken, one where implications to practitioners in research is taken for granted and not problematized; one questioning the value of such prescriptions. Drawing on a heuristics approach, we suggest a path forward is to consider implications, at aggregate level, can be considered useful 'rules of thumb.' We assess the content from a decade of practice implications provided by acquisition research. We categorize and analyze managerial prescriptions into four broadly accepted schools of thought in this research stream, developing a portfolio of heuristics. This also allows us to suggest a different ontological status to practice implications as heuristics that can be of strategic value to firms. In discussing the value of implications compared to other sources available to practitioners, we argue for more implications, and suggest research can also benefit from a more integrative view of practice implications.

Paper is Available to Meeting Registrants Only.

 **STR: Seeking a Friend and Ally** 

Author: **Steven James Hyde**, *Boise State U.*
Author: **Eric Bachura**, *U. of Texas At San Antonio*
Author: **Darcy Kathryn Fudge Kamal**, *Sacramento State*
Author: **Meghan Ann Thornton-Lugo**, *U. of Akron*

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

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1258** | Submission: **16972** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 12:15PM - 1:45PMET (UTC-4)**

High Performance Work Practices (HPWPs)

Digital Session Chair: **Samuel Aryee**, *U. of Surrey*

HR: **Examining the Adoption and Effects of High-Performance Work Systems**

Author: **Samuel Aryee**, *U. of Surrey*

Author: **Hsin-Hua Hsiung**, *National Taiwan U.*

Author: **Hyun Young Jo**, *Leeds U. Business School*

Drawing on resource orchestration theory, we proposed a moderated mediation model of the processes linking unabsorbed slack to the organizational outcomes of operational performance and labor productivity. Specifically, using a nationally representative survey data from South Korea, we examined (i) the moderating influence of top management human resource (HR) emphasis on the relationship between unabsorbed slack and the adoption of high-performance work systems (HPWS) and (ii) the conditional effect of perceived HR effectiveness on the indirect effects of HPWS on the two organizational outcomes through overall job attitude. The results of our analyses showed that: (i) top management HR emphasis moderated the relationship between unabsorbed slack and the adoption of HPWS such that this relationship was stronger when top management HR emphasis was high but not low, and (ii) HPWS indirectly related to operational performance but not labor productivity through overall job attitude when perceived HR effectiveness was high but not low. In sum, our results supported the two-stage moderated mediation of the relationship between unabsorbed slack and operational performance but not labor productivity. We interpreted these findings as underscoring the utility of resource orchestration theory in explicating variability in the adoption of HPWS which, in turn, develops the human resource-related internal capability leading to sustained competitive advantage.

Paper is NOT Available. Please contact the author(s).

HR: **Compatibility of High Performance Work Practices in Eastern Societies: A Qualitative Study**

Author: **Sadia Nadeem**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*

Author: **Shzaa Asim**, *FAST School of Management*

As high performance work practices (HPWPs) are increasingly acknowledged as a best practice, there is an increasing diffusion of these practices in non-Western settings, while competing normative social values in such settings may oppose adoption. To understand the perceived usefulness and cultural compatibility of HPWPs, this study collected the opinions and perceptions of 104 individuals working in four organizations in Pakistan through interviews and focus group discussions. The data were analysed using thematic analysis, where themes were based on a matrix of dimensions of national culture and HPWPs. Results indicated the existence of policy for most HPWPs in all four organisations, and a clear perception of usefulness of these practices. However, managers and employees reported challenges in the implementation of two-way communication, merit based appraisals, rigorous selection, merit based promotions, internal career opportunities, contingent compensation, and investment in training because of cultural values. In this research setting, performance orientation, high in-group collectivism and high power distance were the main cultural dimensions affecting implementation. We recommend HPWPs scholars to work on implications of cultural (in)compatibility on multiple stakeholders, including organizations, individuals and social structures.

Paper is Available to Meeting Registrants Only.

HR: **High-Performance Work Systems and Firm Performance: A Cross-National Meta-Analysis**

Author: **Joo Hun Han**, *Rutgers U.*

Author: **Saehee Kang**, *Florida State U.*

Author: **David G. Allen**, *Texas Christian U.*

Author: **Yan Pan**, *Rutgers U., School of Management and Labor Relations*

The present study seeks to develop the contingency theory in strategic human resource management (HRM) by revealing national contextual factors (i.e., national human capital and labor market flexibility) that moderate the effects of high-performance work systems (HPWS) on firm outcomes. Building on theories and research on human capital resources and labor market institutions, we propose that the level of national human capital as indicated by national education quality would display disparate moderating effects on the relations of HPWS to firm performance and voluntary turnover, depending on the flexibility of labor markets. When labor markets are flexible, national human capital would augment the effects of HPWS on firm outcomes, whereas when labor market flexibility is low, it may partly substitute for the effects of HPWS. A meta-analysis of studies containing 385 effect sizes from 15 different countries lends sufficient support for our hypotheses, highlighting the importance of national education and labor market characteristics as key contingency factors for the functioning of HPWS at the national level and offering meaningful implications as to how organizations can optimize their use of HPWS in a global context.

Paper is NOT Available. Please contact the author(s).

HR: **Navigating Uncertainty with Certain Systems: Longitudinal Analysis of HPWS and New Firm Performance**

Author: **Joonyoung Kim**, *Cornell U.*

Although a few published firm-level empirical studies have linked HR systems, or a set of systematic HR practices, such as high-performance work systems (HPWS), to the superior organizational performance of new firms, our understanding of this association is rather limited, and not many new firms are adopting such HR systems in reality. In this study, I use a longitudinal sample of new private sector South Korean firms to examine the impact of HPWS on new firm performance by focusing on the moderating effects of environmental uncertainty and technological change. My findings indicate that firms that are operating in high levels of environmental uncertainty and technological change benefit from implementing HPWS because HPWS lead to increased product sales, thus affecting firm profitability. That is, the positive effects of HPWS on new firm performance are stronger in uncertain environments than in static ones. These results contribute to ongoing efforts to understand how new firms might optimize their workforce and achieve superior performance. In particular, this investigation provides empirical insights into how formalized and routinized management practices, such as HPWS, may help new firms overcome the liability of newness.

Paper is Available to Meeting Registrants Only.

Author: **Yu Zhou**, *Renmin U. of China*

Author: **Guoyang Zheng**, *Renmin U. of China*

Author: **Guangjian Liu**, *School of Business, Renmin U. of China*

Although the critical role of creativity in organizational success has long been emphasized, the mechanisms through which high-performance work systems (HPWS) influence employee creativity remain underexplored. Similarly, there is limited understanding of the joint effect of human resources practices and leadership styles on employee psychological state and creativity. Based primarily on a social embeddedness framework of thriving, this study investigates the indirect effect of HPWS on employee creativity through evidence of thriving at work. We integrate resource perspective with research on social embeddedness framework to explore the moderating role of temporal leadership in the relationship between HPWS and thriving. Hypotheses are tested using multi-wave, multi-source data from 235 employees and their direct supervisors. Our results show that thriving at work mediates the positive relationship between HPWS and employee creativity and that temporal leadership strengthens the relationship between HPWS and employee thriving. The contribution of this study lies in explaining how employee creativity is triggered by HPWS and how temporal leadership complements HPWS.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1259** | Submission: **11390** | Sponsor(s): **(OB, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:30PM - 2:00PMET (UTC-4)**

A New Way for Teams to Come Together: Unpacking Process Gains Through Team Composition

Unpacking Process Gains Through Team Composition



Chair: **Semin Park**, *U. of Iowa*
Chair: **Adam Arthur Roebuck**, *U. of Connecticut*
Discussant: **Murray R. Barrick**, *Texas A&M U.*
Presenter: **Jerry M. Guo**, *Aarhus BSS, Aarhus U.*
Participant: **Linda Argote**, *Carnegie Mellon U.*
Participant: **Jonathan Kush**, *U. of Massachusetts, Dartmouth*
Participant: **Erin Fahrenkopf**, *Carnegie Mellon U.*
Participant: **Jisoo Park**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Ki-Won Haan**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Anita Williams Woolley**, *Carnegie Mellon U.*
Presenter: **Nathan Black**, *U. of Iowa*
Participant: **Greg L. Stewart**, *U. of Iowa*
Participant: **Stephen Reid**, *U. of Iowa*
Presenter: **Adam Arthur Roebuck**, *U. of Connecticut*
Participant: **John Mathieu**, *U. of Connecticut*
Participant: **Semin Park**, *U. of Iowa*

Modern organizations are complex and often require the use of teams to accomplish tasks. But to accomplish such tasks requires the effective assembly of human capital. As such, scholars and practitioners focus on how to best compile members' knowledge, skills, abilities, and other characteristics (KSAOs) – that is, team composition – in a way that best meets task demands. Research in this space has been fruitful and produced many important insights about how to best compose a team. However, this research has also become over-reliant on operationalizations of constructs that mute the fine-grained details inherent to their theories of emergence. That is, many rely on simple means of aggregation (e.g., a within-team average of a certain KSAO). This practice has led to multiple calls for alternative conceptualizations of team composition variables. To that end, our symposium proposed various ways to conceptualize composition issues that, together, advance our understanding of compositional arrangements and their effects on important organizational outcomes.

The Effects of Endogenous versus Random Network Positions on Group Performance

Author: **Jerry M. Guo**, *Aarhus BSS, Aarhus U.*
Author: **Linda Argote**, *Carnegie Mellon U.*
Author: **Jonathan Kush**, *U. of Massachusetts, Dartmouth*
Author: **Erin Fahrenkopf**, *Carnegie Mellon U.*
Author: **Jisoo Park**, *Carnegie Mellon U. - Tepper School of Business*

Investigating the Role of Personality Compatibility in Determining Transactivity

Author: **Ki-Won Haan**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Anita Williams Woolley**, *Carnegie Mellon U.*

Team Performance Improves with Star Role Sharing, but Do Stars Isolate or Collaborate?

Author: **Nathan Black**, *U. of Iowa*
Author: **Greg L. Stewart**, *U. of Iowa*
Author: **Stephen Reid**, *U. of Iowa*

Recognizing and Utilizing Expertise in Teams: The Role of Specialist and Generalist Team Composition

Author: **Adam Arthur Roebuck**, *U. of Connecticut*
Author: **John Mathieu**, *U. of Connecticut*
Author: **Semin Park**, *U. of Iowa*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Capabilities, Evolution, Ecology  
Capability, Evolution, Ecology

Digital Session Chair: **Ryan Scott Coles**, *U. of Connecticut*

OMT: "Cage the Songbird": An Experiment Testing the Impact of Formalization on Firm Performance

Author: **Ryan Scott Coles**, *U. of Connecticut*
Author: **Wesley Sine**, *Cornell U.*

Prior research on formal structure and firm performance has explored age-related contingencies of the relationship. However, scholarship in this area has not explicitly teased apart the differential impact of firm age and size despite evidence that the two should be treated separately. In this study, we disentangle the moderating effects of firm age and size on the formalization–performance relationship using a randomized controlled experiment with a sample of 3,500 small and medium enterprises in Peru. Our Results demonstrate that increased formalization leads to higher firm performance. This relationship is more pronounced for larger ventures, the benefits of formalization increase as a firm grows. However, contrary to expectations and past research, firm age had no moderating effect on the formalization–firm performance relationship. The results are surprising because prior research has argued that firm age is a key driver of this relationship. Yet, we show that firm age has no impact on the relationship when age-related hypotheses are tested using a randomized experiment. Rather, firm size appears to be the essential driver of whether formalization increases firm performance in dynamic settings.

Paper is Available to Meeting Registrants Only.

OMT: Dealing with Retrenchment in Times of Crisis: Contingent Effects of Knowledge Intensity (WITHDRAWN)

Author: **Daniel Ehnes**, *Goethe U.*
Author: **Cornelia Storz**, *Goethe U.*
Author: **Lars Schweizer**, *Goethe U.*

We examine two forms of labour cost retrenchment strategies, flexible and rigid retrenchment strategies. Guided by the resource- and capability-based view of the firm, we focus on two important questions: One, what are the different effects of flexible and rigid strategies on organizational outcomes in terms of market reactions to the announcements of these strategies? Two, how does the knowledge intensity such as a firm's reliance on knowledge assets and capabilities shape the relationship between flexible and rigid strategies and organizational outcomes? To answer these questions, we use a novel data set from 242 retrenchment announcements from publicly listed Japanese companies during the last severe economic crisis (2008-2009). Our results suggest that market reaction is shaped by the choice of the retrenchment strategy, and the firms' dependence on its knowledge intensity. Firms which practice flexible retrenchment strategies show positive market reactions, while the opposite holds true for firms with rigid retrenchment strategies. On the other hand, market participants evaluate rigid retrenchment strategies much more negatively if they threaten knowledge assets and capabilities. Our evidence suggests that resource- and capability-based contingencies matter when firms need to carry out retrenchment strategies.

Paper is NOT Available. Please contact the author(s).

OMT: Don't Sweat the Small Stuff? Superstitious Organizational Learning From Experience With Near Misses  

Author: **Peter Micah Madsen**, *Brigham Young U.*
Author: **Robin Dillon-Merrill**, *Georgetown U.*
Author: **Catherine Tinsley**, *Georgetown U.*

A near-miss is an event where the possibility of a failure is present but does not materialize. Many organizations in high-hazard industries have recently adopted near-miss learning systems in the hope that their members will learn from such events to prevent significant failures from occurring in the future. The challenge with correctly learning from near misses is that since the event is not a failure, decision makers must recognize that although a negative event did not happen, it might have occurred. If decision makers do not correctly distinguish between successes and near-misses, organizations and their members can systematically take away the wrong lessons from the event and future performance could decline (rather than improve) as experience accumulates. This negative learning pattern, referred to as "superstitious learning," has been identified in other contexts, but has not been explored in connection to near misses. In addition to exploring the role of near-misses in superstitious learning, we also explore what signals for learning are provided from heterogeneous versus homogenous near-miss experiences. We use data from reportable safety incidents in the US coal mining industry and a behavioral study set in the context of a coal mining decision to test our hypotheses.

Paper is Available to Meeting Registrants Only.

OMT: In Search of Contrarian Opportunities from the Blind Spot of Majority Rule   

Author: **Jose Pablo Arrieta**, *U. of Amsterdam*
Author: **Chengwei Liu**, *ESMT Berlin*

Superior profit usually depends on capturing opportunities that rivals fail to identify or utilize. A key challenge for strategists is how to be both different and viable. Prior research has tended to associate contrarian opportunities with rivals' behavioral failures. Herein, we argue that contrarian opportunities can emerge endogenously in an ecology whenever there is a dominant logic. We develop our argument in the context of organizational design, in which the majority voting rule is demonstrated to be an efficient and typically mainstream approach for screening alternatives. We formally demonstrate when antimajority—an unconventional screening rule where acceptance depends on the minority's approval and majority's disapproval—exploits the opportunities left behind by the majority rule. We illustrate how a contrarian niche emerges, and its scope conditions using the case of an antimajority voting venture capitalist firm together with an evolutionary model of competing rules. More generally, a contrarian niche emerges not necessarily because the dominant firms have been suboptimal or inefficient but because their homogeneity predicts an exploitable blind spot, preserving opportunities for strategists who can afford to be contrary.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Social Issues with Human Capital

Digital Session Chair: **Grazia D. Santangelo**, *Copenhagen Business School*

STR: Refugee Human Capital and Firm Performance   

Author: **Grazia D. Santangelo**, *Copenhagen Business School*

Author: **Vera Rocha**, *Copenhagen Business School*

Author: **Wolfgang Sofka**, *Copenhagen Business School*

The availability of employment is a central determinant for addressing the refugee crisis in many host countries. Extant management research largely assumes that hiring refugees is part of firms' social responsibility since the knowledge and skills of refugees are too generic to produce positive performance effects. We challenge this perspective and offer a theoretical logic for how the generic human capital of refugees results in superior performance for the hiring firm. We theorize that the performance potentials from hiring refugees emerge because of value capture mechanisms. Within our reasoning, refugees have limited opportunities to bargain for higher salaries, due to demand frictions stemming from uncertainty, stereotypes, or discrimination by other potential employers. Moreover, we theorize that firm-specific incentives make employers that offer job security and social connections more appealing to refugees and, thus, enable their employers to capture value from their generic human capital. In line with our theoretical predictions, we find, for 176,792 firms and 10,338 refugees between 2001 and 2016 in Denmark, that firms hiring refugees have higher profitability and this effect is amplified for employers offering job security and the opportunity for bonding relationships with refugee co-workers.

Paper is Available to Meeting Registrants Only.

STR: Accurate or Biased?: Employees' Perceived Firm-Specific Human Capital and Wages

Author: **Ilhwan Na**, *U. of Kansas*

The theory of perceived firm-specific human capital suggests that employees' perceptions of their own human capital may be biased toward less or not cognizant of firm-specific human capital. This study attempts to answer whether employees' perception is accurate or biased by investigating the relationship between employees' perceived firm-specific human capital and their wages when staying at the current job or transferring to another job. We first develop three new behavioral assumptions to modify the extant theory of perceived firm-specific human capital and then establish competing hypotheses about the situations between employees' accurate and biased perceptions based on the revised theory. Fixed-effects analyses of above 35,000 individual-year observations of 6,700 Korean full-time employees from 2002 to 2018 supported the accurate perception hypothesis of employees, in that employees' perceptions of firm-specific human capital are negatively associated with their wages one year later and the extent is stronger when transferring to another job than when staying at the current job.

Paper is NOT Available. Please contact the author(s).

STR: Workplace Populism? Workforce Diversity and Dominant Group Reactions to Pro-Diversity Claims  

Author: **William Reuben Hurst**, *U. of Michigan, Ross School of Business*

Existing research indicates that workers from historically dominant social groups (such as white workers in the United States) tend to view pro-diversity claims with indifference when it comes to choosing between employers. I argue, however, that perceptions of growing workforce diversity shifts this indifference to aversion as these claims come to be seen as undermining the group's now-at-risk status. I test these predictions using a pre-registered survey experiment on a representative sample of non-Hispanic white Americans (n=3,000). I find that information illustrating growing racial diversity in the United States labor market decreases attraction to a company that make a pro-diversity claim, but only among subjects without a bachelor's degree. I show that this information does not affect attraction to a company that makes a non-discrimination claim or makes no mention of diversity. In exploratory analysis, I present evidence that this effect is driven by newfound taste-based aversion to these firms rather than a shift in beliefs regarding unobservable firm characteristics.

Paper is Available to Meeting Registrants Only.

STR: Demystifying The Turnover Effect Patterns: Organizational Learning At Employee Turnover

Author: **Yassine Lamrani**, *Erasmus U. Rotterdam*

Author: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*

Author: **Tom Mom**, *Erasmus U. Rotterdam*

Author: **Ghahhar Zawosh**, *HEC Montreal*

Although scholars have argued that collective turnover impacts firm performance, they have used disparate logics and suggested different relationships – ranging from negative to positive nonlinear. In order to bridge these disparate arguments, we apply organizational learning theory and develop a simulation model to identify key contingencies and to explain about under what circumstances a pattern is more likely to emerge than the others. Importantly, we illustrate how organizational learning rates and newcomers' learning speeds conjointly shape the relationship of employee turnover on firm performance into either of the three argued patterns in the turnover literature. This effect is further moderated by external contextual factors such as newcomers' parity of knowledge, firm's ecology of competition, and environment turbulence. Our study helps bridging disparate arguments in the turnover literature, and offers key insights for turnover and organizational learning.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Entrepreneurship, Communities, and Social Impact

Digital Session Chair: **Hanieh Mohammadi**, *McGill U. - Desautels Faculty of Management*

STR: Create competitive advantage by building communities across boundaries

Author: **Hanieh Mohammadi**, *McGill U. - Desautels Faculty of Management*
Author: **Mohammad Hossein Naghavi**, *lecturer at Tehran U.*

In a unique case study of the first-mover firms of the biopharmaceutical industry in Iran, we observed that despite all the barriers in the market, and regulatory space, these firms achieved sustainable competitive advantage. With the analysis of about 2276 minutes of audio-recorded interviews, we discovered that the interaction effect of corporate social responsibility and corporate political action, which we call multisectoral interdependency, was manifested as a community trust (as opposed to personal or institutional) among a community of individuals in private, public, and plural sectors mediate the process of achieving competitive advantage for these newly emerged firms.

Paper is Available to Meeting Registrants Only.

STR: Impact Investing in Disadvantaged Urban Areas   

Author: **Romain Boulongne**, *IESE*
Author: **Caroline Flammer**, *Boston U.*

We examine whether impact investing is more effective in fostering business venture success and social impact when directed toward ventures located in vs. outside disadvantaged urban areas (i.e., areas with high crime, unemployment, and poverty). We explore this question in the context of loans made to business ventures located in French “banlieues” vs. “non-banlieues”. We find that loans issued to banlieue ventures, compared to non-banlieue ventures, yield greater improvements in financial performance, as well as greater social impact in terms of the creation of local employment opportunities, quality jobs, and jobs for minorities—all of which contribute to the social inclusion of marginalized communities and the development of sustainable cities.

Paper is Available to Meeting Registrants Only.

STR: Text Mining Analysis of Business Models in Social Entrepreneurship 

Author: **Anil Kumar**, *PhD Scholar at Tata Institute of Social Sciences, Mumbai*
Author: **Ajit Kumar**, *National Institute of Industrial Engineering (NITIE), Mumbai, India*
Author: **Gautam Prakash**, *Tata Consultancy Services (TCS)*

An essential and relevant domain of social entrepreneurship focuses on the business model. The emerging themes from business models in social entrepreneurship appeal to the attention of many researchers. However, some attempts have been made to summarise the published literature in the form of a review. We have utilised the latest concept of text mining techniques for conducting descriptive analyse to the extant literature on the topic. The benefit of text mining techniques is that it helps researchers to cover a broad set of articles from literature databases and provides a comprehensive evaluation of research works by examining the evident patterns. We have used the Web of Science database for the literature search. We have prepared very structured findings including authors, authors’ network, affiliation, country, language, emerging themes and their period of activeness, top journals, list of highly cited articles, among other mappings. These findings help researchers to narrow down the scope of their research in the domain as well as identifying possible grey areas where further exploration of research could be conducted. Such mapping of literature underscores the evolution, development, and practice of the topic which other researchers would find beneficial to begin further research.

Paper is NOT Available. Please contact the author(s).

STR: Been in my shoes? A field experiment examining homophily in entrepreneurial prison training   

Author: **Robert Hill**, *U. of North Carolina, Chapel Hill*
Author: **Isin Guler**, *U. of North Carolina, Chapel Hill*

According to the Bureau of Justice Statistics, approximately 2.2 million Americans spent time in prison in 2016, costing the US \$80 billion a year. Mass incarceration, which has resulted in stigmatization and post-release challenges for millions, represents one of the Grand Challenges of our day. One novel approach to address this issue is to provide entrepreneurial training to the currently incarcerated near the release of their sentence, an approach that is reportedly resulting in significant reductions to recidivism. However, we have a limited understanding of the causal factors that enable these programs to effectively train incarcerated individuals toward meaningful outcomes. This paper is a first step towards building such understanding. By partnering with the world’s leading entrepreneurial prison training program to conduct a field experiment within the training program itself, we seek to understand the mechanisms that lead to greater program completion and increased intentions to enter entrepreneurship. Integrating insights from literatures on homophily and learning, we hypothesize that inmates will become more motivated by advisors who themselves have a history of incarceration (as opposed to experts) and more from failure testimonials rather than successes. In addition, we hypothesize that inmates will be motivated more by the successes of those similar to themselves and the failures of dissimilar others. While final results have been delayed due to the outbreaks of COVID-19 in the associated prisons, this paper presents the design of this experiment, with final results to be delivered during the 2021 AOM conference. Keywords: homophily, learning; advice; entrepreneurship; Grand Challenges

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Drivers and Outcomes of CEO Compensation

Digital Session Chair: **SUCHEN**, *Rutgers U., School of Management and Labor Relations*

STR: Step In, Step Out: The Dynamic Relationship Between Interlocking Directors and CEO Compensation    

Author: **SUCHEN**, *Rutgers U., School of Management and Labor Relations*

Combining literature on CEO pay-setting process, board processes, and group norms, this study explores the influence of interlocking director dynamics on subsequent CEO pay raises. Particularly, we focus on two types of interlocking director changes—the loss and addition of interlocking directors—and consider their independent influence on CEO pay raises. Moreover, we hypothesize that the relationship between interlocking director dynamics and subsequent CEO pay raises is contingent on the CEO relative pay (of the changing interlocked firms vs. the focal firm), female board representation, and the interaction between these two moderators. Based on 4,510 firm-year observations from 702 S&P firms over 10 years (2009-2018), we found that interlocking director loss is negatively associated with subsequent CEO pay raises, yet there is no significant influence of interlocking director addition on subsequent CEO pay raises. The findings also partly support the moderating roles of the CEO relative pay, female board representation as well as the three-way interactions among interlocking director changes, CEO relative pay and female board representation. This study advances our understanding about the implications of interlocking director changes, determinants of CEO pay adjustments, and the board functioning processes.

Paper is Available to Meeting Registrants Only.

STR: Forging Agents of the State? How Political Institutions Impact CEO Compensation in SOEs  

Author: **Roxana Turturea**, *Stockholm School of Economics*

Author: **Steve Sauerwald**, *U. of Illinois at Chicago*

Author: **Marc Van Essen**, *U. of South Carolina*

We show that governments around the world use the high-powered incentive of executive compensation to turn CEOs of partially state-owned enterprises (SOEs) into ‘agents of the state’. The current literature on principal-principal (PP) agency theory does not adequately explain how non-controlling shareholders are duped by the deployment of private means towards public ends, or how this agency problem can be repaired since governments cannot be kept in check with conventional corporate governance mechanisms. We develop a novel theory detailing how political institutions act as de facto corporate governance mechanisms by impacting governments’ ability to co-opt SOE CEOs to the detriment of non-controlling shareholders. Matched-samples evidence covering publicly listed firms from 20 countries corroborate our political-institutional extension of the PP agency framework. More specifically, we find that political power and political factionalization aggravate PP agency problems by enlarging incumbent governments’ sway over partially SOEs, whereas political constraint and political polarization reduce these problems.

Paper is Available to Meeting Registrants Only.

STR: Standing Out Only to Get Hammered Down: CEO Overcompensatory Actions and Board Ratcheting Responses    

Author: **Shelby Gai**, *Michigan State U.*

Author: **Stefan Maric**, *Eli Broad School of Business, Michigan State U.*

While research examining the motivation behind CEO goal attainment has often focused on monetary incentives, this study analyzes the social factors motivating CEO behavior. Drawing on self-determination theory, we consider how differences between the CEO and the board may motivate the former to engage in overcompensatory actions—defined as attempts to overcome feelings of inferiority or inadequacy by overperforming—due to the need for relatedness. We identify three dimensions of difference that could lead to CEO overcompensatory action in the form of goal over-attainment: 1) demographic differences; 2) occupational differences; and 3) status differences. We also address the possible consequences of CEO overcompensatory action by examining board responses in the form of ratcheting up subsequent performance targets. Drawing on social identity theory, we expect that attempts to overcompensate will lead to backlash such that boards will increase subsequent targets, and the likelihood will be higher for CEOs that reflect one of the three difference dimensions. We test our hypotheses using an original dataset consisting of nearly 1000 firms from 2006-2019, and discuss the implications of our theoretical perspective and supportive empirical findings for future research on corporate governance, CEO/Board relationships, and overcompensatory actions.

Paper is Available to Meeting Registrants Only.

STR: CEO Relative Pay, Social Comparison, and Firm Earnings Manipulation 

Author: **David Weng**, *California State U., Fullerton*

Author: **Long Wang**, *City U. of Hong Kong*

While the issue of income inequality has received growing scholarly attention, existing studies tend to focus on within firm social comparison. We argue that inequality may emerge across firms and that this perception affects top executives’ motivation to engage in corporate wrongdoing. Specifically, we contend that a CEO whose pay is higher relative to other CEOs in an industry would be less inclined to engage in earnings manipulation, while a relatively poorly-paid CEO may have the motivation to present erroneous financial information. We further investigate certain boundary conditions that may strengthen or weaken the proposed effect including CEO overconfidence, TMT pay gap, and firm performance. Results based on a sample of U.S. public firms suggest that the extent to which a CEO’s pay is relatively higher or lower than peers in an industry influences a firm’s propensity of earnings management and that the effect of CEO relative pay varies depending on these boundary conditions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
 Program Session: **1264** | Submission: **17101** | Sponsor(s): (STR)
 Virtual session type: **Synchronous Live Presenter**
 Scheduled: **Tuesday, Aug 3 2021 12:30PM - 2:00PMET (UTC-4)**

Microfoundations of Corporate Governance

Digital Session Chair: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*

STR: Valuing at the top: CEO diversity-valuing behavior, executive psychological safety, and turnover  

Author: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*

Author: **Inn Hee Gee**, *Texas A&M U.*

Author: **Michael C. Withers**, *Texas A&M U.*

Author: **Steven Boivie**, *Texas A&M U.*

In this study, we focus on the role that CEO diversity-valuing behavior plays in shaping top executive turnover. We examine executive psychological safety as a key intervening mechanism. Further, we propose that the negative effect of CEO diversity-valuing behavior will be stronger for female executives. We test and find support for our theory and hypotheses using survey data from a sample of top executives in the largest 1,000 firms in the U.S. Our findings show that executive psychological safety mediates the effect of perceived CEO diversity-valuing behavior on executive turnover and that the negative indirect effect is stronger for female executives. Our study contributes to the upper echelons and diversity literatures by examining the impact of CEO diversity-valuing behavior on executive psychological safety and turnover.

Paper is Available to Meeting Registrants Only.

STR: A Process Theory of Organizational Adaptation: a Top Management Game Perspective    

Author: **Patrick Besson**, *EMLYON Business School*

Author: **Guillaume Carton**, *EMLYON Business School*

Strategy has overlooked how organizations adapt to their environments. To overcome this gap, this article builds on the punctuated equilibrium model and offers a theory that shows that organizations adapt through a top management game. Our theory models a process through which an organization changes/does not change its path following a signal of drift between the organization and its environment. During what we call the adaptation crisis process, coalitions within the top management group play a game to solve the strategic dilemma between keeping the current path (e.g., path reinforcement) or changing it (e.g., path transformation). They strategize and confront their own responses to the signal of drift based on their deciphering and strategic interests, the dominant coalition being more likely to follow the same path and dissident coalitions being more likely to change it. The solution to the dilemma, path reinforcement or transformation, depends on the winner of the game. However, if the drift is not bridged, the adaptation crisis continues, and new rounds of top management games occur until the death of the organization or its ability to reconnect with its environment. This process theory of organizational adaptation offers implications for both strategic management research and practice.

Paper is Available to Meeting Registrants Only.

STR: Outsider CEOs Who Disappoint: Directors' Ties, Familiarity Bias, and Flawed Hires

Author: **Jiyeon Kang**, *Pennsylvania State U.*

Author: **Donald C. Hambrick**, *Pennsylvania State U.*

Author: **Timothy J. Quigley**, *U. of Georgia*

We examine the performance of outsider CEOs, who are known to be risky hires. Recognizing that boards are at informational disadvantages in assessing external CEO candidates, we invoke the concept of familiarity bias to set forth a counterintuitive expectation: Boards are especially susceptible to hiring mistakes when individual directors have professional linkages to external candidates, as this familiarity induces superficial assessments of these candidates; if hired, these CEOs have disproportionate chances of delivering poor performance. Based on a sample of outsider CEOs, we find that those who had prior ties to directors were appreciably more likely to deliver poor post-succession performance, compared to outsider CEOs who were not professionally linked to company directors. We discuss implications.

Paper is Available to Meeting Registrants Only.

STR: Forecasting as a Problem of Cognitive Search: Evidence from Auto Industry Forecasting Tournaments 

Author: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

Author: **Daniel Wilde**, *The Wharton School, U. of Pennsylvania*

Managers and entrepreneurs rely on forecasting as a means to navigate through industry opportunities and threats. We offer a cognitive perspective that is premised on forecasting as a problem-solving process in which individuals search for relevant information and develop conjectures about future industry outcomes. We consider the individual-level forecasting problem to be associated with either forecasting industry trends that tend to have clear underlying factors and historical bases or forecasting industry shocks that tend to lack specific historical references and could vary in terms of the perceived underlying factors. We argue that cognitively agile forecasting behavior in which individuals attend to and update their forecast is likely to be more effective in the case of forecasting trends than that in the case of forecasting shocks. Further, we argue that when the aforementioned forecast updating process conforms to a Bayesian mental process, it is likely to be more effective in the case of forecasting shocks than that in the case of forecasting trends. The data for the study were collected from two successive year-long forecasting tournaments conducted between 2017 and 2019, focusing on the evolution of the automotive industry shaped by the emergence of electric and autonomous vehicles. Evidence from more than 15,000 forecasts made by over 2,300 individuals who participate in a leading global forecasting platform, offers strong support for our theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Problemistic Search and Reference Points

Digital Session Chair: **Lakshmi Goyal**, *Indian Institute of Management, Indore*

STR: Performance Shortfall and R&D Search: The Effects of Organizational Task Environments

Author: **Lakshmi Goyal**, *Indian Institute of Management, Indore*
Author: **Manish Popli**, *Indian Institute of Management, Indore*

Emphasizing the importance of the feedback interpretation process in problemistic search literature, we build on the view that underperforming firms seek additional information from its immediate environment to infer its performance outcome. The information available from the organizational task environment assists the focal firm to define the source of the problem and make causal attributions, which directs managerial attention to aspiration or survival levels, thereby influencing firm responsiveness following performance shortfalls. Consequently, we suggest that the task environmental dimension of dynamism weakens, while munificence and complexity strengthen the relationship between performance shortfall and R&D search. We find support for most of our predictions using a sample of 4719 firm-year observations belonging to 988 publicly listed firms from the United States manufacturing industry between 2010-2016. By unraveling the effects of the environment on the process of feedback interpretation, our study shows how information derived from the environment drives firm responsiveness and, in doing so, hopes to contribute to the research on problemistic search.

Paper is Available to Meeting Registrants Only.

STR: Attention to reference point formation: Examining how attention affects reference dependence

Author: **Joris Berns**, *Tilburg U.*
Author: **Tal Simons**, *Erasmus U. Rotterdam*

Reference points are fundamental to most behavioral decision-making. Prior scholarship has shown how reference points, e.g. aspiration levels, are not stable nor ever-present. We argue that these findings can be explained through reference point formation, the process of how reference points come into existence. From a cognitive-behavioral perspective, reference point formation needs to be understood through information processing. In this study, we measure changes in the distribution of attention, which are indicative of whether there are changes in decision-makers' cognitive mechanisms. Using an innovative two-stage methodology, we first link how a specific shock in the information environment alters decision-makers' allocation of attention across different loci. Second, we find that the relationship between reference points and risk-taking is dependent on whether there occurred a shift in the distribution of attention. Our main contribution is, through establishing the significance of reference point formation, that the existence of reference points is dependent on preceding cognitive processes. Another contribution is methodological, as our empirical approach and novel measurement techniques allow for a joint investigation of cognitive processes and reference dependence.

Paper is Available to Meeting Registrants Only.

STR: Aspirational Motivation and Competitive Conformity

Author: **David G. Sirmon**, *U. of Washington*
Author: **Warren Boeker**, *U. of Washington, Seattle*
Author: **Young Seok Kim**, *U. of Washington, Seattle*
Author: **Sung Ho Park**, *U. of Washington, Seattle*

In a rapidly growing industry where all firms are doing extremely well, a firm whose performance is merely good may seem inadequate by comparison. By incorporating behavioral theory of the firm (BTOF) logic, we examine the degree to which managers choose to conform to the competitive actions and repertoires of peers based on the joint effects of their social performance (performance relative to peers) and historic performance (performance relative to their past performance). We assess the actions of 303 firms from 2001 to 2017 and find that poor social performance leads firms to imitate their more successful competitors, moving more closely to competitive repertoires that reflect the norms or "recipe" for the industry. We further find that this relationship is contingent on how the focal firm performs relative to historical aspirations, depending primarily on whether the signals from social and historic performance are congruent or inconsistent. Our results extend work on competitive dynamics and behavioral theories of the firm, as well as informing past research that has discussed the benefits that imitation provides to organizations, such as institutional theory and theories of mimetic isomorphism, which argue that firms benefit when they model themselves on other successful organizations.

Paper is Available to Meeting Registrants Only.

STR: Performance Shortfall, Decision Makers' Cognition, and the Directions of Problemistic Search

Author: **Zhi Cao**, *U. of Nevada, Las Vegas*
Author: **Feifei Jiang**, *Xi'an Jiaotong U.*
Author: **Donghan Wang**, *Communication U. of China*

The problemistic search literature has recently inquired the directions of search, i.e., when and why performance shortfall leads to one type of search rather than the other. While extant studies suggest that factors such as slack resources, experience, and environmental contexts matter for the directions of search, they implicitly assume almost equal priority of different types of search for firms to choose ex ante. We argue that firms may assess the priorities of different types of search differently ex ante. As firm behavior is goal oriented, a particular type of search (e.g., R&D search) is driven by a specific organizational goal (e.g., R&D goal), and the priority of the specific goal is further determined by decision makers' belief in the efficacy of the specific goal in achieving the primary goal of the firm (e.g., profitability). We focus on two types of search represented by R&D intensity and philanthropic donation intensity, which are mapped to the R&D and CSR goal, respectively. Based on data from publicly listed firms in China (2009-2018), we find that negative performance feedback leads to greater extent of R&D intensity, but has a non-significant relationship with donation intensity. However, the latter relationship is strengthened by decision makers' belief in the linkage between CSR ratings and profitability.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Patents, Innovation, and Competition

Digital Session Chair: **Yang Liu**, *Cornell SC Johnson College of Business*

STR: No Need to be Granted? Patent Applications, Signaling, and Valuation Events 

Author: **Yang Liu**, *Cornell SC Johnson College of Business*

Most existing studies suggest patent applications as quality signals, but only investigate granted applications with the assumption that patent applications are rarely rejected. However, recent findings show that a large portion of patent applications filed at the U.S. patent office have been denied. This paper aims to understand why some applications are less likely to be granted from the perspective of strategic signaling. Since new technologies are hard to precisely assess, I propose that firms with new technologies may strategically file applications to increase their firm value for impending valuation events. Therefore, those patent applications are less likely to be granted. Further, the effect becomes weaker for firms with more investors' information acquisition or more granted patent stock. Using a large sample of U.S. patent applications and a novel text-based measure of new technologies, I find supporting evidence for my hypotheses. I further conduct a series of supplementary analyses, including the propensity score matching approach and an instrumental variable analysis based on natural experiments, to obtain causal evidence. I contribute to the innovation literature and signaling theory by considering the motivation and self-selection in patent filings.

Paper is NOT Available. Please contact the author(s).

STR: A Sensitivity Analysis of the Patent Real Option Valuation Using the Binomial Model    

Author: **Grid Thoma**, *U. of Camerino*

Using the real option approach and the binomial decision tree model the paper appraises patent valuation in terms of the investment decision flexibility—conferred by patent protection—toward continued exploitation of the underlying invention in the commercialization phase. Consistently with the predictions of financial theory the paper reports that patent real option value raises with increases of patent asset value, decreases in patent commercialization investments, larger variability of future values of the patent asset, longer time to expiration of the patent protection, lower costs of delay in the commercialization investment decisions, and higher levels of interest rate. Furthermore, the paper estimates the patent real option value sensitivity for each of these input factors of the binomial decision tree model. More broadly, the paper provides a novel valuation tool for the monetary appraisal of patents.

Paper is NOT Available. Please contact the author(s).

STR: Persistence and the Gender Innovation Gap: Evidence from the U.S. Patent and Trademark Office  

Author: **Oren Reshef**, *Washington U. in St. Louis, Olin Business School*

Author: **Abhay Aneja**, *UC Berkeley*

Author: **Gauri Subramani**, *Lehigh U.*

We document that 85% of patent applications in the United States include no female inventors and ask: why are women underrepresented in innovation? We argue that differences in responses to early rejections between men and women are a significant contributor to the gender disparity in innovation. We evaluate the prosecution and outcomes of almost one million patent applications in the United States from 2001 through 2012 and leverage variation in patent examiners' probabilities of rejecting applications to employ a quasi-experimental instrumental variables approach. Our results show that applications from women are less likely to continue in the patent process after receiving an early rejection. Roughly half of the overall gender gap in awarded patents during this period can be accounted for by the differential propensity of women to abandon applications. We also provide evidence that the gender gap in persistence is reduced when women-led applications have the backing of firms, consistent with a potential role for institutional support in mitigating gender disparities.

Paper is Available to Meeting Registrants Only.

STR: Market Insights and Product Technology Build-up: Latecomer Firms' Catch-up Strategies

Author: **Xiao Chen**, *PhD Student*

Author: **Rongxin Chen**, *U. of San Francisco*

Author: **Gang Zheng**, *Associate Professor*

Prior research has provided new insight into catching-up by latecomer firms but leaves an important question unanswered: the strategies of local latecomer firms during the catching up dynamics and surpassing processes in emerging markets. Through multi-case research of China's smartphone industry, we develop a theoretical framework explaining how latecomer firms grow and gain sustainable advantages via different strategic choices. We identify two strategic action paths that latecomer firms can follow to catch up and surpass the market leaders. One path is from exploring new business opportunities via deep market insights, followed by building up technologies. Another strategic path is from product technology build-up to market insights exploration. Firms following this path usually start with building up essential product technologies. They also act as fast followers by quickly capturing new market opportunities. As these companies develop, they improve their efforts to gain market insights and explore new opportunities. We find that market insights exploration combined with product technology build-up helps local latecomer firms gain sustainable advantages. The insights from this study broaden the understanding of the strategies for latecomer firms to catch up and surpass in emerging markets. This study challenges this "first imitation, then innovation model" mentioned in previous literature. Our study also shows that latecomer firms can pursue cutting edge innovations early on in their catching up activities. This study has important implications for helping latecomer firms to achieve sustainable advantages and growth via different strategic paths based on their heterogeneity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1267** | Submission: **16386** | Sponsor(s): (STR, ENT)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 12:30PM - 2:00PMET (UTC-4)**

Computational Approaches to Studying Organizations and Markets New Methodological Frontiers *Computational Approaches to Management Research*

Organizer: **Mitali Banerjee**, *HEC Paris*
Discussant: **Mike Horia Teodorescu**, *Boston College*
Discussant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Presenter: **Pedro Aceves**, *Bocconi U.*
Presenter: **Natalie Carlson**, *Columbia Business School*
Presenter: **Jorge Guzman**, *Columbia Business School*
Presenter: **Arianna Marchetti**, *London Business School*
Presenter: **Santosh Srinivas**, *HEC Paris*
Participant: **Cassandra Chambers**, *Bocconi U.*
Participant: **Anselm Hager**, *Humboldt U. of Berlin*
Participant: **Marlon Fernandes Rodrigues Alves**, *Federal Institute of Education, Science and Technology of São Paulo*
Presenter: **Mitali Banerjee**, *HEC Paris*
Participant: **Aishen Li**, *Columbia Business School*

The panelists in the symposium leverage natural language processing techniques to build novel measures of core management concepts such as knowledge exploration, differentiation and status. Equally importantly, using these novel approaches, the panelists ask fundamental theoretical questions. In doing so, the symposium provides insight into the structure of markets, organizations and individual careers. The symposium will highlight how differences in strategic positioning and social hierarchy is understood and evaluated by a range of audiences. In analysing language across a range of forums, the symposium provides insights into different manifestations of culture and its impact on organizational and individual outcomes.

Middle Status Myopia

Author: **Mitali Banerjee**, *HEC Paris*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1268** | Submission: **11946** | Sponsor(s): **(GDO, MOC, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:00PM - 2:30PMET (UTC-4)**

The Consequences of Self- and Other-Signaling on Diversity-Related Cognitions and Decisions

Signaling and Diversity-Related Decisions



Organizer: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Organizer: **James T. Carter**, *Columbia Business School*
Participant: **Mabel Abraham**, *Columbia Business School*
Participant: **Vanessa Burbano**, *Columbia Business School*
Participant: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*
Participant: **Edward Chang**, *Harvard Business School*
Participant: **Katherine Milkman**, *U. of Pennsylvania*
Presenter: **Preeti Srinivasan**, *Stanford Graduate School of Business*
Participant: **Peter Belmi**, *U. of Virginia*
Participant: **Gabrielle Adams**, *U. of Virginia*
Presenter: **Rebecca Ponce de Leon**, *Fuqua School of Business, Duke U.*
Participant: **Aaron Kay**, *Duke U.*
Presenter: **David Mauricio Munguia Gomez**, *U. of Chicago Booth School of business*

One relatively under-studied factor that can influence diversity-related cognitions and decisions is the desire to signal—to oneself and to others—an egalitarian, non-prejudiced mindset. At the organizational level, companies try to manage impressions of organizational diversity to avoid social sanction. At the individual level, people are motivated to avoid the appearance of bias or prejudice. But how might these signaling decisions backfire, and can we capitalize on them to improve outcomes for women and racial minorities? In this symposium, we focus our attention on how self- and other-signaling affect diversity-related cognitions and choices, focusing both on third party perceptions of reputational signaling behavior and on how desires for value-consistency and self-image maintenance can shape decision-making.

The Risky Business of Organizational Claims: Effects of (In)consistency Between Claims and Outcomes

Author: **James T. Carter**, *Columbia Business School*
Author: **Mabel Abraham**, *Columbia Business School*
Author: **Vanessa Burbano**, *Columbia Business School*

Friend or Faux: Performative Wokeness and Reputational Signaling on Social Issues

Author: **Preeti Srinivasan**, *Stanford Graduate School of Business*
Author: **Peter Belmi**, *U. of Virginia*
Author: **Gabrielle Adams**, *U. of Virginia*

Ironic Egalitarianism: When Organizational Diversity Goals Promote Hierarchy-Enhancing Beliefs

Author: **Rebecca Ponce de Leon**, *Fuqua School of Business, Duke U.*
Author: **Aaron Kay**, *Duke U.*

Opportunity Luck

Author: **David Mauricio Munguia Gomez**, *U. of Chicago Booth School of business*

When Women and Racial Minorities Seek Help, Mentioning Their Demographic Identity is an Asset

Author: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Author: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*
Author: **Edward Chang**, *Harvard Business School*
Author: **Katherine Milkman**, *U. of Pennsylvania*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

The leader and the manager as the object of consulting interventions

Digital Session Chair: **Jeffrey R. Moore**, *Anderson U.*

MC: Building an Effective Leader Roadmap: Using the Competing Values Framework  

Author: **Jeffrey R. Moore**, *Anderson U.*
Author: **James Miller**, *Anderson U.*
Author: **Robert Franklin**, *Anderson U.*
Author: **Jessica Jolly**, *Sephora*

Organizations continue to face increased business pressures which force leaders to consider new leadership theories focusing on enabling greater leader and team effectiveness. An increasing diverse ethnic employee constituency is one of these pressures that often result in value clashes. Sephora, an LVMH company, is redesigning its distribution center organizational culture towards shared leadership to respond to these challenges. Our study analyzed 39 managers, working in distribution centers in Salt Lake City and in Las Vegas, supervising employees from 7 different ethnic identities were grouped in 14 teams, using the Competing Values Framework (CVF) in a 360-performance appraisal system, performance metrics and annual performance evaluation data. Our action research used three methods to evaluate effectiveness: annual performance appraisal (rated highly successful), upper and lower group (groups based on organizational hierarchy), and 360 exceeding expectations (peer evaluations above supervisor benchmark). Our findings identify common management behaviors for both effective leaders and effective teams to be Create: Broker (influences, effectively presents ideas), and Team: Culture (builds effective relationships through achieving shared goals). Effective leaders add the Collaborate: Mentor (listening & assisting in meeting team member needs), while the effective teams add the Compete: Producer (results orientation) behavior. Consultants looking to improve organizational effectiveness can use this CVF tool to identify employee strengths and weaknesses. The employee results can then be compared to the profile of an effective leader and thus provide an effective manager behavioral roadmap.

Paper is Available to Meeting Registrants Only.

MC: Challenges of a Transitional Leadership in a Morphing NGO

Author: **Pierre El Haddad**, *USJ Lebanon/ISEOR IAE Lyon*
Author: **Carole Bousquet**, *IDRAC Business School*
Author: **Robin Richa**, *Arcenciel*

Winner of the Benedictine University Scholar-Practitioner Collaboration Award

Purpose An intervention research was proposed to help a notorious middle eastern non-governmental organization to face its challenges in transforming into a social enterprise while maintaining its values, and into its passage from a founders' leadership into more institutionalization. Design/methodology/approach The methodology is one of scientific consulting anchored in qualitative intervention research, and the socio-economic approach to management. Findings Research findings suggest that the socio-economic approach to management congregated organizational constituency around a shared understanding of organizational dysfunctions and initiated a transformation process. The research also depicted a diagram of socio-economic transformation in organizations. Originality/value The originality of the paper stem from the application of the socio-economic theory in the specific context of a middle eastern organizations undergoing structural change. The theoretical value of the organizational transformation appends the practical transformation brought with a potentially generic model. Limitations of time and context warrant further research.

Paper is Available to Meeting Registrants Only.

MC: Job Foresight Methodology as a Contribution to Helping Scientific Consultants 

Author: **Aline Scouarnec**, *IAE CAEN NORMANDIE U.*

This paper is aimed at presenting an innovative approach to management consulting in the field of job foresight. Implementing this approach would help consultants and scholar-practitioners bring managers back in their research process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Spirituality and Leadership in Organizations and Institutions

Digital Session Chair: **Raysa Geaquinto Rocha**, *U. of Beira Interior*

MSR: Ethical Leadership and Institutionalization of Ethics: Intervening Role of Personal Factors

Author: **Khawar Sultana**, *U. of Management and Technology*
Author: **Naveda Kitchlew**, *U. of Management and Technology*

This study is an initial attempt to analyse the relationship between ethical leadership and institutionalization of ethics in an organizational setup. It has been observed, on the basis of available literature and previous contributions by management practitioners, that ethical leadership directly influences the process of enacting ethical culture across organization. Ethical leadership is also found impressing the personal factors of employees that further ensures the ethical behaviour of employees. The intrinsic balance that is required to establish ethical culture is based upon relationships, freedom of communication, channelization, peers' behaviour and holistic organizational climate which ensures the possibility of lasting ethical foundation for any and every organization.

Paper is Available to Meeting Registrants Only.

MSR: Evaluating spiritual leadership coherence at a professional services company

Author: **Danny Sandra**, *U. of Antwerp*

Based on the theory of entrainment - a process of synchronizing rhythms over time - it is suggested that applying the coherence model of spiritual leadership across an organization can positively influence organizational outcomes. This study evaluates the conditions for such entrainment at a professional services company at the individual and group level. It uses an explanatory sequential research design as mixed methods approach, integrating quantitative data from eighty-six participants across fourteen teams with qualitative data from five team leaders. The quantitative data are analyzed using techniques stemming from a qualitative comparative analysis approach. The findings support that inner life and coherent interaction can be usefully deployed in a consistent way to understand the emergence of spiritual well-being through entrainment. In addition, it further supports that developing personal spiritual leadership directly influences the level of spiritual leadership of the group to which the individual belongs. Finally, better performing teams pay more attention to inner life practices, while taking care of and believing in their team members.

Paper is Available to Meeting Registrants Only.

MSR: How Servant Leaders Fuel Team Effectiveness: A Multilevel Mediation Model

Author: **PABLO RUIZ-PALOMINO**, *U. de Castilla-La Mancha*
Author: **JORGE LINUESA-LANGREO**, *U. de Castilla-La Mancha*
Author: **DIONI ELCHE-HORTELANO**, *U. of Castilla-La Mancha*

Widespread perceptions of a lack of ethics among business leaders has resulted in considerable research concerning servant leadership. Nonetheless, team-level studies of the ties between servant leadership and important outcomes, including both organizational citizenship behavior (OCB) and team effectiveness are uncommon, resulting in concerns about the generalizability of these relationships and their associated underlying mechanisms. This study evaluated a unifying cross-level model, in which team-level servant leadership enhances OCB among followers, which in turn fosters team internal social capital (TISC), to ultimately increase team effectiveness. Support for our model was found using a sample of 343 teams, reflecting 835 respondents from various departments at 171 hotels in Spain. Also notable was that individual-level OCB and team-level TISC fully accounted for the positive effect of servant leadership on team effectiveness. Our findings suggest that the use of servant leadership may foster a competitive advantage by enhancing OCB, TISC, and team effectiveness.

Paper is Available to Meeting Registrants Only.

MSR: Bringing the Presidents Back: Content and Discourse of Academy of Management Presidential Addresses

Author: **Toyoko Sato**, *Copenhagen Business School*

This paper examines the annual addresses of Academy of Management Presidents since 1957 in regard to their approaches to caring and the culture of care in the professional association. In particular, I investigated three areas: 1) How is culture of care addressed in the AOM annual presidential addresses? 2) How does culture of care resonate between the AOM President addresses and the Management, Spirituality and Religion Interest Group? and 3) What underlines the presidential discourse? The research combines content analysis and historical discourse analysis. All available annual addresses were examined; there are 41 in numbers. My inquiry intends to recover past president discourse through study of stated commitments and discourses for academy members and the surrounding society. The Academy Presidential addresses reflect a discourse of aspirational engagement, with this study documenting that fact and looking into the texts to illuminate Academy concerns over time.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1271** | Submission: **17450** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:00PM - 2:30PM ET (UTC-4)**

Value Creation in Online Platforms



Digital Session Chair: **Yash Babar**, *U. of Wisconsin, Madison*

OCIS: **Cooking or Clicking: The Impact of Online Food Delivery Platforms on Domestic Food Preparation**

Author: **Yash Babar**, *U. of Wisconsin, Madison*
Author: **Ali Adeli**, *U. of Memphis*
Author: **Brad Greenwood**, *George Mason U.*

One of the most notable changes to emerge from the sharing economy is the striking increase in on-demand services. In this work, we examine how such platforms (e.g. Grubhub, UberEats, and Doordash) affect a particularly important household activity, meal preparation, and dining behaviors of American households. To do so, we exploit the phased entry of the platform Grubhub into US counties from 2005 to 2019 using a difference in difference approach. Results indicate that the availability of an increasingly diversified delivery service leads to a significant reduction in time spent preparing meals within the home. Further, and alarmingly, we find that this impact is associated with an increase in the average BMI of affected persons; indicating an unfavorable dietary shift from healthier home cooking to unhealthy food away from home consumption. Implications for research, consumers, platforms, and public policymakers are discussed within.

Paper is Available to Meeting Registrants Only.

OCIS: **Next level legitimacy: Emancipation of platform-dependent entrepreneurial ventures in data markets**

Author: **Anna Auguste Penninger**, *Freie U. Berlin*
Author: **Hannes Rothe**, *Freie U. Berlin*

Platform-dependent entrepreneurs (PDE) gain access to platform resources by adhering to platform providers' rules. Yet, nascent markets require PDE to differentiate from existing structures and create new solutions with existing resources. This study inquires how PDE manage dependency to platforms by concentrating on one source of dependency, legitimacy. We find that PDE engage in emancipating to obtain legitimacy on their own. Theorizing on emancipating, we challenge assumptions of PDE being locked in platform provider dependency.

Paper is Available to Meeting Registrants Only.

OCIS: **Noisebnb: An Empirical Analysis of Home Sharing Platforms and Noise Complaints**

Author: **Gorkem Turgut Ozer**, *U. of Maryland, College Park*
Author: **Anand Gopal**, *U. of Maryland*
Author: **Brad Greenwood**, *George Mason U.*

Digital multisided platforms and their societal implications are increasingly attracting attention from scholars. In this prior work, the predominant focus has been on platform participants, with little consideration given other market actors who coexist with the platform but do not participate in it directly. In this study, we investigate one aspect of the changing economy subject to considerable theoretical ambiguity: the effects of peer-to-peer home sharing on noise complaints, a growing problem associated with urban living. Leveraging the phased expansion of home sharing platform Airbnb into different locations at different times, and a differences-in-differences approach, we find that the entry of Airbnb is associated with a significant decrease in the rate at which city residents file residential noise complaints. This is striking, given the assumption made by academic literature, industry and government reports, and the popular press that externalities will be negative. This significant decrease is intensified further in locations where a material number of tourist attractions exists, suggesting the effect is driven by limited physical occupancy of residential housing. Corroborating this finding, we observe a significant increase in street noise following the entry of Airbnb, indicating that noise moves out of residential space and into streets where tourist attractions mostly take place.

Paper is Available to Meeting Registrants Only.

OCIS: **Factors Influencing the Effectiveness of Third Party Online Organizational Reviews**

Author: **Jenelle Morgan**, *U. of Calgary*
Author: **Derek Chapman**, *U. of Calgary*

Online reviews of organizations through portals such as Glassdoor and Indeed are growing in popularity and have the potential to influence organizational attractiveness. This study examined how the various components of online organizational reviews affect helpfulness ratings (also referred to as information adoption). We examined the relationship between the valence of the reviews (i.e. the extent to which reviews vary from positive to negative attitudes) and information adoption. Overall organizational ratings, deviation from consensus in attitudes and employee status were also evaluated as moderators of this relationship. We assessed nearly 22,000 Glassdoor reviews across 450 companies and found that negatively valenced reviews generally received higher helpfulness ratings. This relationship was even more pronounced when negative reviews were provided by former employees and deviated from a consensus in attitudes. However, higher organizational reputational ratings were able to partially buffer these effects. These findings illustrate the impact that negative attitudes can have on information adoption and they further highlight the need for organizations to consider how their brand images are portrayed online.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1272** | Submission: **15999** | Sponsor(s): **(OMT, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:00PM - 2:30PMET (UTC-4)**

A Microfinance Lens on Hybridity: Key Takeaways, Limitations, and Opportunities

A Microfinance Lens on Hybridity



Organizer: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

Organizer: **Kamini Gupta**, *King's College London*

Organizer: **Silvia Dorado**, *U. of Massachusetts, Boston*

Panelist: **Joshua Ault**, *Thunderbird School of Global Management at ASU*

Panelist: **Michael Lounsbury**, *U. of Alberta*

Panelist: **Andrew Spicer**, *U. of South Carolina*

Panelist: **Andrea Wessendorf**, *Cambridge Judge Business School*

Panelist: **Eric Y.-F. Zhao**, *Indiana U., Bloomington*

Microfinance has been used as a primary empirical setting to advance research on hybrid organizing. In this PDW, we take stock of this literature and reflect on how this empirical setting has defined our knowledge on hybridity and, more broadly, on decision making under conditions of institutional complexity. The workshop is organized around three main questions: 1) what are the key takeaways for hybridity that have emerged from research on microfinance? 2) what are the potential limitations of microfinance as a setting to advance our understanding of hybridity? and 3) what are the opportunities offered by the microfinance setting? We will reflect on these questions with a series of three panel discussions, including senior and junior scholars with past and current research programs on microfinance. We will then continue the discussion on these and other topics of relevance to participants. We will use breakout groups in Zoom for these discussions to allow for greater engagement.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1273** | Submission: **11589** | Sponsor(s): **(RM, OMT, MOC, TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:00PM - 3:00PMET (UTC-4)**

Digital Data / Digital Contexts: Advancing the Possibilities of Qualitative Research



Digital Data / Digital Contexts

Organizer: **Micah Rajunov**, *Boston U. Questrom School of Business*

Organizer: **Njoke Thomas**, *Boston College*

Presenter: **Cristina Alaimo**, *Luiss U.*

Presenter: **Mikkel Flyverbom**, *Copenhagen Business School*

Presenter: **Vivianna Fang He**, *ESSEC Business School*

Presenter: **Arvind Karunakaran**, *McGill U.*

Presenter: **Hila Lifshitz-Assaf**, *New York U.*

Presenter: **Felipe Gorenstein Massa**, *Loyola U. New Orleans*

Digital qualitative research is gaining traction in management scholarship, yet there is little consensus regarding best practices in this domain. General unfamiliarity with digital research may present even seasoned scholars with daunting questions around data availability, legitimate approaches to data sampling, efficient analytic techniques, and clear communication of their methods. We propose this PDW to explore how digital contexts have given rise to new forms of qualitative research, and may challenge the underlying assumptions of existing methodologies. Our goal is to foster emergent scholarship that uses digital data. Generative discussions that surface ontological as well as methodological concerns will be led by a panel of scholars recognized as trailblazers in this domain. This session will also provide participants with actionable feedback on ongoing or proposed empirical projects.

Registration is required for this event. The deadline for registration is Monday, June 28th. For more information please contact organizers, Micah Rajunov (rajunov@bu.edu) and Njoke Thomas (njoke.thomas@bc.edu).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1274** | Submission: **16776** | Sponsor(s): **(SAP)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:00PM - 2:30PMET (UTC-4)**

Openness in and beyond Strategy-Making: Breaking Through

Openness in and beyond Strategy-Making

Digital Session Chair: **Renate Kratochvil**, *BI Norwegian Business School*

SAP: Effective Participation in Open Strategy Processes: How Employees Get Heard by Senior Management

Author: **Violetta Splitter**, *U. of Zurich*
Author: **David Nils Seidl**, *U. of Zurich*
Author: **Richard Whittington**, *U. of Oxford*

For employees, gaining attention in more inclusive or “open” forms of strategizing is liable to be challenging. They need to discover appropriate means of communicating their contributions to capture senior managers’ attention. To examine these means, we draw on data from a longitudinal, ethnographic study of an international insurance company, which included 40 employees in its strategy process. We identify five discursive practices associated with creating coherence between corporate and local themes, which can explain success or failure in gaining senior management attention. Based on these findings, we develop a process model describing how employees develop discursive competence for gaining attention. We highlight the role of operant and vicarious learning in this development. With our study, we contribute to a more dynamic and interactional understanding of attention as well as to the challenges of effective participation.

Paper is Available to Meeting Registrants Only.

SAP: Introducing Open Strategy: Dealing with Clashes Between the Traditional and Open Strategy Discourse

Author: **Theresa Langenmayr**, *U. of Zurich*
Author: **Violetta Splitter**, *U. of Zurich*
Author: **David Nils Seidl**, *U. of Zurich*

Most organizations which decide to introduce ‘open strategy’ have a legacy of strategizing exclusively and secretly. While we know that the traditional and open-strategy approaches to strategy development differ quite dramatically, we lack an understanding of how and whether these approaches clash during the introduction of open strategy. Considering that many scholars understand strategy as a particular discourse, we adopt a discursive perspective that allows us to uncover how strategy actors deal with the introduction of an open-strategy discourse in a context in which the traditional strategy discourse prevails. We draw on an extensive data base from a longitudinal, in-depth case study of an international financial company, which introduced an open-strategy discourse by including 20 lower-level employees along a traditional strategy process. We identify three discursive practices which traditional strategy actors enact in response to the changing interplay between the traditional and open-strategy discourse: (1) Paralleling discourses (2) separating discourses, (3) controlled linking of discourses. During strategy formulation, traditional strategy actors parallel discourses to maintain their traditional, privileged position in strategy writing which triggers clashes between contradicting subject positions and discursive principles. In response to these clashes, traditional strategy actors first engage in separating and later in controlled linking of discourses. During strategy implementation, traditional strategy actors re-engage in paralleling discourses to communicate the strategy together with new strategy actors which no longer creates tensions as discourses now designate compatible subject positions and discursive principles. With these findings we contribute to the open-strategy and discourse literature by providing a better understanding of the interrelation of multiple strategy discourses as well as to how strategy actors respond to it.

Paper is Available to Meeting Registrants Only.

SAP: Open Theorizing in Management and Organization Studies (WITHDRAWN)

Author: **Paolo Vincenzo Leone**, *McGill U.*
Author: **Saku Mantere**, *McGill U.*
Author: **Samer Faraj**, *McGill U.*

We explore how open theorizing contributes to theory development within and across scholarly communities in management and organization studies. Open science precepts such as open data and open research material can foster open theorizing, enabling loosely coordinated researchers to develop theoretical explanations by drawing on each other's datasets, code scripts, notes, methodological protocols, auxiliary findings, and supplemental documentation. In social scientific, theory-intensive fields such as management and organization studies, open theorizing processes, however, can also take place through the sharing of framings, concepts, theoretical relations, and case examples; they can even happen via debates about values in research. By enacting the social epistemological principles of free criticism and diversity, these processes significantly affect theoretical vocabularies, promoting their concentration, extension, reinvigoration, and procreation. We examine how open theorizing can thus benefit theory development.

Paper is NOT Available. Please contact the author(s).

SAP: Power Dynamics in Inter-Organizational Strategizing

Author: **Henrike Schmidt**, *U. of Hamburg*
Author: **Eva Maria Wild**, *U. of Hamburg*
Author: **Carl Rudolf Blankart**, *U. of Bern*

Inter-organizational strategizing is associated with opening up the strategy-making process in order to pool expertise and resources across different organizations. However, some organizations still tend to have more power than others in the strategy-making process. Thus, understanding inter-organizational strategizing requires understanding how and by which resources actors that are more powerful exercise power over other, less powerful actors and how these power relations change over time. A deep understanding on power dynamics between organizations is still lacking in inter-organizational strategizing literature. However, exploring these power dynamics is essential because power crucially shapes the constitution of strategy. Our study addresses this important research need by exploring inter-organizational power dynamics and by identifying the relevance of different sources of power during different phases of a strategy-making process between eleven different organizations in a health care partnership. Our findings contribute to literature on inter-organizational strategizing by disclosing underlying power dynamics and by providing innovative and novel insights into the sources that explain changing power relations in inter-organizational strategizing.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1275** | Submission: **16025** | Sponsor(s): (STR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:00PM - 2:30PMET (UTC-4)**

The Processes Behind Pivots: Behavioral Perspectives on Entrepreneurial Change and Adaptation

Behavioral Perspectives on Strategic Pivots



Organizer: **Anshuman Sinha**, *U. of California, Irvine*
Presenter: **Audra Wormald**, *Robert H. Smith School of Business, U. of Maryland*
Participant: **Rajshree Agarwal**, *U. of Maryland*
Participant: **Serguey Braguinsky**, *U. of Maryland*
Participant: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Presenter: **Chiara Spina**, *INSEAD*
Participant: **Douglas Hannah**, *Boston U. Questrom School of Business*
Participant: **Andrea Caldwell Marquez**, *U. of Texas At San Antonio*
Presenter: **Timothy Ott**, *U. of North Carolina, Chapel Hill*
Participant: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Participant: **Suresh B Kotha**, *U. of Washington, Seattle*
Presenter: **Alex Michael Murray**, *U. of Oregon*
Participant: **Arianna Matrippolito**, *Boston Consulting Group*

Strategic change and adaptation play critical roles in young ventures' success as they can result in better competitive strategies, or even a strategic pivot for the focal firm - i.e., a change in its products, markets, technologies, or business models that leads to a strategic reorientation. A limited but growing body of research in entrepreneurship focuses on new venture adaptation and has explored the antecedents of strategic adaptation as explained by industry structures, characteristics of firm founders and updating of their beliefs and mental models. However, surprisingly few studies explore whether firm founding characteristics or vision and passion, impact subsequent strategic choices, or how information screening and processing lead to entrepreneurial change and pivoting. Using a behavioral lens to examine entrepreneurial adaptation, the studies presented in our symposium explore the processes behind strategic pivots and how founder as well as firm founding characteristics interplay with decision-maker's mental models and information screening lead to entrepreneurial change and adaptation.

Pioneering Digital MultiSided Platforms: Founding Characteristics, Key Strategic Choices and Survival

Author: **Audra Wormald**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Rajshree Agarwal**, *U. of Maryland*
Author: **Serguey Braguinsky**, *U. of Maryland*
Author: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

How do Women-led Entrepreneurial Firms Manage Change? Pivoting Among Female Entrepreneurs

Author: **Chiara Spina**, *INSEAD*
Author: **Arianna Matrippolito**, *Boston Consulting Group*

Not All Those Who Wander Are Lost: The Interplay of Mental models and Strategic Action Over Time

Author: **Douglas Hannah**, *Boston U. Questrom School of Business*
Author: **Andrea Caldwell Marquez**, *U. of Texas At San Antonio*
Author: **Timothy Ott**, *U. of North Carolina, Chapel Hill*

Living Your Passion and Embracing Change? The Impact of Mental Models on Entrepreneurial Adaptation

Author: **Anshuman Sinha**, *U. of California, Irvine*

How Do Entrepreneurs Learn Effective Resource Mobilization Actions

Author: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Author: **Suresh B Kotha**, *U. of Washington, Seattle*
Author: **Alex Michael Murray**, *U. of Oregon*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Risk Perceptions and Outcomes

Digital Session Chair: **Lauri Valtteri Korkeamäki**, *U. of Vaasa*

TIM: Taking no risk is the greatest risk: Coping with the paradoxes of Outcome-based services  

Author: **Lauri Valtteri Korkeamäki**, *U. of Vaasa*
Author: **David Sjödin**, *Luleå U. of Technology*
Author: **Marko Kohtamäki**, *U. of Vaasa*
Author: **Vinit Parida**, *Luleå U. of Technology*

Traditional manufacturing firms take more operational responsibility and business risk when offering their customers outcome-based services (OBS). Research on servitization recognizes multiple paradoxical tensions between product- and service business that manufacturers must to accept and cope with. Using an explorative case study approach on three OBS providers, we find that the paradoxes related to this extreme servitization business model are related to control, knowledge and dependency. The found paradoxes are interlinked through an insoluble trefoil knot, which will persist while the OBS relationship continues to exist. Thus, OBS provider firms' managers cope with the paradoxical tensions using coping strategies we coin commitment, acknowledgement and alliancing. Overall, the current study contributes to the paradox theory – an alternative to traditional organization theories. More specifically, we contribute to paradoxes in servitization literature by elaborating the interplay of paradoxical tensions in an advanced form of servitization, that is, OBS.

Paper is Available to Meeting Registrants Only.

TIM: Consequences of Performance-Related CEO Dismissal for Firm Innovation Outcomes  

Author: **Ali Samei**, *TUM School of Management, Technical U. of Munich*
Author: **Mohamad Hasan Sadri Karami**, *IE Business School*

Among different types of CEO turnovers, performance-related CEO dismissals are usually a response to the request by unhappy shareholders to turn around a troubled firm. This may have negative long-term consequences for firms if the pressure to deliver short-term returns disincentivizes newly appointed CEOs from pursuing relatively risky and uncertain, but important, long-term growth strategies. In this study, we find in particular that performance-related CEO dismissals reduce firms' innovation activities. We also argue that corporate governance structures that insulate the board and the new CEO from pressures by shareholders can reverse or weaken this negative relationship. Using a sample of CEO turnover events among S&P 1500 firms over 18 years, we show that (only) performance-related CEO dismissal have a long-lasting negative effect on the amount of innovation a firm produces starting from the year immediately following the dismissal. Our results also show that the presence of informed institutional investors, high voting power of directors, and the existence of a family relative of the CEO among the board of directors, will reverse or weaken the negative effect of performance-related CEO dismissal on innovation. We provide several robustness tests to rule out alternative explanations. The paper thus provides important insights into the long-term consequences of the CEO dismissals for firms.

Paper is Available to Meeting Registrants Only.

TIM: Exploitation & Exploration in Product Innovation of IT Firms: A Unified Framework of Decision Making 

Author: **Yueyue Zhang**, *Fudan U. School of Management*
Author: **Ling Xue**, *Georgia State U.*
Author: **Xia Zhao**, *U. of Georgia*
Author: **Cheng Zhang**, *Fudan U.*

This study examines IT firms' product innovation orientations using a unified framework that incorporates both the backward-looking perspective and the forward-looking perspective of organizational decision making. Adopting a word-embedding technique, we analyze the text content of IT firms' product announcements to assess their exploitative and explorative orientations in product innovation. We consider performance feedback as the key backward-looking factors and expected competitive threats as the key forward-looking factor, and also take into account IT firms' alliance network structure. Based on a sample of 921 public US IT firms between 2002 and 2016, we find that IT firms lean more towards exploration-based product innovation when their past performance falls below their aspiration levels to a greater extent, but the effect of above-aspiration performance is ambiguous. IT firms lean more towards exploitation-based product innovation when they expect a higher extent of competitive threats in product market, but this relationship can be weakened by the cohesion of their alliance networks. Our study contributes to the research on exploration and exploitation by assessing these innovation orientations based on actual product outcomes, and using a unified framework to integrate perspectives from different theoretical domains.

Paper is Available to Meeting Registrants Only.

TIM: Managers' Perceptions of Security Threats: The Case of Data Breaches   

Author: **Joseph Simpson**, *Virginia Tech*
Author: **Ana Sariol**, *Valparaiso U.*

Organizations survive to the extent that they are able to provide adequate protection for their critical resources: personnel, information, and assets. Malicious actors including competitors, disgruntled insiders, terrorists, and nations frequently seek to steal, harm, damage, or destroy a firms' resources. These actors often prey on firms because they are suitable targets or vulnerable to attack, suggesting opportunity is present. Using crime theory of opportunity, we explain why perceptions of vulnerability exist in some industries or firms. Past archival studies have examined factors that increase or reduce the risk of firms experiencing a security breach, but such research remains nascent and does not take an inclusive approach. The current study attempts to replicate and extend the results of past archival research using a survey approach to explore predictors of security breaches. Using a sample of 265 senior executives, this study explores predictors of experiencing industry and firm security breaches. Through a crime theory of opportunity lens, the findings reveal that some industry, organizational, and executive characteristics are significantly related to perceptions regarding the frequency of security breaches by executives.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1277** | Submission: **17233** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:15PM - 3:00PMET (UTC-4)**

Does Form Follow Function? Organizational Responses to Competitive, Normative, & Regulatory Demand



Digital Session Chair: **Michaela Kerrissey**, *Harvard U.*

HCM: So Happy Together: A Scoping Review on Effectiveness of Inter-Organizational Care Delivery Networks

Author: **Robin Peeters**, *Maastricht U.*
Author: **Daan Westra**, *Maastricht U.*
Author: **Arno J A Van Raak**, *Maastricht U.*
Author: **Dirk Ruwaard**, *Maastricht U.*

While inter-organizational networks are widely recognized as a mode of organization to address the wicked problems in health care, we have a limited understanding of what makes these networks effective. This is imperative to keep health care delivery of high value (i.e. affordable and of high quality). In this study, we therefore performed a scoping review of the empirical literature that describes factors that influence the effectiveness of health care delivery networks. Our search yielded 3061 unique papers, of which 12 met our inclusion criteria. Much of the excluded literature studied different types of networks that did not seek to lower cost or improve quality, or lacked an explicit methodological approach. Included studies additionally lack robust theoretical foundation. Studies typically operationalize network effectiveness as a process measure, such as the degree of collaboration, rather than outcome measures. Furthermore, effectiveness is mostly measured as the perception of network members rather than actual goal attainment. Notably, coopting the operational level receives more attention in the health care literature, while the context remains underreported. To fully understand the factors influencing network effectiveness, there is need for more theoretically and methodologically robust research connecting perceived effectiveness, measured effectiveness, and the factors influencing network effectiveness.

Paper is Available to Meeting Registrants Only.

HCM: Social Features of Integration in Health Systems: Normative and Interpersonal Integration

Author: **Michaela Kerrissey**, *Harvard U.*
Author: **Zhanna Novikov**, *Stanford U.*
Author: **Hassina Bahadurzada**, *Stanford U.*
Author: **Veronique Martin**, *Stanford U.*
Author: **Anna Sinaiko**, *Harvard T.H. Chan School of Public Health*
Author: **Sara Singer**, *Stanford U.*

More is known about the structural features of health system integration than about their social features – elements of normative and interpersonal integration – that might be important factors affecting provider experience and care quality. We surveyed 1,360 staff and physicians at 59 practice sites within 17 health systems (828 responses; 61% response rate). Building on an established conceptual model, we measure normative integration as having aligned norms and interpersonal integration as collaboration among professionals and with patients. Survey items underwent cognitive testing and domains demonstrated strong psychometric properties. Normative and interpersonal integration were both consistently related to perceptions of better experience and care quality (e.g., a one-point increase in practices' normative alignment was associated with 0.53-point higher job satisfaction and 0.77-point higher perceived quality in the practice, all measured on 1-5 scales, $p < 0.001$). Interpersonal integration focused on the patient moderated the relationship between functional hospital-primary care integration and perceived care quality, but it did not uniformly strengthen the relationship. Variation in normative and interpersonal integration may help explain why some health systems better integrate care, pointing to social features of integration as potential resources for improvement.

Paper is Available to Meeting Registrants Only.

HCM: Do Soft Cost-control Measures Change Productivity? - Preferred Statin Prescribing in Germany

Author: **Daniel Avdic**, *Monash U., Australia*
Author: **Katharina Elisabeth Blankart**, *U. of Duisburg-Essen*

We study the efficacy of preferred drug policies in altering physicians' prescribing behavior for the high volume drug class of HMG-CoA-reductase inhibitors (statins) in Germany. Using a nationally representative panel of ambulatory care physicians between 2011 and 2014, we exploit the regional administrative structure of German healthcare policy to estimate treatment effects of changes in preferred drug policies across regions and time. To identify relevant policy parameters we specify a physician agency model to describe the incentive for the physician to use preferred drugs compared to non-preferred drugs. We account that physicians face a risk of a recourse claim when non-compliant. We then empirically analyze how physicians adapt their prescribing behavior in face of a policy change in a situation where the current standard of care is contested by generic entry of atorvastatin, a blockbuster drug of similar efficacy-safety-cost profile. Changes in the preferred drug policy does not lead to higher levels of the preferred drugs prescribed, on average. However, this average effect conceals treatment effect heterogeneity by a physician's compliance status pre-/post-policy and across the statin drugs of the preferred drug regimen. The large number of physicians who always comply do not change their behavior as expected. It is non-compliant physicians at risk pre-policy and never compliers by sticking to simvastatin despite the rise of the now generic atorvastatin.

Paper is Available to Meeting Registrants Only.

HCM: Value-based Integrated Performance Management Tools in Healthcare: A Sociomaterial Work Story

Author: **Élizabeth Côté-Boileau**, *U. of Sherbrooke*

Author: **Mylaine Breton**, *U. of Sherbrooke*

Author: **Linda Rouleau**, *HEC Montreal*

Author: **Jean-louis Denis**, *U. of Montreal*

Purpose: Explore the appropriation of control rooms (value-based integrated performance management tools) implemented in Quebec's (Canada) publicly funded health system as a form of legitimate sociomaterial work. **Design/methodology/approach:** Multi-site organizational ethnographic case studies (N=2) in two Integrated health and social services centers, with narrative process analysis of triangulated qualitative data collected through non-participant observation (163 hours), individual semi-structured interviews (N=34), and document review (N=143). **Findings:** Three types of legitimate sociomaterial work emerge from appropriating control rooms: 1) reformulating performance management work; 2) disrupting accountability work and; 3) effecting value-based integrated performance management. Each actor (tools, institutions and people) follows recurrent institutional and organization work-paths: tools consistently engage in disruptive and technology work; institutions consistently engage in maintaining and strategy work, and people consistently engage in creation and boundary work. We present a refined multi-faceted theoretical framework of appropriating tools in health care as sociomaterial work, working on three intersected levels: actors, units and work. **Practical implications:** This paper offers a new understanding of performance management practice in health care as dynamic, inclusive and value-based (people-centred). It also offers actionable knowledge on how to create better health and organizational value with tools. Finally, it provides a new comprehensive multi-faceted theoretical framework to inform the work of appropriating tools in health care. **Originality:** We hope to stimulate new and original scholarship around the under-theorized concept of sociomaterial work, challenging both theoretical and ontological conceptions of work in healthcare organizations and beyond. **Keywords:** Appropriating, management tools, performance management, value-based care, integrated care, sociomaterial work, social-symbolic work, institutionalism, organizational qualitative research, multi-sites ethnographic case study, multi-level narrative process analysis

Paper is Available to Meeting Registrants Only.

HCM: Battling Over the Harm Reduction Logic in Addiction Services: The Role of Emotions  

Author: **Emma (Lei) Jing**, *U. of Alberta*

Author: **Jo-Louise Huq**, *U. of Calgary*

Author: **Trish Reay**, *U. of Alberta*

In this paper, we investigate how actors in the addictions field have been battling over the introduction of the harm reduction logic – principles of addiction services that aim to reduce the adverse effects of drug use while individuals with addictions continue to use drugs. In particular, we give attention to how emotions have played a role in this continuing battle. Through an inductive process, we identified highly emotional dimensions of the harm reduction logic, and focused our analysis on the emotion-based mechanisms employed by proponents and opponents of the harm reduction logic. We observed that during different time periods, principles of harm reduction were alternately strengthened or diminished. Our findings highlight the difficulties in introducing novel approaches to critical health concerns, such as addictions that have significant social implications. Theoretically, we contribute to the literature on institutional logics by focusing on the emotion-based aspect of certain logics, and by explaining how actors can strategically use emotions to strengthen or weaken particular approaches to healthcare concerns.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1278** | Submission: **17236** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:15PM - 3:00PM ET (UTC-4)**

The Impact of the COVID-19 Pandemic on Healthcare Professionals



Digital Session Chair: **Karleen F. Giannitrapani**, *Stanford U. / VA Palo Alto*

COVID-19 and Healthcare Professionals

HCM: The Impact of COVID-19 on Healthcare Workers Moral Emotions and Workplace Commitment

Author: **Morgan Davidson**, *U. of Toronto, Institute of Health Policy, Management & Evaluation*

Author: **Meena Andiappan**, *U. of Toronto*

The novel coronavirus (COVID-19) pandemic is a major health crisis that is continuing to have a profound impact on healthcare organizations worldwide. As infection rates surge, there has been global shortages of personal protective equipment, critical medications, ventilators, and hospital beds, meaning that healthcare workers are facing increasingly difficult workplace situations. In this conceptual study, we argue that these situations can lead to moral emotions of contempt, anger, and disgust. This paper explores these moral emotions and their impact on healthcare workers' organizational commitment in the context of COVID-19. Drawing from the moral emotions and organizational commitment literatures, we develop a process model to demonstrate how healthcare workers' professional commitment is amplified while their organizational commitment is decreased. The potential for positive organizational outcomes from negative moral emotions is discussed, followed by theoretical and practical contributions of the model, and finally, directions for future research are identified.

Paper is Available to Meeting Registrants Only.

HCM: Protecting Health Care Workers During COVID-19: Needs Assessment of VA Employee Occupational Health

Author: **Karleen F. Giannitrapani**, *Stanford U. / VA Palo Alto*

Author: **Susan Giannitrapani**, *Wilmington VA Medical Center*

Author: **Karl Lorenz**, *Stanford U. / VA Palo Alto*

Author: **Matthew McCaa**, *VA Palo Alto*

Author: **Elizabeth M. Yano**, *VA Greater Los Angeles Healthcare System*

Author: **Wendy Thanassi**, *Stanford U. / VA Palo Alto*

Author: **Cheyenne DeShields**, *Case Western Reserve U.*

Author: **Cati Brown-Johnson**, *Stanford U. / VA Palo Alto*

Objective: Early in the pandemic, Veterans Health Administration (VHA) Employee Occupational Health (EOH) providers were tasked with assuming a central role in coordinating employee COVID screening and clearance for duty, representing entirely novel EOH responsibilities. In a rapid qualitative needs assessment, we aimed to identify learnings from the field to support the vastly expanding role of EOH providers in a national healthcare system. Methods: We employed rapid qualitative analysis of key informant interviews in a maximal variation sample on the parameters of job type, rural vs urban, and provider gender. We interviewed n=21 VHA EOH providers between July-December 2020. This sample represents 15 facilities from diverse regions of the United States (large, medium, and small facilities in the Mid-Atlantic; medium sites in the South; large facilities in the West and Pacific Northwest). Results: Five interdependent needs included: 1) infrastructure to support employee population management, including tools that facilitate infection control measures such as contact tracing (e.g., employee-facing electronic health records, coordinated databases); 2) mechanisms for information-sharing across settings (e.g., VHA listserv), especially for changing policy and protocols; 3) sufficiently-resourced staffing using detailing to align EOH needs with human resource capital; 4) connected and resourced local and national leaders; 5) strategies to support health care worker mental health. Conclusions: Our needs assessment highlights local and system level barriers and facilitators of EOH assuming expanded roles during COVID. Integrating changes both within and across systems and with alignment of human capital will enable EOH preparedness for future challenges.

Paper is NOT Available. Please contact the author(s).

HCM: Servant Leadership and Healthcare Professionals' Outcomes during COVID19: The Role of Safety Climate

Author: **Khalid Dahleez**, *Associate Professor of Management, A'Sharqiyah U. - Oman*

Author: **Mohammed Aboramadan**, *U. of Insubria*

The negative effects of the COVID-19 pandemic open the door to investigate what leadership practices are needed to guarantee positive work-related outcomes among employees in organizations. This research proposes, building on the norm of reciprocity, a model to examine the role of servant leadership in stimulating task performance and risk-taking behaviors among healthcare professionals during the pandemic. In this model, safety climate was theorized to serve as a mediating variable between servant leadership, task performance and risk-taking behavior. Data in this study were collected from 237 healthcare professionals (Medical and Administrative Staff) working in Palestinian hospitals. Partial least-squares structural equation modelling was employed to analyze the data. The results of this study demonstrate that servant leadership is effective in fostering task performance and risk-taking behaviors in crisis times. Safety climate showed to exert a full mediating effect among the aforementioned relationships. Finally, results demonstrated that healthcare professionals with high experience are more willing to engage in risk-taking behavior. Discussion, implications, and limitations are discussed.

Paper is NOT Available. Please contact the author(s).

Author: **Yufan Deng**, *Florida State U.*

Author: **Christian Kiewitz**, *U. of Dayton*

Author: **Samantha Jordan**, *U. of North Texas*

Author: **Wayne Hochwarter**, *Florida State U.*

HCM Division Best Student Paper Award

Our study investigates the psychological process that links event characteristics related to the COVID-19 pandemic (i.e., perceived novelty, disruptiveness, and criticality of the event) to compassion fatigue (CF) and subsequent post-traumatic stress disorder (PTSD) in nurses. Analyzing data from 171 nurses revealed that the perceived disruptiveness and criticality of COVID-19 events were positively related to nurses' CF, a form of caregiver burnout, leading to COVID-19 instigated PTSD. Contrary to our hypothesis, the perceived novelty of the COVID-19 event was negatively related to CF. Also, the indirect effect of COVID-19 perceived novelty on PTSD mediated by CF approached significance only. Our study extends event system theory by conceptualizing and empirically investigating the role of psychological processes that link event features and resultant outcomes while also contributing to the literature by providing practical implications on recommended preparations for future extraordinary events.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Public and Nonprofit Governance and Strategy

Digital Session Chair: **Marina Gama**, *FGV-EAESP*

PNP: Political Ties to Nonprofit Connections? The Strategic Reconfiguration of Cross-Sector Interaction

Author: **Marina Gama**, *FGV-EAESP*
Author: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

When corporate political ties fall out of public favor, do firms establish more ties with nonprofit actors instead? Using panel data from publicly listed firms in Brazil between 2010 and 2017, we examine their response to the 2014 corruption probe named "Operation Carwash". We find that Operation Carwash indeed triggered an overall increase in nonprofit ties, including for those firms with preexisting connections to the nonprofit sector, but also generated greater interdependence between political and nonprofit ties. Our findings help advance a dynamic perspective on nonmarket strategy and stakeholder engagement, by explaining when and how firms reconfigure their nonmarket relationships across sectors of society in reaction to shifts in their institutional environment.

Paper is Available to Meeting Registrants Only.

PNP: Local government decisions in resource allocation: what is stakeholders' role in the process

Author: **Ricardo Correa Gomes**, *FGV - EAESP*
Author: **Erika Lisboa**, *U. of Sao Paulo (FEA/USP)*
Author: **Stephen Osborne**, *U. of Edinburgh*

Resource allocation is paramount to strategic planning in any organization and of great importance to the public sector. However, there is a theoretical gap in the paucity of studies employing stakeholder influences to explain resource allocation decisions. This study contributes to the public management and stakeholder theory literature by offering stakeholder influences (economic, political, and managerial) upon local government resource allocation to deliver elementary educational services. We study a panel data of large Brazilian municipalities with populations over 100,000. The findings contribute to public management and public choice theories in a great deal as it suggests stakeholders as decisive influential factors related to local government decision-making processes. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

PNP: Nonprofit governance: When the private sector controls

Author: **Gwyneth Edwards**, *HEC Montreal*
Author: **Rick Molz**, *Concordia U.*

Using longitudinal case research methods, this paper demonstrates how a for-profit public firm controls a nonprofit organization, using the specific case of Intrawest Corporation, a Canadian property developer, and its timeshare program, Club Intrawest. The research demonstrates how the governance structure allows the for-profit firm to control the assets and revenue streams of the nonprofit organization, while passing on the costs and risk to the timeshare consumers. We believe that this research is one of the first to expose this non-standard governance structure, which questions both the legality and ethics of such a structure.

Paper is NOT Available. Please contact the author(s).

PNP: Understanding Foundation Philanthropy to Human Service Organizations

Author: **Heather MacIndoe**, *U. of Massachusetts, Boston*

Human service nonprofit organizations are a vital part of the social safety net providing a diverse array of services from job training, to assistive housing, to emergency food provision (Allard, 2009). To achieve their missions and raise funds to support their work, human service nonprofits must navigate an increasingly fragmented, complex, and competitive funding environment, piecing budgets together from multiple revenue sources (Allard & Smith, 2014; Galaskiewicz & Bielefeld, 1998; Smith, 2015; Young, 2007). Grants from philanthropic foundations comprise one piece of the funding puzzle for many human service nonprofits (Marx, 1996; Young, 2007). This paper explores foundation grantmaking to human service nonprofits in Chicago, IL from 1990 to 2005. We find three classes of nonprofits: sustained players, nonprofits that are continuously funded (by different foundations); repeat players, nonprofits with greater than average duration of funding; and new entrants, nonprofits that secure foundation funding for only a few years. This pattern of funding led to an increasing concentration of foundation funds in a small, privileged group of organizations. This paper explores the factors leading to this bifurcation of the grants economy and the consequences of such patterns.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1280** | Submission: **15700** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:30PM - 3:00PMET (UTC-4)**

Challenges and Triumphs in Overcoming Adversity: Taking Stock and Looking Forward



Challenges and Triumphs in Overcoming Adversity

Organizer: **Logan Macray Steele**, *U. of South Florida*
Organizer: **Jeffrey Lovelace**, *U. of Virginia - McIntire School of Commerce*
Panelist: **Ivona Hideg**, *Schulich School of Business, York U.*
Panelist: **Sonia Kang**, *U. of Toronto*
Panelist: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Panelist: **Joseph Vandello**, *U. of South Florida*

Myriad scientific disciplines have examined how people overcome adversity (i.e., barriers, challenges, difficulties, and misfortune), ranging from the mundane to the traumatic, to find success in their personal and professional lives. The variety of approaches to examining responses to adversity attest to its importance. However, these varied streams of research also pose some challenges to advancing a comprehensive understanding of this area of research. In this proposed panel, we aim to take stock of the research on overcoming adversity as it pertains to individual and collective life in organizations. Bringing together a group of panelists who use a diverse set of approaches to understand this phenomenon, we aim to identify key findings across studies, opportunities for different streams of research to learn from each other, and promising new directions for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**

Program Session: **1281** | Submission: **16844** | Sponsor(s): **(MOC)**

Virtual session type: **Synchronous Live Open**

Scheduled: **Tuesday, Aug 3 2021 1:30PM - 3:00PMET (UTC-4)**

Proactive Workplace Behaviors: Voice, Personal Initiative, and Location Independence

Digital Session Chair: **Melanie Prengler**, *Texas A&M U., College Station*

MOC: A Grounded Model of Autonomy Calibration in Location-Independent Work Arrangements

Author: **Melanie Prengler**, *Texas A&M U., College Station*

Author: **Anthony Klotz**, *Texas A&M U.*

Author: **Chad Benjamin Murphy**, *Oregon State U.*

The location-independent work arrangement—an arrangement in which employees both work and travel without a permanent home base—is becoming increasingly common. Despite its growing popularity, little research has examined the subjective experiences of location-independent employees, both in terms of how employees enter this work arrangement and how they experience it once they have done so. Using an inductive, qualitative approach, our grounded model suggests that the subjective experience of location independence is comprised of a two-phase process we call autonomy calibration. The first phase explains the motivation and process for becoming location-independent, showing that employees first increase their autonomy by liberating themselves from the structures of traditional work arrangements. The second phase explains the experiences of location-independent workers, showing that employees decrease their autonomy using self-imposed constraints. Our findings indicate that through this two-phase process of autonomy calibration, location-independent workers achieve what we call autonomy equilibrium, or a subjective sense of balance between autonomy and constraints. By developing a grounded model of both the subjective factors that motivate location independence as well as employees' subsequent experiences with that arrangement, our model contributes new theoretical insights to the literature on work arrangements and job design.

Paper is NOT Available. Please contact the author(s).

MOC: The Impact of Reactive versus Proactive Help on Selfish and Unethical Behavior

Author: **Shike Li**, *IE Business School*

Author: **Sumit Malik**, *IE Business School*

Author: **Kriti Jain**, *IE Business School*

This paper contrasts the differential effect of proactive (i.e., unsolicited) help vis-à-vis reactive (i.e., solicited) help on the helper's subsequent selfish and unethical behaviors. We examine this effect and the underlying mechanism across three experimental studies with different contexts and behavioral measures. Building on the literature of counterfactual thinking and aversive comparison, we find converging evidence that reactive (vs. proactive) helpers are more likely to indulge in adverse behaviors (Study 1-3), and this effect manifests because reactive helpers tend to perceive the cost of help as higher (Study 2-3). We use the moderation-of-process approach to validate this mechanism in Study 2 and replicate the effects after controlling for the moral licensing explanation in Study 3. Study 3 further demonstrates the moderated-mediation effect of an individual trait: equity preference and we find that individuals who are innately tolerant to under-reward (i.e., benevolents) exhibit less selfish behavior – despite perceiving a higher cost of help. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

MOC: The Moderating Role of Lack of Needs Satisfaction on Proactive Motivation and Personal Initiative

Author: **Sophia Town**, *Fordham U.*

Author: **Ying Hong**, *Fordham U.*

Author: **Chun-Hsiao Wang**, *National Central U.*

In a workforce marked by telecommuting, decentralization, and automation, the need for employees to take personal initiative is greater than ever before. Research suggests that employees are more likely to engage in self-motivation behaviors such as personal initiative when they possess a high level of proactive motivation (Parker, Bindl & Strauss, 2010), and when their intrinsic needs for autonomy, competence, and relatedness are met (Deci & Ryan, 2000). However, this study extends and complicates this established relationship by demonstrating the moderating role a lack of needs satisfaction plays in the relationship between proactive motivation states and personal initiative. Our findings demonstrate that individuals with high “can do” proactive motivation in the form of self-efficacy take more personal initiative when their intrinsic needs for competence or relatedness are not met. Likewise, individuals with high “energized to” proactive motivation in the form of activated positive affect also take more personal initiative when their need for relatedness is not met. Our findings additionally demonstrate that individual personal initiative is positively related to supervisors' perceptions of their promotability, suggesting that the dissatisfaction of intrinsic needs may actually benefit certain individuals.

Paper is Available to Meeting Registrants Only.

MOC: Voice and Insomnia: A Daily Study of Underlying Affective and Cognitive Mechanisms

Author: **Zahra Heydarifard**, *U. of Texas At San Antonio*

Author: **Dina Krasikova**, *U. of Texas At San Antonio*

In this study, we examined whether the expression of voice, as a prosocial yet psychologically costly behavior, during the day affects employee sleep quality at night and whether sleep quality affects the expression of voice on the next workday. Having surveyed 113 full-time employees twice a day over the course of two weeks, we found that the same-day effect of voice on sleep and the effect of sleep on the next day voice depend on the type of voice. Specifically, we found that employees who express promotive voice experience higher levels of positive affect at the end of the workday, more effectively detach from work at home, and as a result are less likely to suffer from insomnia at night. We also found that employees who express prohibitive voice tend to experience higher levels of negative affect at the end of the workday, are unable to effectively detach from work at home, and consequently are more likely to experience insomnia at night. Our study further demonstrates that, while there is no association between insomnia and next-day prohibitive voice, sleep-deprived employees are less likely to engage in promotive voice on the next day because of being psychologically depleted.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**

Program Session: **1282** | Submission: **16857** | Sponsor(s): **(MOC)**

Virtual session type: **Synchronous Live Open**

Scheduled: **Tuesday, Aug 3 2021 1:30PM - 3:00PMET (UTC-4)**

Edgy Modern Cognition Research: Inauthenticity, Bias, Attribution, & Bullsh*t

Digital Session Chair: **Li Huang**, *INSEAD*

Digital Session Chair: **Eric Yuge Lou**, *INSEAD*

MOC: To Thine Own Self Be True, Or The Organization Would Seem False Too: Inauthenticity Causes Cynicism 

Author: **Li Huang**, *INSEAD*

Author: **Eric Yuge Lou**, *INSEAD*

Be it a psychological need or a trending vocational prescription, many individuals seek to avoid personal inauthenticity at work for their personal benefits. While prior literature has indeed supported the negative effects of personal inauthenticity on individuals themselves, such as their reduced psychological and physical wellbeing and work engagement, the current work suggests that the experience of inauthenticity can ripple through individuals' psyche to influence their evaluative appraisal of the organization. First, we propose that employees' personal inauthenticity can result in organizational cynicism, a critical appraisal of the organization's motives that causes enduring and insidious harms to organizational effectiveness. Second, we theorize that three psychological processes employees mobilize to address the self-related threats posed by inauthenticity drive its effect on organizational cynicism. A time-lagged field study and an experiment provide support for the hypothesized main effect and two of the three psychological processes predicted to drive the effect – namely perceived person-organization misfit and lack of moral self-regard. This research moves beyond the traditional focus on the individual outcomes of personal inauthenticity to examine its organizational impact and is also one of the first to systematically theorize and examine the psychological antecedents of organizational cynicism.

Paper is Available to Meeting Registrants Only.

MOC: The good, the bad, and the lucky: Causal attributions for prior outcomes and subsequent risk-taking

Author: **Alexander Hamrick**, *Auburn U.*

Author: **Sana Zafar**, *Auburn U.*

Author: **Miles A. Zachary**, *Auburn U.*

It is well documented theoretically in organizational studies and behavioral economics that prior gains and losses influence an individual's subsequent risk-taking. We argue that this theory is incomplete and should account for not only the prior outcome but also perceptions of why the outcome occurred. In this paper, we integrate attribution theory with quasi-hedonic editing theory to theorize that causal attributions, i.e., how individuals explain an outcome or event, regarding prior gains and losses, influence subsequent risk-taking. We test our hypotheses using two experiments, a poker experiment, and a trivia experiment. Implications as well as future avenues for management research are discussed. Overall, our findings provide a new theoretical perspective on the relationship between prior outcomes, attributions, and subsequent risk-taking.

Paper is Available to Meeting Registrants Only.

MOC: A Functional Perspective on Workplace Bullsh*t: A Multidimensional Scaling Study 

Author: **Kohyar Kiazad**, *Monash U.*

Author: **Fan Xuan Chen**, *U. of Illinois at Urbana-Champaign*

Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*

Integrating functionalist (Snyder, 1993) and typology-driven (Snow & Ketchen, 2014) theorizing, the present endeavor set out to answer the question: why do employees bullsh*t at work? Phase 1 (n = 201) of multidimensional scaling (MDS) identified 36 unique reasons why employees bullsh*t. Phase 2 (n = 610) analyses yielded a two-dimensional configuration of these 36 motives. Phase 3 (n = 118) produced a four-quadrant typology of the motives grounded at the intersection of two established motivational theories: striving goals (Barick, Stewart, & Piotrowski, 2002) and regulatory focus (Higgins, 1997). On the basis of these dimensions, workplace bullsh*t appears to fall into four distinct categories with the following functional properties: a) 'getting ahead' (status-promotion), b) 'getting out' (status-prevention), c) 'getting along' (communion-promotion), and d) 'getting around' (communion-prevention). Theoretical and practical implications of the typology are discussed.

Paper is Available to Meeting Registrants Only.

MOC: The Anti-Scientists Bias: The Role of Feelings about Scientists on COVID-19 Attitudes and Behaviors

Author: **Carmen Julia Sanchez**, *U. of Illinois at Urbana-Champaign*

Author: **David Dunning**, *U. of Michigan*

Across 3 studies, we investigated who expresses concern for COVID-19, or coronavirus, and engages in behaviors that are consistent with slowing the spread of COVID-19. In Studies 1 and 2 (n=415, n=199), those with warmer feelings towards scientists were more concerned and engaged in greater COVID-preventative behaviors, regardless of partisanship. That is, an anti-scientists bias was related to lessened concern and towards less preventive behaviors. Furthermore, those who were the most optimistic about hydroxychloroquine, a purported but unproven treatment against the virus, were less likely to engage in behaviors designed to decrease the spread of COVID-19. In Study 3 (n=259), asking participants to watch a scientist discuss hydroxychloroquine on Fox News led people to greater endorsement of COVID behaviors. In short, positive feelings towards scientists, rather than political attitudes or knowledge, related to who was concerned and those willing to engage in pandemic reducing behaviors. These behaviors were not immutable and can be changed by scientific out-reach.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1283** | Submission: **13788** | Sponsor(s): **(OB, MOC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:30PM - 3:00PMET (UTC-4)**

Biases in Social Networks: Misperceptions Driving Behaviors and Outcomes

Biases in Social Networks



Organizer: **Teodora Tomova**, *NYU Stern*
Organizer: **Francesca Nannetti**, *ESSEC Business School*
Presenter: **Velvetina Siu Ching Lim**, *UCL School of Management*
Participant: **Blaine Landis**, *U. College London*
Participant: **Ye Jin Park**, *INSEAD*
Participant: **Kelly Nault**, *INSEAD*
Presenter: **Ko Kuwabara**, *INSEAD*
Presenter: **Francesca Nannetti**, *ESSEC Business School*
Presenter: **Teodora Tomova**, *NYU Stern*
Discussant: **Martin J. Kilduff**, *UCL School of Management*

Creating a social network from which one can benefit is not an easy-to-navigate process. Individuals behave according to rules of bounded rationality (Simon, 1972) when creating social networks, which often leads to misconceptions and pressing biases about different aspects of the networking process. For instance, individuals may share certain prejudices about the alters with whom they network or with whom they could initiate a social connection (Brands, 2013; Brands, Menges, & Kilduff, 2015; Hinds, Carley, Krackhardt, & Wholey, 2000; McPherson, Smith-Lovin, & Cook, 2001). Individuals may also hold misconceptions about their own ability to network (Kuwabara, Hildebrand, & Zou, 2018; Kuwabara, Zou, Aven, Hildebrand, & Iyengar, 2020) or their role in the networking process (Brashears, Hoagland, & Quintane, 2016; Casciaro, Carley, & Krackhardt, 1999; Simpson, Markovsky, & Steketee, 2011). In addition to biases regarding the ego and alters, the process of networking itself may represent another target of misjudgment: individuals may perceive the process of networking as dirty and unethical (Casciaro, Gino, & Kouchaki, 2014). Finally, individuals may also share misperceptions about the existence and the nature of their relationship with others (Byron & Landis, 2020; Landis & Byron, 2016). To better understand how these misconceptions impact individuals' willingness to create, maintain and utilize their social networks, and the downstream consequences such misconceptions lead to, we offer four presentations in which we explore the biases and misconceptions that individuals hold about the characteristics of their counterparts, as well as the means and reasons they can advance to capitalize on their pre-established social connections to extract networking-related benefits.

Gender stereotypes and individual creativity. The network effect.

Author: **Francesca Nannetti**, *ESSEC Business School*

The Influence of Relational Misperceptions on Idea Sharing and Implementation

Author: **Velvetina Siu Ching Lim**, *UCL School of Management*
Author: **Blaine Landis**, *U. College London*

Can you (or someone you know) help me? Making a generalized help request to mitigate referral aversion

Author: **Ye Jin Park**, *INSEAD*
Author: **Kelly Nault**, *INSEAD*
Author: **Ko Kuwabara**, *INSEAD*

T.I.E.S.S.: The Motives that Illuminate Network Tie Favoritism at Work

Author: **Teodora Tomova**, *NYU Stern*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Novel Approaches to Organizational Performance

Organizational Performance



Digital Session Chair: **Felipe Csaszar**, *U. of Michigan*

OMT: **Organizations as Decision Boundaries: How Structure Can Compensate for Flawed Mental Representations**

Author: **Felipe Csaszar**, *U. of Michigan*
Author: **Luke Rhee**, *U. of California, Irvine*

Because aggregation structures and mental representations have opposing effects on fallibility—mental representations are a source of errors while aggregation structures aim to overcome these—aggregation structures can be used to compensate for flawed mental representations. Yet given the multiple structures from which to choose and given that their effects depend on environmental factors, it is not clear which structure is best suited to what circumstances. To answer that question, this paper develops a formal model of group decision making among individuals who base their decisions on flawed mental representations. The model predicts the performance of three different aggregation structures (delegation, unanimity, and averaging) under different environments (defined by their munificence, uncertainty, complexity, and attribute dominance). We show that the concept of “decision boundary,” an idea we borrow from the machine learning literature, explains when and how aggregation structures compensate for flawed representations. This allows us to characterize the conditions under which it is preferable to use different aggregation structures as well as situations where all aggregation structures perform poorly. More generally, our paper provides a theoretical framework to understand how aggregation structure, mental representations, and the task environment jointly determine organizational performance.

Paper is NOT Available. Please contact the author(s).

OMT: **Mapping Organizational Design as NK Graphs: A Neural Network Approach**

Author: **Siping Ren**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech*
Author: **Ksenia Podoyunitsyna**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech.*

The concept of interdependence has been widely theorized in organization theory and strategy using NK model, yet rarely has it been empirically explored. In this research we develop a novel way, building upon the advancements in Artificial Intelligence, to measure the interdependencies (K) among the firm activities (N). The method enables reconstructing the NK configurations of individual firms and represent them as graphs providing detailed insights into the whole structure of interdependencies. We use a sample of 2298 SMEs, 6 months of financial transactions per firm. In the obtained NK graphs, the bilateral relationships, i.e. interdependencies, and the unilateral relationships, i.e. dependencies, can exist simultaneously. We find that while interdependencies (compared to dependencies) are less prevalent than previously assumed, they have a more positive relationship with firm performance. We further observe that the centralization of the (inter)dependency pattern, instead of the bilateral or unilateral relationships, drives the firm performance differences. Finally, we observe substantial heterogeneity in terms of how firms in the same industry enact the K, and find that firm-level rather than industry-level interdependence variation drives the firm performance differential. We find that while interdependencies (compared to dependencies) are less prevalent than previously assumed, they have a more positive relationship with firm performance. We further observe that the centralization of the (inter)dependency pattern, instead of the bilateral or unilateral relationships, drives the firm performance differences. Finally, we observe substantial heterogeneity in terms of how firms in the same industry enact the K, and find that firm-level rather than industry-level interdependence variation drives the firm performance differences.

Paper is NOT Available. Please contact the author(s).

OMT: **Four Questions for Organizational Resilience: A Review and a General Framework for Future Research**

Author: **Ekin Ilseven**, *INSEAD*

Understanding how organizations deal with frequent unexpected disruptions and thrive will be an important stream of management research, as times of predictability and manageable complexity which are considered as “business-as-usual” are slowly being left in the past. The long-term survival of a system in the presence of adversities can be effectively investigated through organizational resilience perspective. However, our literature review of the leading management journals has shown that there is fragmentation and ambiguity in responses to the four fundamental questions that would concern any construct: How is it different from what we already know? What is it? What leads to it? What are its consequences? In this work, we offer an integrative general framework which seeks answers to these four questions and sets a potentially fruitful direction for more focused future research. Specifically, organizational resilience research would notably benefit from investigating equifinality in achieving organizational resilience, processes of decision-making leading to it, and both temporal and multi-level trade-offs arising from it. Moreover, we not only align with previous calls for more large-scale empirical analysis, but also point out that new econometric methods may be necessary to pin down relevant causal mechanisms of organizational resilience.

Paper is Available to Meeting Registrants Only.

OMT: **Infrastructures and Superstructures**

Author: **Joshua Hurwitz**, *Stanford Graduate School of Business*

Crises occur when risks become elevated and unmanaged, such that the organization’s continued existence comes into question, requiring swift, yet ambiguous action to resolve (Pearson and Clair 1997). To overcome crises, organizational decision-makers moot possible solutions. I propose here that crisis solutions have a common structure, containing crisis-specific actions overlaid upon a mapping of activities and functions that will be maintained, restricted, and curtailed. When enacted such solutions serve to allocate rights, resources, and risks via these features. Second, I consider how crisis solutions come to be devised, suggesting that they become Latourian heterogeneous networks of actors, ideas, and concepts, rife with both inconsistencies and interdependencies. A case study of the delineation of “essential businesses” during the COVID-19 pandemic is used to illustrate the process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1285** | Submission: **17315** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 1:30PM - 3:00PM ET (UTC-4)**

Dynamics of Markets and Ecosystems

Market and Ecosystem Dynamics

Digital Session Chair: **Ravi Shankar Pandey**, *Indian Institute of Management, Bangalore*

OMT: **A Time to Create, Imitate, Dream and Execute: Entrepreneurship in Emerging Electric Vehicle Industry**

Author: **Ravi Shankar Pandey**, *Indian Institute of Management, Bangalore*
Author: **Dalhia Mani**, *Indian Institute of Management, Bangalore*

The human and economic costs of pollution and climate change are especially high for emerging markets; thus, the need to shift to sustainable technologies is essential and urgent. However, the development and commercialization of any new product requires an ecosystem consisting of resource providers such as investors, suppliers, complementors, favorable policy and regulations, and more importantly, a market for these products. How does such an ecosystem emerge, especially in an emerging market context where there are institutional gaps and even “normal” entrepreneurship is difficult? We investigate this question in the context of the Indian electric vehicle industry, using 40 years of archival data, 54 semi-structured interviews, and ethnographic field notes. Our findings suggest that institutional entrepreneurship is more complicated than previously imagined and involves multiple eras characterized by a distinct combination of technology, supplier and complementors, market and competition, capital, and regulation. Each era gives rise to a distinct type of entrepreneur (the Schumpeterian visionary, the Kerznerian opportunist, the Buchananian aesthete, and the Knightian pragmatist), and the actors in each era, often accidentally and unintentionally, create the conditions for the next, culminating over time in an electric vehicle ecosystem that can support viable businesses. We contribute to the literature on ecosystems by taking a longitudinal perspective and showing how ecosystems involving various actors emerge across multiple stages. We also add to the literature on industry emergence by investigating an emerging market context where the chief source of uncertainty is not just technology but the interdependent and evolving uncertainty of regulation, market, capital and supplier.

Paper is NOT Available. Please contact the author(s).

OMT: **The Active Persistence of Shared Characteristics in an Organized Market**

Author: **Wendy Kilminster**, *Cass Business School, City U. London*
Author: **Alessandro Giudici**, *Cass Business School, City U. London*
Author: **Paula Jarzabkowski**, *City U. London*

Finalist for the OMT Division Best Paper Award

The organizational stability literature typically frames not changing as a negative, the result of failure to change. This raises a puzzle about the extent to which intentional stability may play a role in the persistence of shared interorganizational characteristics. We examine the persistence of a longstanding normalized practice in an organized market. Despite inefficiencies being experienced by participants and significant change in other shared characteristics, the focal characteristic has undergone remarkably little change. We find the deterministic forces of path dependence are only one possible mechanism of persistence. We identify an intentional maintenance process, which we term active persistence. Repeated reviews of the characteristic, led by a central organizing actor, privilege the collective level interests of the market. Active persistence results in a decision that the market is best served by the retention of the characteristic. Active persistence is either stabilizing or pragmatic, depending on participants’ interests in, and the temporal orientation of, the decision problem.

Paper is Available to Meeting Registrants Only.

OMT: **The Other Invisible Hand: How Markets Can Propagate Errors**

Author: **Sheen S. Levine**, *U. of Texas at Dallas*
Author: **Edward J. Zajac**, *Northwestern U.*

Markets, the arenas where many strategies are enacted, are ubiquitous in modern society. This status is often justified by their presumed ability to aggregate bits of information into a single unbiased estimate of value. While acknowledging their unique role, we suggest that markets can also propagate individual valuation errors, agglomerating them into price bubbles. We offer a more sociological interpretation of such collective errors by advancing the notion that the very ubiquity of markets can cause participants to overweight market signals, thereby undermining the accuracy of individual decision-making. To identify causality, we study behavior and outcomes in laboratory markets resembling highly competitive strategic markets. Consistent with a perspective that theorizes markets as institutionalized practices, we find that even when participants possess and comprehend the information needed to price assets accurately, they are overly attentive to market signals (i.e., others’ valuation). Thus, they are likely to mimic others’ valuations — even when these reflect a distortion of an asset’s true value. We further predict and find that such overattention is also sensitive to differences in levels of ambiguity, as institutional theory predicts. We conclude by highlighting the relevance of our micro-institutionalization perspective, empirical approach, and supportive findings for research on valuation errors, market dynamics, micro-institutional processes, and behavioral strategy.

Paper is Available to Meeting Registrants Only.

OMT: **Structuring Multi-Dimensional Collective Identity in Clusters**

Author: **Andrea Carlo Lo Verso**, *Alma Mater Studiorum U. di Bologna*
Author: **Cristina Boari**, *Department of management, Bologna U.*
Author: **Aurora Carneiro Zen**, *PPGA - EA - UFRGS*

The paper explores the discursive formation of supra-organizational collective identities. Adopting a field-level approach, we expound how the meaning-making activity on collective identities is embedded in a broader discourse and is in turn articulated on a number of different dimensions. Additionally, we analyze how different field actors have a specific role in structuring each of these dimensions. Empirically, the paper is built upon textual data regarding the Brazilian wine-making cluster of the “Serra Gaúcha” region that offers a convenient setting to explore the formation of a collective identity, which is there perceived as a hot issue at stake by different field actors. Our main contribution is that the collective identity of fields and industries can emerge as the result of a distributed discourse, and not just as an interplay between identity promoters (internal field actors) and identity validators (external audiences). In this more complex discursive interplay between multiple actors, professional associations may assume a pivotal role thanks to their interest in boundary demarcation that results in efforts to formalize the collective identity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Impact Investing and Disclosures

Digital Session Chair: **Laurens Vandeweghe**, *ETH Zürich*

 **ONE: Strange Bird in the Breed: The Translation of the Impact Investing Concept to the Corporate Logic**   

Author: **Laurens Vandeweghe**, *ETH Zürich*

William H. Newman Award Nominee

In the face of the aggravating state of many grand challenges, corporations are increasingly pursuing and trialling less-conventional ideas, practices and models from fundamentally different fields to affect positive environmental and social change. While institutional scholars have explored the translation of ideas, practices, and forms in-between contexts that adhere to the same or largely compatible logics, much less is known about the translation of concepts in between mutually incompatible logics. Drawing on a 21 months long ethnographic single case study of the translation of the concept of impact investing to a European media corporation, I show that the corporate motivations for such translation gradually change from ideological to pragmatic as incompatibility tensions surface, and that internal agents morph the translated concept from a strict coupling to a decoupling with the source concept in response to these changes. My findings contribute to the literatures on institutional translation, organizational adoption of practices and ideas, and business and the natural environment.

Paper is NOT Available. Please contact the author(s).

ONE: Delineating Impact Investing: A Bibliometric Review

Author: **Truzaar Dordi**, *U. of Waterloo*
Author: **Phoebe Stephens**, *U. of Waterloo*
Author: **Sean Geobey**, *U. of Waterloo*
Author: **Olaf Weber**, *U. of Waterloo*

Nomenclature like impact investing, ethical investing, and responsible investing have grown quickly in recent years as investors explore the nexus between financial, environmental, and social returns. However, a common topic of debate in both academic and grey literature is establishing definitional clarity around the motivations and applications of each form of investment strategy. Adopting recent advancements in quantitative textual analysis and bibliometrics this study explores the current status of these related but disparate fields of research, by analyzing the metadata of 929 publications. We argue that impact investing, due to its emphasis on intentionality, multi-criteria decision-making, and incommensurability of values, is particularly well suited to address grand societal challenges like poverty, well-being, and climate change. However, impact investing remains a nascent subfield of social finance. We conclude that impact investing research should adopt bespoke theoretical frameworks to advance the field of study.

Paper is Available to Meeting Registrants Only.

ONE: Truth Hurts? Mandatory Environmental Information Disclosure and Regulatory Activities 

Author: **Zhengyan Li**, *U. of Michigan, Ross School of Business*

This paper examines the impacts of mandatory environmental information disclosure policy on the implementation of traditional command-and-control environmental regulations in the context of the Toxics Release Inventory (TRI), which is a major environmental information disclosure program in the United States, and the Clean Air Act (CAA). With a difference-in-differences research design that exploits TRI's expansion of industry coverage in 1998, which has applied TRI's disclosure requirements only to larger facilities in the newly covered industries, I find that regulators significantly increased the numbers of CAA inspection activities on facilities that started to disclose information in the TRI, while the numbers of CAA enforcement activities did not change. Complementing the large body of literature that investigates various stakeholders' responses to information disclosure policy, the findings suggest regulatory response is also an important mechanism for the efficacy of information disclosure policy. They also highlight the strong intercorrelations between different forms of environmental policy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Asynchronous Perspectives on Corporate Strategy

Digital Session Chair: **Anish Purkayastha**, *U. of Sydney Business School*

STR: **Impact of Ownership Structure on Communication of Corporate Strategy**

Author: **Sze Sze Wong**, *Nanyang Technological U.*

Author: **Heather Li**, *Bentley U.*

Author: **Shen Rui**, *The Chinese U. of Hong Kong, Shenzhen*

According to impression management research, strategic leaders tailor their strategic communication to elicit favorable investor reactions. However, past research on strategy communication view investors as a monolithic group, even though institutional investors are heterogeneous in trading strategies. Building on research that highlights the distinctive trading preference of transient institutional investors, we offer a novel model to explain that leaders strategically tailor the content of their strategic communication to appeal to this group. We find that leaders selectively emphasize corporate growth and de-emphasize corporate refocusing in their strategic communication when their firm has higher transient ownership. To examine when such bias in communication is reduced, we integrate managerial discretion theory to examine the conditions when leaders engage in less discourse catering. By drawing attention to the heterogeneous preferences of institutional investors, our research not only highlights how leaders' communication of strategy might be biased but also opens new lines of inquiry into impression management techniques that are based on selective disclosure of strategic content.

Paper is NOT Available. Please contact the author(s).

STR: **Agency conflict in diversified business groups and performance of affiliated firms in India**

Author: **Anish Purkayastha**, *U. of Sydney Business School*

Author: **Chinmay Pattnaik**, *U. Of Sydney*

Author: **Atul Arun Pathak**, *Indian Institute of Management Nagpur*

This study examines how diversification in Indian business groups creates multiple forms of agency problems and has performance implications for group affiliated firms. Departing from prior literature which emphasizes the principal-principal agency conflict in business groups, we argue that business group diversification leads to dual agency problems between controlling and minority shareholders (principal-principal) and managers and shareholders (principal-agent) in affiliated firms. Both these agency problems arise in diversified business groups through cross-subsidization of affiliated firms by inefficient capital investment, continuing presence of affiliated firms in declining industries, tunneling of resources from profitable affiliated firms, lack of attention by business group headquarters to affiliated firms, and affiliated firm managers' sense of perceived security which negatively impacts affiliated firms' performance. These agency issues are reduced with the increase in product market competition from exposure to international markets and through concentrated promoter ownership in the affiliated firms. Our hypothesized model finds empirical support in a sample of 828 business group affiliated firms in India.

Paper is Available to Meeting Registrants Only.

STR: **The Lower Returns on Political Spending for MNEs**

Author: **Murad A. Mithani**, *Rutgers U., Camden*

Author: **Yulia Muratova**, *Aarhus BSS, Aarhus U.*

Author: **Liudmyla Svystunova**, *Loughborough U.*

We integrate the research on liability of foreignness (LOF), corporate political activity, and positive political theory to argue that campaign contributions offer fewer economic benefits to multinational enterprises (MNEs) than to domestic firms. Using a matched sample of MNEs and domestic firms in India, we found that campaign contributions produced relatively smaller gains for MNEs than for domestic firms. Local political discrimination against MNEs emanated from fewer direct favors in the form of legislative concessions as well as weaker political influence on the judiciary. Our findings explain that politicians play a central role in the enactment of LOF. Their marginal aversion towards MNEs propagates across the host environment and makes it easier for other governmental agencies and the market to impose higher economic costs on foreign firms. Thus, rather than mitigating, campaign contributions exacerbate LOF.

Paper is Available to Meeting Registrants Only.

STR: **Knowledge Sharing Under Coopetition: The Role of Symbolic and Substantive Actions**

Author: **Eric C. Mota**, *Wichita State U.*

Author: **Dorothy Leidner**, *Baylor U.*

Author: **Juliana Sutanto**, *Lancaster U.*

We empirically analyze determinants of knowledge-sharing in firms operating under coopetition. We note that actions taken by firms can be substantive or symbolic, and the ratio between them helps assessing firm's engagement in knowledge-sharing. Our analyzes suggest that firms are more likely to disguise their intentions using symbolic actions when four complementary conditions are met. From these results conditions, we derive four higher-order constructs that comprise a contractual structure under coopetition: contractual benefits, knowledge ambiguity, joint input production, and pricing of knowledge stocks. They represent our theoretical intent towards a theory that integrates contracting and knowledge elements to explain under which conditions firms are more willing to share knowledge under coopetition. Our work offers contributions to literatures in strategic management, institutional theory, and move forward Brandenburger and Nalebuff's (1996) ideas on coopetition tactics.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reconfiguration, Redeployment and Power-dependence Relations

Digital Session Chair: **Zhonghui Wang**, *California State U. San Bernardino*

STR: Exploring the Impacts of Power-dependence Relations among Large Blockholders: Theory and Evidence 

Author: **Zhonghui Wang**, *California State U. San Bernardino*
Author: **Thomas Brush**, *Purdue U., West Lafayette*

We develop and apply a conceptual model to study how the power-dependence relations among large blockholders influence a firm's adoption of the cumulative voting rule. We posit and confirm that the power of the largest blockholder over the second largest one, when both have at least 5% ownership, negatively impacts the firm's adoption of the cumulative voting rule. The mutual dependence and power imbalance between the two largest shareholders respectively influences the presence of the cumulative voting rule in a negative way. Smaller shareholders can conduct balancing operations to offset the power of their larger counterparts and support the cumulative voting rule. Our research provides evidence that the key concepts and propositions of power-dependence theory offer a new and important perspective from which corporate governance scholars can investigate the impact of large shareholders.

Paper is Available to Meeting Registrants Only.

STR: Managerial Redeployment in Acquisitions 

Author: **Agnes Guenther**, *Copenhagen Business School*
Author: **Francesco Di Lorenzo**, *Copenhagen Business School*
Author: **Hans Christian Kongsted**, *Copenhagen Business School*

Acquisitions are an important means through which firms can reconfigure and redeploy its resources. Among the resources being redeployed, human capital and managerial resources take a primary role. Providing a more comprehensive model of (human) resource reconfiguration post-acquisition, we investigate different mechanisms through which managers are redeployed and externally sourced—transfer, promotion and hiring—and discuss their relative advantages in relation to the 'coordination-autonomy dilemma' in acquisitions. We hypothesize (and find) that (1) redeployment of managers is preferred over the external resource acquisition. (2) The redeployment strategy adopted by the firm is conditional to (1) complexity of the acquisition, and (3) the quality of the acquisition target. Specifically, target managers are more likely to be redeployed by: i) transfer from the acquirer when the acquisition is complex ii) promotion within the target when the quality of the acquisition target is high.

Paper is Available to Meeting Registrants Only.

STR: Corporate Reconfiguration and Corporate Differentiation: Evidence from Divestitures and Acquisitions

Author: **Eva Christina Anguiano-Herbolzheimer**, *U. of Illinois at Urbana-Champaign*
Author: **Sandra Teresa Corredor Waldron**, *U. of Illinois at Urbana-Champaign*
Author: **Steven C. Michael**, *U. of Illinois at Urbana-Champaign*

The current study leverages firms' product information from 10-K filings to examine whether divestiture and acquisition reconfiguration strategies affect the extent to which firms differentiate their products from their closest competitors' products. Our empirical results suggest that after divestitures and sequences consisting of both, acquisition and divestiture moves, the similarity of a focal firm's products to its competitors' decreases. These findings are consistent with firms trying to stake out a (maximum) differentiation position in the product-market space after reconfiguration, suggesting that competition is a neglected factor in the corporate strategy literature. This study contributes to the extant literature on corporate reconfiguration by illustrating the effects of divestiture and acquisition reconfiguration strategies on the competitive positioning of firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Stressors and Work/Career Transitions

Digital Session Chair: **Peikai Li**, *Utrecht U., Department of Social, Health, & Organizational Psychology*

CAR: Challenge, Hindrance, or Threat? A Systematic Review of Appraisal-Based Approaches in Work Stressor

Author: **Peikai Li**, *Utrecht U., Department of Social, Health, & Organizational Psychology*
Author: **Fangzhou Liu**, *Shanghai Jiao Tong U.*
Author: **Maria Peeters**, *Maria C.W. Peeters*
Author: **Toon Taris**, *Utrecht U., Department of Social, Health, & Organizational Psychology*

Although the challenge-hindrance stressor model (CHSM) proposes that work stressors can be clearly divided into challenge and hindrance stressors, there has been mixed support for the model and some researchers have called for moving away from the current CHSM to an appraisal-based approach. Thus, we conducted a comprehensive literature review to answer “what do we know and where do we go” of work stressor appraisal research. The results from 61 empirical studies (N = 19,713) showed that (1) work stressors can be appraised as challenges, threats, or hindrances; (2) challenge appraisals of work stressors generally have positive effects on employee work attitudes, well-being, job performance, behavior and health-related outcomes, whereas hindrance, threat, and harm appraisals have negative effects on these outcomes; and (3) appraisals can both mediate and moderate the relationships between stressors and work outcomes. Building on the extant knowledge, we provide detailed suggestions for future research.

Paper is Available to Meeting Registrants Only.

CAR: Uniting 25 Years of School-to-Work Transition Research: An Integrative Review and Research Agenda

Author: **Rowena Blokker**, *Vrije U. Amsterdam*
Author: **Jos Akkermans**, *Vrije U. Amsterdam*
Author: **Paul G W Jansen**, *Vrije U. Amsterdam*
Author: **Mo Wang**, *U. of Florida*

A successful school-to-work transition is crucial for initial labor market entry as well as long-term career success. Scholarly interest in how young adults can achieve a successful transition to work has grown considerably in recent years in a range of disciplines. However, there is little interdisciplinary connectivity, which causes a lack of clear definition, scope, and empirical body of knowledge in this area. To synthesize this fragmented field, we systematically reviewed school-to-work transition literature published during the past 25 years, using a careers lens as an organizing framework. The objectives of this paper were threefold: a) to provide an overarching definition of the school-to-work transition, b) to systematically review the antecedents and outcomes of the school-to-work transition, and c) to synthesize the literature by developing an integrative theoretical model of antecedents and outcomes of the school-to-work transition. In doing so, we argue that school-to-career transition, thereby considering both short-term and long-term outcomes, is a more appropriate term to adopt moving forward. Finally, we provide suggestions for several key areas for further research, as well as practical implications for young adults, educational institutions, and human resource professionals.

Paper is Available to Meeting Registrants Only.

CAR: Academic Skill Variety Among Scientists and Engineers

Author: **Briana Sell Stenard**, *Mercer U.*

This study analyzes how a diversified educational background versus an educational path in the same educational field influences salaries and career choices for scientists and engineers, including the career path of self-employment. The author argues that the reason for pursuing a certain educational path, whether it is for skill development or in preparation for a career change, may have different implications on academic skill variety. This study uses National Science Foundation SESTAT data on over 15,000 scientists and engineers who pursued a Master's degree in order to study their educational paths, the reasons they chose the educational mix they did, and how this impacts their salary in traditional wage work and self-employment.

Paper is Available to Meeting Registrants Only.

CAR: Not all first-time managers are equal: Heterogeneity in the transition and challenges of new managers

Author: **Xavier Mundet**, *ETH Zürich*
Author: **Daniella Laureiro Martinez**, *ETH Zürich*
Author: **Renate Osterchrist**, *Hochschule München*

Building a pipeline of future leaders is a vital strategic task for organizations. However, managerial transitions are plagued by failure. To help organizations nurture future leaders, we need to understand: How can organizations support the processes of transitioning to first-time management roles? We answer calls in the leadership development literature to develop our understanding of on-the-job learning processes in order to customize ways to effectively develop leadership in organizations (e.g. McCall, 2004; Hill, 2004). In this study, we rely on in depth interviews and secondary data from social networks to study the processes of becoming a manager. We develop a process model of the transition to first-time managership with testable propositions. We find that the transition to first-time managers departs from different starting points, characterized mainly by their knowledge of team members and work content (i.e. Networker, Insider, Generalist, and Expert). Based on the starting points, we find evidence of four different transition learning processes, each of which encounter different developmental contexts characterized by different challenging situations. Our findings are summarized into theoretical propositions that should serve as a basis for further research. We derive practical implications for new managers' successful transitions, and how companies and management education can support them.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1290** | Submission: **17507** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PM ET (UTC-4)**

Identity 1

Digital Session Chair: **Jieyi Liang**, *Schulich School of Business, York U.*

ENT: **Immigrant Entrepreneurs' Identity Constructions and Endeavors: Considering Ethnicity and Gender**   

Author: **Jieyi Liang**, *Schulich School of Business, York U.*
Author: **Samia Chreim**, *U. of Ottawa*

In this study, we ask: How do immigrant men and women construct entrepreneurial identities at the intersection of ethnicity and gender, and how do these identity constructions interact with entrepreneurial endeavors? We conduct a qualitative study based on interviews with Chinese immigrant entrepreneurs in Canada, and analyze their narratives. The findings show various configurations of ethnicity and gender themes in entrepreneurial identity narratives, and provide a nuanced understanding of how social categories of ethnicity and gender offer interpretive resources that immigrant entrepreneurs appropriate and employ, resist and efface, or subvert and customize in narratives of entrepreneurial identity. Identity constructions show limits of agency as individuals may be constrained by embodiment of identity markers through which they might come to define themselves. Identity markers can also be interpreted expansively, and can change as entrepreneurial endeavors bring about variations that are then taken up in identity reconstructions. The findings also reveal the ambivalences experienced by immigrant entrepreneurs, and show that these ambivalences may persist over long periods of time. This study contributes to research through inclusion of both men and women immigrant entrepreneurs. Men have hitherto not been a major focus of analysis in gendered identity studies of immigrant entrepreneurs.

Paper is NOT Available. Please contact the author(s).

ENT: **How aspiring corporate entrepreneurs can achieve role-identity legitimacy by narrating emotions**  

Author: **Aracely Soto-Simeone**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Marina Biniari**, *Aalto U.*

Pursuing an aspirational role identity as a corporate entrepreneur often challenges organizational members' belongingness to the organization and may undermine their legitimacy. Identity scholars have long suggested that self-narratives can enable members to achieve distinctiveness and legitimacy without undermining their sense of belonging. However, how aspiring corporate entrepreneurs can self-narrate their role to achieve optimal distinctiveness within the organization remains undertheorized. Building on the narrative identity work literature, we propose that individuals can legitimize their role within the organization by narrating their emotions regarding their aspired role as a corporate entrepreneur. Our theorization proposes that a core mediating mechanism is the collective emotional energy created by the aspiring corporate entrepreneur's self-narratives. We argue that the creation of collective emotional energy around the aspiring corporate entrepreneur's role could facilitate other organizational members to legitimize that role. The organization's pro-innovation climate and affective display rules could further strengthen this process. By theorizing how aspiring corporate entrepreneurs build narratives that generate collective emotional energy around their distinct aspired role, we foster the understanding of how self-narratives facilitate the achievement of optimal distinctiveness when managing multiple identities in an organization.

Paper is Available to Meeting Registrants Only.

ENT: **Family firms' brand importance and the contingency role of identity** 

Author: **Carlotta Benedetti**, *Free U. of Bozen, Bozen*
Author: **Paola Rovelli**, *Free U. Bozen, Bolzano*
Author: **Andrea Fronzetti Colladon**, *U. of Perugia*

This study explores the role of external audiences in determining the importance of family firm brands and its relationship with firm performance. Drawing on text mining and social network analysis techniques, we use the Semantic Brand Score to measure family firm brand importance – by combining its three constitutive dimensions of brand prevalence, diversity, and connectivity. The analysis of a sample of 63 Italian entrepreneurial families reveals that brand importance positively associates with family firm revenues and that this relationship is stronger when there is an identity match between the family and the firm. Interesting, departing from literature, sentiment does not associate to family firm revenues. This study advances extant research by offering a richer and multifaceted perspective on how external stakeholders perceive family firm brands. In so doing, it also suggests family firms to be less concerned about the positive or negative feelings conveyed by news, and be more interested in raising the importance of their brand.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurs' Identity Work Tactics in Response to Conflicting Identities**

Author: **Sascha Hohen**, *Goethe U.*

This paper examines entrepreneurs' identities by using an inductive approach that builds on 51 interviews as a primary data source. My study provides deep insights into how and why entrepreneurs use identity work. In doing so, I present identity work tactics that entrepreneurs utilize in response to conflicting identities. These identity work tactics either change conditions in work- or non-work-related situations or the individual's role identities. Furthermore, I developed an entrepreneurial identity model that illustrates these identity work tactics in detail.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1291** | Submission: **17511** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PM ET (UTC-4)**

Immigrant Entrepreneurs 2

Digital Session Chair: **Kurian George**, *Syracuse U.*

ENT: The Founder Legitimation Process Among Refugee Entrepreneurs

Author: **Kurian George**, *Syracuse U.*
Author: **Todd W. Moss**, *Syracuse U.*
Author: **Maria Minniti**, *Syracuse U.*
Author: **Trenton A. Williams**, *Indiana U. - Kelley School of Business*

The founder legitimacy literature argues that would-be entrepreneurs establish their legitimacy by framing their stories and actions differently for different resource-providing audiences. Yet, different individuals frame differently, with some being more flexible and able to appeal to more diverse audience preferences and judgments than others. We explore these differences in flexibility and why they arise by investigating the under-studied founder legitimation process. Using a qualitative inductive approach, we investigate how early interactions of refugee entrepreneurs with host audiences, as well as their experiences prior to resettlement, influence how flexibly they frame. We find that refugees who have been exposed to more diverse environments prior to resettlement set broad targets for legitimacy, engage with more diverse audiences, and experiment with more types of legitimation symbols than other refugees. Refugees in the first group, called “Explorers,” tend to frame more flexibly than refugees in the second group, called “Traditionalists.” Finally, we find that flexibility of framing tactics have important business and personal implications, with Explorers having access to more diverse resources and dealing better with feelings of dissonance than Traditionalists.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurship under Extreme Constraints: Evidence of Micro-bricolage from Rohingya Refugee Camps

Author: **Rashedur Chowdhury**, *U. of Southampton*
Author: **Benjamin Siedler**, *U. College Dublin*
Author: **Saurabh Lall**, *U. of Oregon*

Through rare, independent access to the Rohingya refugee camps in Bangladesh we conducted an in-depth survey to examine how marginalized actors create and maintain their business activities in a highly restrictive environment. In so doing, we extend conventional notions of bricolage to the specificities of what we define as noncooperative spaces. Moreover, we offer a new theoretical lens of micro-bricolage as a more suitable approach to capture and represent highly vulnerable actors. By incorporating contextual sensitivities in this approach, we reveal a variety of counterintuitive insights regarding the role of (financial) capital, transgression against institutions, and social networks. Specifically, we find that conventional factors such as start-up capital, access to debt, possession of prior business experiences and internal social ties – which are deemed vital in conventional entrepreneurship or bricolage studies – are less relevant to socioeconomic development in refugee camps. In contrast, we identify that actors’ intangible resource specialization, abilities to transgress against formal restrictive institutions, and mobilization of strong external ties are more important factors. Accordingly, we argue for a fundamental shift in the way we perceive inhabitants of noncooperative spaces and recommend new ways of integrating vulnerable actors such as refugees and their spaces in wider societies.

Paper is Available to Meeting Registrants Only.

ENT: Refugee Entrepreneurs’ Opportunity Production Process – Process Characteristics and Embeddedness

Author: **Yi Jiang**, *ESCP Business School*
Author: **Caroline Straub**, *Bern U. of Applied Sciences*
Author: **Kim Klyver**, *U. of Southern Denmark*
Author: **Rene Mauer**, *ESCP Business School*

In this paper, we observe the opportunity production processes among aspiring refugee entrepreneurs in their host countries. Our process data from eighteen refugee entrepreneurs reveal heterogeneity in how entrepreneurs move across the opportunity production stages of conceptualization, objectification, and enactment. We identify four patterns of sequence which we find to be characterized by differences in continuity, iteration, and order. By theorizing on process characteristics and connecting these to dual embeddedness, we provide insights into how use of networks from home versus host countries together with cognition help increase the accuracy of opportunity production theory of entrepreneurs who face discontinuity in their lives.

Paper is Available to Meeting Registrants Only.

ENT: Migrant Tenure and the Venture Investment Use of Remittances to Developing Countries

Author: **Paul M Vaaler**, *U. of Minnesota*
Author: **Michael Cummings**, *U. of Arkansas*
Author: **David Deeds**, *U. of St. Thomas*

We develop and test hypotheses derived from a theoretical framework grounded in agency, social identity, and acculturation perspectives to explain how migrant tenure abroad changes remittance use for venture investment back home in developing countries. Regression and related analyses of remittances to 29 developing countries from 2001-2010 indicate that remittances from migrants residing abroad for less (more) than a year significantly increase venture founding rates (venture-funding availability). Our results suggest that migrants abroad only briefly retain stronger home-country identity and relationships leading them to remit to agents specifically directed to help found new ventures providing livelihoods to those same migrants upon return. Migrants abroad for many years acculturate more to and identify more with host countries, leading them to remit to home country agents with broader discretion to invest in ventures generating financial and social returns associated with enhancing the welfare of home-country families and communities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper



Digital Session Chair: **Jason Cavich**, *Nova Southeastern U.*

 **ENT: Nascent Entrepreneurs and the Moderators of Race, Gender, and Government Support**

Author: **Jason Cavich**, *Nova Southeastern U.*
Author: **Ravi Chinta**, *Nova Southeastern U.*

Purpose: In a better attempt to understand nascent entrepreneurship, this paper explores the relationship between opportunity recognition and entrepreneurial intent of nascent entrepreneurs. Contrary to conventional wisdom, research on this relationship is fragmented and empirically underdeveloped. In addition, the contextual and perceptual boundary conditions of government support, gender, and minorities are explored. Design: We surveyed 1246 nascent entrepreneurs in the state of Florida, which is the largest data set on this topic. Respondents answered 55 survey questions on potential barriers to entrepreneurship to help understand how their context impacts their intent. Findings: Our empirical results indicate that opportunity recognition by nascent entrepreneurs significantly affects entrepreneurial intent, the strength of which is moderated by government support and gender, but not by minorities. Originality: The nascent entrepreneur is viewed through the lens of entrepreneurial self-efficacy (ESE) which refers to an individual's belief in one's capability to produce entrepreneurial outcomes and engage in entrepreneurial behavior. This study provides a more nuanced understanding of contextual factors that influence nascent entrepreneurs within the state of Florida.

Paper is Available to Meeting Registrants Only.

ENT: Just Do It? A Configurational Approach to Entrepreneurial (In)Action among Nascent Entrepreneurs

Author: **Trey Lewis**, *Virginia Tech*
Author: **David W. Williams**, *U. of Tennessee*

The outcomes of nascent firms (e.g., profitable emergence) are largely impacted by the actions undertaken by nascent entrepreneurs (NEs) during the startup process. Though much is understood about what NEs do to launch their ventures, we lack knowledge regarding why NEs opt to initiate (or avoid) specific actions. Complicating our understanding of why NEs initiate or avoid specific actions is the notion that such behavior is likely due to a combination of factors, rather than a set of linear relationships whereby investigation is limited to few explanatory variables. Thus, we examine the configuration of cognitive, emotional, and trait-based factors that influence the initiation and avoidance of specific startup activities, using fuzzy set/qualitative comparative analysis (fs/QCA). The results reveal configurational patterns that point to a typology of startup activity initiation whereby initiation occurs under four discrete categories of combinations of factors, which are distinct from the combinations of factors that lead to startup activity avoidance.

Paper is Available to Meeting Registrants Only.

ENT: When People Rage Against the Machines: Strategic Framing of Nascent Markets under Externalities 

Author: **Yoseb Kang**, *ESSEC Business School*

This study explores entrepreneurial firms' strategic framing of nascent markets under externalities. When entrepreneurial firms attempt to establish nascent markets whose value can be completed only by capitalizing on public goods, regulators and interested stakeholders may deter entrepreneurial firms from entering to protect such goods. However, we know little about how entrepreneurial firms thrive and build their markets regardless of such resistance. Building on the literature of collective action frames, this study reveals that entrepreneurial firms can get access to public goods by leveraging nascent markets' unique window of opportunity - that is, underdeveloped interpretations about market externalities. An inductive case study of Lime, an e-scooter sharing company, proposes the procedural nature of framing among firms, regulators, and other stakeholders and entrepreneurial strategies to gain socially-negotiated access to public goods.

Paper is Available to Meeting Registrants Only.

ENT: The early development of new ventures with IT-focused founders

Author: **Maximilian Lemmens**, *Heinrich-Heine U. of Dusseldorf*

Some of today's most prominent organizations were founded by individuals with a strong IT background; a group of people often subject to stereotypes that significantly deviate from the hip and extroverted entrepreneurs' image and, thus, failed to gain attention in extant research so far. Consequently, this study investigates the development of new ventures founded by individuals with an IT background over time. We apply a novel machine learning approach to identify functional-related job positions using data obtained from LinkedIn and track the development of 333 ventures over six years on a monthly basis. Our empirical results show that ventures founded by individuals with an IT background tend to create more IT-related positions in their organizations and have a higher likelihood of receiving first-round VC funding, while we find no significant effect for the second round. The share of IT-related positions has an inverted U-shape effect on the likelihood of receiving first-round VC funding and a negative effect regarding the second round. Our findings highlight the need to invest in non-product related organizational functions for entrepreneurs with an IT background. Avenues for future research include extending the observation period beyond six years and using other operationalizations of IT-related positions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Resilience 2

Digital Session Chair: **Amrita Lahiri**, *Washington State U.*

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

Author: **Amrita Lahiri**, *Washington State U.*
Author: **Nanjundi Karthick Krishnan**, *U. of Michigan*
Author: **Alex Kier**, *Washington State U.*
Author: **Joyojeet Pal**, *U. of Michigan*
Author: **Aditya Johri**, *George Mason U.*

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

Paper is NOT Available. Please contact the author(s).

ENT: Business Model Resilience During A Crisis: Subscription as A Service and Co-Creation Strategy

Author: **William C Zhou**, *U. of Massachusetts, Lowell*
Author: **Li Sun**, *UMass Lowell*
Author: **Peiyi Jia**, *U. of Massachusetts, Lowell*

How can business models navigate through a crisis? Based on service-dominant logic, we argue that subscription business models, with customer orientation and inter-functional coordination, help ventures remain resilient during adverse events. With a sample of 852 new ventures during 2009–2019, we find the ventures with subscription business models are more customer-oriented and inter-functionally coordinated than their non-subscription counterparts. In an analysis of resilience during the COVID-19 pandemic, we find that, on average, subscription business models increase abnormal stock returns by 164%, decrease firm risk by 54.55%, and reduce financial volatility by 21.82%. Finally, we find that subscription business models do not depend on slack resources during a crisis.

Paper is Available to Meeting Registrants Only.

ENT: Reducing inequality in communities through social entrepreneurship

Author: **Anna Rebmann**, *King's College London*
Author: **Emma Catharina Folmer**, *Groningen U. (RuG)*

Equitable distribution of all of society's benefits and costs is a key dimension of community resilience. Yet in contemporary urban developed economies, a multitude of inequalities can be observed which are often geographically concentrated in deprived urban communities. Our paper asks, how do social enterprises create positive social change and reduce inequality in deprived urban communities? This is an important question as there is little theorizing on how social enterprises create social impact at a community level. We extend the MCO (motivation, capability, opportunity) framework by Stephan et al. (2016) to understand how social enterprises use these three mechanisms for change in the community context. We collected data from 12 social enterprises in deprived areas of London and Birmingham in the UK using semi-structured interviews. By analysing the social enterprises' theories of change and the mechanisms they employ to illicit positive social change in their communities we discovered three pillars for creating community-level change: individual behavioural change, adaptive problem solving and establishing community cohesion. We find that social enterprises that use all three pillars provide holistic solutions to complex problems they encounter in their communities and demonstrate that social change is achieved when individual- and system-level changes are targeted simultaneously.

Paper is Available to Meeting Registrants Only.

ENT: Resilience strategies during COVID-19: How informality and social networks can shield SMEs

Author: **Adam Montserin**, *The U. of the West Indies*
Author: **Miguel Dindial**, *The U. of the West Indies*
Author: **Panagiotis Piperopoulos**, *College of Business and Law, RMIT U.*

In this research note we explore the role of informality and social networks in building resilience during the COVID-19 crisis. We present preliminary findings drawn from semi-structured interviews in a Small Island developing country, Trinidad and Tobago, and uncover how business informality, which has carried a negative connotation in the extant literature, can in fact contribute positively to firm resilience during this unprecedented exogenous shock. Building on the theory of social networks and capital we also find that both formal and informal small business owners leverage (to different extent) on their personal ties/networks to manage operational costs, maintain business operations, supplier and customer relationships, and persevere during the exogenous shock from COVID-19. Our preliminary findings provide some fresh views of how (paradoxically) informality as well as social networks assist business resilience and offer both theoretical and practical suggestions for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1294** | Submission: **17473** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PMET (UTC-4)**

Education and Entrepreneurship Training



Digital Session Chair: **Violetta Gerasymenko**, *Oregon State U.*

ENT: Re-examining the Impact of Educational and Gender Diversity in Ventures in Business  

Author: **Violetta Gerasymenko**, *Oregon State U.*
Author: **Yohan Choi**, *Southern Illinois U., Edwardsville*
Author: **Samyul Cho**, *Oregon State U.*
Author: **Jonathan D. Arthurs**, *Oregon State U.*

This research investigates why and when venture founding team (VFT) gender diversity is associated with second-order competences in ventures that graduated from accelerators. Combining psychological safety and information processing theories, we develop a moderated model explaining why VFT gender diversity moderates the effect of VFT educational diversity on second-order competences and how accelerator characteristics moderate this relationship. We rely on mixed methods research and test our hypotheses with a random sample of 92 ventures from 21 U.S. accelerators. Our findings show that VFT gender diversity moderates VFT educational diversity's impact on second-order competences and that such moderation is contingent on accelerator program length and intensity of cooperation in cohorts. Our study advances gender diversity, dynamic capabilities, innovation, and entrepreneurship literature.

Paper is Available to Meeting Registrants Only.

ENT: The role of trainers in entrepreneurship training   

Author: **Matt Karlsven**, *Brigham Young U.*
Author: **Stephen Yanchar**, *Brigham Young U.*
Author: **W Gibb Dyer**, *Brigham Young U.*

Business training programs have been created to support and grow economies throughout the developing world by cultivating and strengthening small businesses. In general, these training programs have made little impact on businesses, likely because few entrepreneurs engage and apply the principles and practices they are taught. Little research has been done to understand how to facilitate an entrepreneur's adoption of better business practices. Using multiple case analysis, this study addresses this research gap through examining the role and experiences of seven trainers and coaches in two business training programs in Lima, Peru. Trainers and coaches were found to play a crucial role in managing groups of entrepreneurs to engage in the training and to put the principles into practice in their own businesses. Effective trainers and coaches use a variety of strategies and resources that go far beyond their official responsibility to deliver the content of the training program. This study shows that skilled trainers and coaches are an invaluable part of effective training programs and should not be overlooked in the discussion of how to design and implement effective business training programs in developing countries.

Paper is NOT Available. Please contact the author(s).

ENT: Individual Level Effects of Entrepreneurship Training: A Natural Field Experiment

Author: **Niklas Eschner**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Johann Kranz**, *Ludwig Maximilian U. of Munich (LMU)*

It is scientific consensus that entrepreneurship training of school kids and university students is effectively resulting in entrepreneurial activity. However, we have a limited theoretical understanding of entrepreneurship training of employees. As most employees are not inherently entrepreneurial, we lack an understanding of entrepreneurship training as a potential explanatory link between the organizational and individual level to explain the emergence of entrepreneurial employees. Within this study, we conceptualize a theoretical model based on the established constructs as well as a self-developed scale. Our model reflects both the organizational embeddedness and entrepreneurial behavior of employees inside the organization. We conducted a natural field experiment within a large German multinational technology company over a time period of half a year. As we measured the effects of entrepreneurship training as change within entrepreneurial behavior of employees over time, we tested our model using a difference-in-differences estimator. Our results support the hypothesized positive treatment effect of entrepreneurship training on entrepreneurial self-efficacy. Moreover, we find a significant impact of time availability and management support on the development of entrepreneurial behavior of employees. Our results suggest entrepreneurship training to be an explanatory link between an organization and the emergence of entrepreneurial employees.

Paper is Available to Meeting Registrants Only.

ENT: Being Alert Matters! A Sequential Interplay of Entrepreneurial Training and Business Outcomes  

Author: **Ahmad Raza Bilal**, *Sohar U. Oman*
Author: **Tehreem Fatima**, *The U. of Lahore Pakistan*

Recently the interest in argentic psychological factors promoting the small business sector is burgeoning. The scholarship in this field has called for not only developing the psychological traits in business owners but also to uncover the mechanisms through which these trainings influence training outcomes. To respond to this, we introduced individual entrepreneurial orientation (IEO) training based on Action Regulation Theory. Through a randomized controlled field experiment spanning 4 waves (T0= at the time of training, T1=6 months after training, T2=1 year after training, and T3= 2 years after training, each wave of 6 months apart); of 165 small business owners (training group=79, control group=86) in Pakistan, we found that individual entrepreneurial orientation training promotes the small business success. Moreover, we shed light on the serial mediating role of IEO behavior and opportunity exploitation in translating the training impacts into business outcomes. Lastly, we highlighted that individual action characteristics i.e., entrepreneurial alertness enables small business owners to be more efficient in opportunity exploitation after the individual entrepreneurial orientation training intervention. This study offers implications for entrepreneurial psychology, action-based training, and has practical takeaways for small business owners, trainers, and regulatory authorities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1295** | Submission: **15362** | Sponsor(s): **(ENT, OMI)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PMET (UTC-4)**

Field Experiments in Social Networks and Entrepreneurship

Experiments in Social Networks and Entrepreneurship



Organizer: **Ethan Poskanzer**, *Massachusetts Institute of Technology*
Organizer: **Jacqueline Lane**, *Harvard U.*
Discussant: **Charles Eric Eesley**, *Stanford School of Engineering*
Presenter: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Presenter: **Solene Delecourt**, *Stanford GSB*
Presenter: **Zhuoxuan Li**, *Massachusetts Institute of Technology*
Presenter: **Chiara Spina**, *INSEAD*
Participant: **Rembrand Michael Koning**, *Harvard Business School*
Participant: **Salman Alibhai**, *World Bank*
Participant: **Aletheia Donald**, *World Bank*
Participant: **Jeffrey T Polzer**, *Harvard U.*
Participant: **Karim R. Lakhani**, *Harvard U.*
Participant: **Anyada Assavabhokhin**, *U. of Michigan, Ann Arbor*
Participant: **Elena Novelli**, *Bayes Business School (formerly Cass)*

A significant body of research has shown that social network position and structure are important for entrepreneurship. Networks impact both an entrepreneur's decision to pursue an idea and the performance of their business by stratifying people's access to information, resources and contacts. However, many open questions remain regarding how entrepreneurs' networks come to be that are essential for conceptualizing the relationship between networks and entrepreneurship. This symposium makes progress on this with six presentations on how decisions or strategies employed by potential entrepreneurs during the early ideation stage influence how their networks evolve and the success of their ventures. These papers show the importance of factors like training, individual behaviors, relational matching and demographics in enabling or constraining entrepreneurs' ability to construct a productive network and extract value from that network. In addition, as social networks research is often beset by endogeneity concerns, these papers all use field experiments to study network dynamics in entrepreneurship.

Social Skills Improve Business Performance: Evidence from an RCT with Entrepreneurs in Togo

Author: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Author: **Rembrand Michael Koning**, *Harvard Business School*

The Value of Commitment for Strategic Decision-Making: Evidence from UK Micro-Entrepreneurs

Author: **Chiara Spina**, *INSEAD*
Author: **Elena Novelli**, *Bayes Business School (formerly Cass)*

Networking and Entrepreneurial Success: The Role of Self-Regulation in the Network Referral Process

Author: **Jacqueline Lane**, *Harvard U.*
Author: **Jeffrey T Polzer**, *Harvard U.*
Author: **Karim R. Lakhani**, *Harvard U.*

How Do Organizational Collectivism and Individualism Impact Student Teams' Performance?

Author: **Zhuoxuan Li**, *Massachusetts Institute of Technology*
Author: **Anyada Assavabhokhin**, *U. of Michigan, Ann Arbor*
Author: **Charles Eric Eesley**, *Stanford School of Engineering*

Consider the Learner: Can Entrepreneurs Identify Sources of Advice?

Author: **Ethan Poskanzer**, *Massachusetts Institute of Technology*

The Gender Gap in Financing and Third-Order Inference: Experimental Evidence from Turkey

Author: **Salman Alibhai**, *World Bank*
Author: **Solene Delecourt**, *Stanford GSB*
Author: **Aletheia Donald**, *World Bank*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1296** | Submission: **15109** | Sponsor(s): **(GDO, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 4:00PM ET (UTC-4)**

The Effect of the Ideal Worker Norm on Employees *The Effect of the Ideal Worker Norm*



Chair: **Clarissa Rene Steele**, *Kansas State U.*
Participant: **Jennica R. Webster**, *Marquette U.*
Participant: **Vanessa Burke**, *Pennsylvania State U.*
Participant: **Alyson Gounden Rock**, *McGill U. - Desautels Faculty of Management*
Participant: **Galina Boiarintseva**, *Niagara U.*

In today's organizations, supervisors expect employees to be highly productive throughout their workday, no matter how long they work or when they work. These expectations have been termed the "ideal worker norm" (Davies & Frink, 2014). The ideal worker prioritizes their work over other life domains and shows this dedication to work by working overtime and non-traditional hours, being always available, visibly working (e.g., sending emails during non-work hours), and being unhampered by non-work obligations (Kelly et al., 2010; Reid, 2015; Sallee, 2012). The nascent ideal worker literature has focused on defining the norm, but the effects of the ideal worker on employees has been little studied. For example, gendered social roles, in which women are caretakers and men are breadwinners, may affect perceptions of female employees' ability to fulfill the ideal worker norm, regardless of family context, negatively affecting their careers. Likewise, for men who deviate from this expectation, such as those who request flextime or parental leave (Sallee, 2012), they may be perceived as unable or unwilling to live up to the ideal worker norm. This paper symposium explores the effects of the ideal worker norm on the careers of male and female employees.

Family-to-Work Conflict, Ideal Worker Norm Violation and Trust: Gender Bias in Evaluations

Author: **Jennica R. Webster**, *Marquette U.*
Author: **Gary A Adams**, *Marquette U.*
Author: **Andrea Schneider**, *Marquette U.*

Just Not Good Enough: How Supervisor Sexism Beliefs Affect Employee Promotability and Development

Author: **Clarissa Rene Steele**, *Kansas State U.*

Who are "Ideal Workers"? Intersection of Age, Gender, and Race

Author: **Vanessa Burke**, *Pennsylvania State U.*
Author: **Alicia A. Grandey**, *Pennsylvania State U.*
Author: **Teresa Frasca**, *Pennsylvania State U.*

Individual Worker and Managerial Characteristics that Influence Granting of Working from Home (WFH)

Author: **Alyson Gounden Rock**, *McGill U. - Desautels Faculty of Management*

"We Deserve Work-Life Balance Too": Experiences of Dual-Career Professional Couples Without Children

Author: **Galina Boiarintseva**, *Niagara U.*
Author: **Souha R. Ezzedeen**, *York U.*
Author: **Julia Richardson**, *Curtin U.*
Author: **Christa Wilken**, *York U.*

Getting Down to Brass Tacks: The Effect of Focusing on Results Instead of Ideal Worker Cues (WITHDRAWN)

Author: **Aurora Turek**, *Harvard Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Stars and Specialized Talent

Digital Session Chair: **Daniel M. Peat**, *U. of Cincinnati*

HR: **Marching Boots to Business Suits: Military Veteran Human Capital in Nonmilitary Organizations**   

Author: **Daniel M. Peat**, *U. of Cincinnati*

Firms increasingly leverage unique sources of human capital to remain competitive in dynamic, complex, and global markets. One source of often sought but underutilized human capital is that of military veterans. Veterans develop their human capital in extreme conditions, demonstrate their utility in complex, dynamic environments, and are a target labor pool for many organizations. Organizational research on military veterans is scarce, but the research that does exist shows that there are significant disconnects between the potential and realized value of veteran human capital. We employ abductive logic and draw on interdisciplinary scholarly research to provide a theoretical framework to better understand veterans in the civilian workforce.

Paper is Available to Meeting Registrants Only.

HR: **Unpacking the perils and pitfalls of personal specialization in knowledge-intensive organizations**  

Author: **Yea Hee Ko**, *U. of Wisconsin, Madison*

This study explores the concept of personal specialization, which is how much organizational members work on the same domain (i.e., low personal specialization) or work on different, narrowly defined domains (i.e., high personal specialization). Personal specialization is unique to knowledge-intensive organizations. It differs from a traditional form of division of labor, namely task specialization, that makes activities consisting of a job narrow, simple, and repetitive. I predict that personal specialization increases overall productivity through accelerated learning but generates side effects due to the knowledge gap among organizational members. To test these ideas, I use art units of patent examiners working on the same technology at the USPTO between 2005 and 2017.

Paper is NOT Available. Please contact the author(s).

HR: **Some stars twinkle more: What Type of Star is Viewed As More Valuable Than Others?** 

Author: **Yeongsu Kim**, *Western Kentucky U.*

Because stars are assumed to be highly productive, star performers often receive more favorable decision than nonstars in the labor market even if their performance is in question. However scholars have also claimed that, since a star's task performance and external recognition varies along one's career stage, and thus stars are not always recognized at the "peak" of their career, there is a possibility that more than one type of star exist. Although there can be different types of stars, little is known about how each star is viewed from in and outside the organization. Are evaluators more biased against a particular type of star? If yes, who are they, and are they equally valued from in and outside the organization? In the present paper, we study these questions by using a rich data set from Major League Baseball.

Paper is Available to Meeting Registrants Only.

HR: **Star light, but why not so bright? Investigating nonstars' attributions on star performance** 

Author: **Janet Boekhorst**, *U. of Waterloo*

Author: **Nada Basir**, *U. of Waterloo*

Author: **Shavin Malhotra**, *U. of Waterloo*

Winner of HR Division Best Conference Paper Award

While star performers are commonly believed to exhibit disproportionately stronger job performance, recent research demonstrates this is not always the case when stars move to new organizations. In this article, we draw insights from attribution and dual envy theories to develop a conceptual framework that investigates how nonstars make attributions about star status and the subsequent effect on star performance. In particular, we develop a typology of four different attributions that nonstars make about how an individual attained their status as a star. In turn, these star status attributions result in either benign or malicious envy. Nonstars who experience benign envy engage in relational-enhancing behaviors that positively affect star performance, whereas nonstars who experience malicious envy engage in relational-inhibiting behaviors that negatively affect star performance. Our conceptual model sheds light into the under-researched role of nonstars in shaping star performance with an elaboration of the critical cognitive-based processes through which nonstars help and harm star performance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Climates and Work Outcomes

Digital Session Chair: **Tae-Yeol Kim**, *China Europe International Business School*

OB: Organizational innovative climate and employee innovative behavior

Author: **Tae-Yeol Kim**, *China Europe International Business School*
Author: **Xing Wang**, *China Europe International Business School (CEIBS)*
Author: **Sebastian C. Schuh**, *China Europe International Business School (CEIBS)*
Author: **Zhiqiang Liu**, *Huazhong U. of Science and Technology*

Organizational innovative climate is widely seen as a central driver of employee innovative behavior. However, little is known about why and under what conditions organizational innovative climate may unfold its impact on employee innovative actions. Against this backdrop, this study developed and tested a cross-level contingency model of organizational innovative climate. The results from a multi-wave, multi-source study in 94 organizations showed that organizational innovative climate was positively related to employee innovative behavior and that this link was transmitted through managers' proactive goal regulation. However, the results also showed that these effects did not always occur but were dependent on important boundary conditions. Specifically, the indirect link between organizational innovative climate and employee innovative behavior via managers' proactive goal regulation only emerged in firms that faced high competitive intensity, and this link was significantly stronger when managers had a low rather than high learning goal orientation. These findings provide a new cascading-effects perspective on organizational innovative climate and indicate when and why organizations may (not) benefit from a pronounced organizational innovative climate.

Paper is NOT Available. Please contact the author(s).

OB: To Break Through or To Be Restricted? How and When Team Territorial Climate Affects Team Performance

Author: **Xingwen Chen**, *U. of Hong Kong*
Author: **Zheng Zhu**, *Renmin U. of China*

Previous research addressed territoriality from an individual level and highlighted the importance of extending the analysis to teams or organizations. Though with its great value, less is known about how to define territoriality from the team level and uncover its influences on team processes and outcomes. Grounded in the appropriateness framework, this study captured the climate of team territoriality (i.e., territorial climate), tested the relationship between territorial climate and team performance, and explored the mediating roles of help giving and seeking. We further proposed that territorial climate would interact with intra-team and inter-team competitions to influence the helping interactions. As we adapted the territoriality scale to capture the shared perception of whether team members exhibit territorial behaviors, Study 1 was employed to validate the scale of team territorial climate. Study 2 (i.e., a field study) was used to test the theoretical model, and the results revealed that team members in highly territorial climate would be less likely to display help giving and seeking behaviors; the ineffective helping interactions would thereafter hamper team performance. In addition, intra-team and inter-team competition can separately (i.e., two-way interaction) and jointly (i.e., three-way interaction) affect the relationship between territorial climate and team performance. The negative effect of territorial climate on help giving/seeking was more pronounced when either intra-team competition was high (vs. low) or inter-team competition was low (vs. high), and this negative relationship became the strongest when both intra-team competition was high and inter-team competition was low.

Paper is Available to Meeting Registrants Only.

OB: Don't Worry about Your Ability: Error Management Climate as Stress-Buffer for Cognitive Demands

Author: **Lea Christina Ameres**, *Technical U. of Munich*
Author: **Prisca Brosi**, *KLU Hamburg*
Author: **Tanja Erlmaier**, *Technical U. of Munich*

We combined evidence from an experience sampling study (N = 220) and two experimental vignette studies (N = 298, N = 90) to test error management climate as specific stress-buffer for cognitive demands and to examine ability attributions as explanatory mechanism of this buffering effect. In support, results of the multilevel mixed-effects analyses of Study 1 indicated that the positive relationship between cognitive demands and stress was indeed weaker, the more employees perceived to work in a high error management climate. Notable, error management climate did not influence the relationship between workload and stress. Study 2a and 2b step-wise confirmed ability attributions as explaining mechanism as a) error management climate lowered ability attributions in response to errors when working on cognitive demands (but not on workload) and b) ability attributions led to higher stress. Generating evidence on a specific buffering factor for stress resulting from cognitive demands, we provide a concrete suggestion on how organizations, leaders, and employees can mitigate the stress-inducing effect of high cognitive demands: By establishing a climate for error management.

Paper is NOT Available. Please contact the author(s).

OB: Influences of Perceived Motivational Climate on Employee Work Passion and Subsequent Work Behaviour

Author: **Qinyun Zhang**, *Faculty of Psychology, Beijing Normal U.*
Author: **Xiao-Hua Wang**, *Beijing Normal U.*
Author: **Christina Nerstad**, *BI Norwegian Business School*
Author: **Ren Hantao**, *Faculty of Psychology, Beijing Normal U.*

Drawing on achievement goal theory, self-determination theory and the dualistic model of passion, this study identifies distinct contextual antecedents and subsequent work behavior for employees' harmonious and obsessive passion. The results based on data collected from 259 leader-subordinate dyads largely support our theoretical model. First, employees' perceived mastery climate is positively related to harmonious passion while perceived performance climate is positively related to obsessive passion. Second, employees' harmonious passion is positively related to their proactive work behavior, whereas employees' obsessive passion is positively related to their pro-job unethical behavior. Finally, the results also show that harmonious passion mediates the positive relationship between a mastery climate and proactive work behavior and that obsessive passion mediates the relationship between a performance climate and pro-job unethical behavior. Theoretical contributions and practical implications are also discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creative Networks

Digital Session Chair: **Vojkan Nedkovski**, *U. of Milan*

OB: Benefit from Partners' Learning: Whom Should I Keep Close with to Improve My Creativity?

Author: **Chuanjia Li**, *Shanghai U. of Finance and Economics*
Author: **Zhishuang Guan**, *U. of Maryland, College Park*
Author: **Jingyu Li**, *Chinese U. of Hong Kong*
Author: **Hui Liao**, *U. of Maryland*
Author: **Yuan Li**, *Shanghai Jiao Tong U.*

The creativity literature suggests the important role of social network ties in driving individual creativity. What is unknown is that how does the focal actor can benefit from different alters. Drawing on social capital theory, we suggest that the effects of social capital on individual's creativity depend not only on the structures of the social network ties (i.e., tie strength and structural holes), but also on the learning attributes of the alters. Drawing on organizational learning theory, we suggest that exploration and exploitation of the alters will bring different knowledge to the focal actor through their social network ties. Based on data from 390 employees in 31 teams, we find being strongly tied with alters who are exploratory can facilitate focal actors' creativity. However, being weakly tied with alters who are exploratory or being strongly tied with alters who are exploitative impede the focal actor's creativity. We also examine how structural holes of the focal actor moderate the effects of strongly-tied and weakly-tied alters' learning on focal actor's creativity.

Paper is NOT Available. Please contact the author(s).

OB: Negative Ties at Work: How Brokering Negative Ties Affects Individuals' Innovative Behavior

Author: **Vojkan Nedkovski**, *U. of Milan*
Author: **Marco Guerici**, *U. degli Studi di Milano*
Author: **Dennis Holding Jacobsen**, *Yale School of Management*
Author: **Diego Stea**, *Copenhagen Business School*

Social structure is critical in organizational life. While abundant scholarly work has emphasized the benefits and opportunities that follow from positive interpersonal relationships in the context of social networks in work organizations, it has largely overlooked the role of negative relationships. The aim of this paper is to shed more light on this issue. Using a mixed methods approach, we examine the role of direct and indirect negative relationships on individuals' innovative behavior. In a study of a high-end Italian architectural studio, we demonstrate that both direct and indirect negative relationships lead to poorer innovative performance, as evaluated by the focal individual's supervisor. The results provide important insights into the social processes and relational dynamics that explain the relationship between negative ties and individuals' innovative behavior, offering noteworthy implications for theory, research, and practice on negative ties and innovative behavior.

Paper is Available to Meeting Registrants Only.

OB: Illumination and elbow grease: A theory of how creative process mental models influence creativity

Author: **Brian J. Lucas**, *Cornell U.*
Author: **Ke Michael Mai**, *National U. of Singapore*

How do people think creative ideas are generated? Anecdotally, people's lay beliefs about the creative process seem to span the gamut of possible behaviors. The current research develops a theoretical framework for understanding lay beliefs of the creative process. We introduce the concept of creative process mental models – lay mental knowledge frameworks of the creative process – and propose that people's lay beliefs can be organized around two prominent mental models (i.e., the insight model and the production model). Our framework describes how these mental models influence engagement in creative process behaviors (i.e., preparatory and production behaviors), and their consequences for creativity. Our theory provides a framework for understanding how people think about the creative process and identifies promising directions for future research.

Paper is Available to Meeting Registrants Only.

OB: An Ego Depletion Perspective of How and When Creative Engagement Engenders Unethical Behavior

Author: **Xiaodong Ming**, *Jiangxi U. of Finance and Economics*
Author: **Xinwen Bai**, *Institute of Psychology, Chinese Academy of Sciences*

Drawing on the ego depletion theory, we explore the dark side of creativity from the perspective of the creative process. Three studies (a laboratory observation revealing a link, two experiments establishing a causal chain, and a field daily-diary study increasing external validity) that adopted a mixed-method research design consistently showed that creative process engagement resulted in ego depletion which, in turn, leads to unethical behaviors. Supportive climate for creativity moderated the relationship between creative process engagement and ego depletion. Furthermore, supportive climate for creativity mitigated the indirect effect of creative process engagement on unethical behavior via ego depletion. The theoretical and practical implications of these findings and future directions are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
 Program Session: **1300** | Submission: **17222** | Sponsor(s): **(OMT)**
 Virtual session type: **Synchronous Live Open**
 Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PMET (UTC-4)**

Creativity and Innovation in Collaborative Projects

Creativity and Collaboration



Digital Session Chair: **Birke Dorothea Otto**, *Free U. Berlin*

OMT: **Tolerating and inducing temporal asynchronicity in complex innovation journeys.**

Author: **Birke Dorothea Otto**, *Free U. Berlin*

Author: **Elke Sybille Schuessler**, *JKU Linz*

Author: **Joerg Sydow**, *Freie U. Berlin*

Author: **Lukas Vogelgsang**, *Leibniz Institute for Research on Society and Space*

While research has often alluded to the temporal complexity of innovation processes, we still understand little about the temporal work practices through which actors address the tension between predictability and creativity, which are both inherent in most complex, resource-intensive innovation contexts. Based on a multi-temporal qualitative research approach of studying pharmaceutical drug development, we focus on the role of entrainment in relation to this tension. We find that entrainment does not just imply the reactive synchronization of work processes with dominant temporal structures, but can also be achieved by actively influencing these Zeitgeber. Moreover, while the chief concern of entrainment research to date has been the synchronization with dominant Zeitgeber, we find that temporal work also involves practices of detrainment, defined as either inducing a deliberate temporal uncoupling of practices from procedures and pacers, or the temporary toleration of moments of asynchrony. Adding to the conception of a ‘dance of entrainment’ and the literature on temporal work more broadly, we develop the notion of Zeitgebung as a reflexive process to mediate the tension between creativity and predictability, both common to complex innovation processes. We also contribute to further connecting creativity and innovation research from a process perspective by highlighting the temporal work needed to keep an idea going and prevent its premature closure in the context of highly standardized innovation processes.

Paper is Available to Meeting Registrants Only.

OMT: **Exploring Idea Evaluators' Aesthetic Learning in Creative Projects**

Author: **Giada Baldessarelli**, *Imperial College Business School*

Author: **Ileana Stigliani**, *Imperial College Business School*

Clients are increasingly involved in creative projects as external idea evaluators. While research has provided evidence on expert evaluators accustomed to expressing aesthetic feedback—i.e., feedback that rests on subjective, sensory reactions—, far less attention has been devoted to understanding how non-expert clients can provide such feedback during creative projects. We draw on an ethnographic study of the collaboration between creative workers and their clients to explore how the latter learn to formulate aesthetic feedback through repeated feedback interactions. We find that idea evaluators engage in aesthetic learning that allows them to acquire the knowledge to express sophisticated judgments and suggestions vis-à-vis material artifacts. Our findings contribute to the research on feedback in creative contexts by illustrating how evaluators acquire knowledge to perform their role. We also contribute to the research on organizational aesthetics by unpacking aesthetic learning and highlighting the underlying mechanisms that lead to its emergence.

Paper is NOT Available. Please contact the author(s).

OMT: **The Effect of Epistemic Information on collaborative consumption: The Case of Maasai Mara**

Author: **Dorthe Doejbak Haakonsson**, *Aarhus U.*

Author: **Erik Reimer Larsen**, *City U. London*

Author: **Jacob Eskildsen**, *Aarhus U., Department of Management*

We examine how collaborative action develops in a natural resource commons, organized as an actor-oriented structure. In a framed field experiment, teams of Maasai livestock owners played a board game related to collaborative consumption of a commons (in this case, grazing areas). We examine team decisions over time and draw inferences about the difference between two information treatments: one where participants are subjected to an infrastructure that provides them with predictive information, and one that does not; and their effectiveness in furthering collaborative consumption. Measures of ecosystem viability were used as measures of collaborative consumption. We find that participants that are provided with predictive information are more effective than participants not provided with predictive information in obtaining preservation and sustainable usage of a commons. Based on our findings, we argue that actor oriented structures should include predictive information structures to achieve effective integration of efforts.

Paper is Available to Meeting Registrants Only.

OMT: **Creativity and Routines: Actions Enabling Co-Creation**

Author: **Giada Baldessarelli**, *Imperial College Business School*

Author: **Scott F. Turner**, *U. of South Carolina*

This study examines how creativity emerges from a co-creation routine, i.e., one intended to generate creative outcomes and whose participants include insiders and outsiders that span an organizational boundary. In particular, we are interested in how the enactment of the co-creation routine unfolds when outsiders lack experience with the routine, and how such enactment evolves as outsiders gain experience. We address these questions through an in-depth study of two multi-project collaborations involving a design agency (insiders) and two respective clients (outsiders). Our study identifies an ecology of actions that enables enactment with inexperienced outsiders, revealing those actions that are salient for facilitating collaborative work. Moreover, our findings show how routine enactment and roles evolve with outsiders’ accumulation of experience. Our study provides insights that advance routines research in two important areas: how routines facilitate creativity, and how they unfold under dispersed conditions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1301** | Submission: **17283** | Sponsor(s): (OMT)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PMET (UTC-4)**

Advances in Transaction Costs and Formalization
Transaction Costs



Digital Session Chair: **Wooseok Jung**, *HEC Paris*

OMT: **For Good, But Not For Long: Disengagement from Pro Bono Supports in U.S. Law Firms, 2008-2012**

Author: **Wooseok Jung**, *HEC Paris*
Author: **Amanda Sharkey**, *U. Of Chicago*

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

Many businesses have implemented corporate social responsibility (CSR) initiatives in the last few decades, spawning a substantial body of research on the drivers of adoption. Yet, firms that adopt can vary tremendously in their post-adoption trajectories. While some firms remain committed, others eventually reduce their support for CSR or disengage entirely. Given the range of possible outcomes following initial adoption, as well as the likelihood that short-lived CSR efforts have little impact, it is important to understand the factors that lead firms to step back from their CSR efforts. In this paper, we propose that a firm's status or social standing plays a central role in distinguishing firms that reduce or withdraw their support for CSR from those that persist. Drawing on middle-status conformity theory, we argue that higher-status and lower-status firms will be more likely to reduce support for their CSR programs, compared to firms with middling status. We test and find support for our arguments using a unique dataset of law firms' provision of benefits supporting pro bono work, a major employee-related type of CSR. Overall, our examination of the antecedents of CSR abandonment contributes to a more comprehensive picture of CSR activity in firms.

Paper is NOT Available. Please contact the author(s).

OMT: **How Aspirations Interact to Influence Informal Firms' Decision to Formalize**

Author: **Selorm Agbleze**, *Copenhagen Business School*
Author: **Marcus Møller Larsen**, *Copenhagen Business School*
Author: **Michael J. Mol**, *Copenhagen Business School*

Finalist for the OMT Division Best International Paper Award

Whether to formalize or not is a key decision for informal firms. We explore behavioral antecedents of this decision, arguing it is subject to financial and legitimacy aspirations of informal firms. Drawing on the institutional and behavioral theory of the firm literatures, we suggest that informal firms' under (over) performance on financial and legitimacy aspirations are both independently and jointly associated with risk-seeking (risk-avoiding) behavior. We explore these effects through conducting three experimental vignette studies in a cluster informal firms in Ghana. The findings indicate that informal firms formalize when financial performance and perceived legitimacy is above aspiration level, yet do not do so when financial performance and perceived legitimacy is below aspiration. We also find that perceived legitimacy relative to aspiration positively moderates the effect of financial performance on informal firms' decision to formalize.

Paper is Available to Meeting Registrants Only.

OMT: **Time to Give and Time to Receive: Role Switching and Generalized Exchange in a Financial Market**

Author: **Alessandro Lomi**, *U. of Italian Switzerland*
Author: **Federica Bianchi**, *U. della Svizzera Italiana*

We study the effect of generalized exchange as a stabilizing mechanism for the flows of resources in financial markets. In an analysis of on-line trading in a major interbank market for liquidity we find that for regular market transactions generalized exchange is unlikely to be observed in the short-term, but emerges forcefully in longer-term. This result is consistent with our prediction that generalized exchange may be understood only with reference to the temporal micro-structure of transactions linking occupants of market roles. We also find that, for market transactions institutionally classified as large, generalized exchange does not operate in the shorter-term and is unlikely to emerge in the longer-term. This empirical result is consistent with our prediction that generalized exchange does not operate as a stabilizing mechanism for asymmetric market transactions when they involve higher levels or risk. Together, the results of the study clarify some of the contingent elements that trigger (or defuse) generic social mechanisms in decentralized systems of exchange like, for example, markets.

Paper is Available to Meeting Registrants Only.

OMT: **The Role of Transaction Costs on Vertical Integration and Innovation: A General Equilibrium Approach**

Author: **Leonardo Mayer Kluppel**, *Ohio State U.*

Acquiring information from outside firms is crucial for a firms' innovation output. According to the transaction cost perspective, firms can increase the information flow between them by integrating. This view, however, usually considers only pairs of firms. This paper applies a general equilibrium approach to transaction costs to assess how vertical integration impacts a dyad's ability to get information from other firms in the market. The model shows that, in general, we need to understand the transaction costs between all agents in the economy. Additionally, this paper breaks down the innovation process into three stages (information sharing, R&D investment, and innovation adoption) and shows the situations in which the inability to write contracts in each stage will impede an innovation to arrive in the market.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1302** | Submission: **16876** | Sponsor(s): **(OSCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PMET (UTC-4)**

Interfaces

Digital Session Chair: **Yanji Duan**, *U. of North Florida*

OSCM: **The Heterogeneous Effects of SSCM Information Disclosures: A Mixed Methods Approach**

Author: **Yanji Duan**, *U. of North Florida*

Author: **Yiming Zhuang**, *Frostburg State U.*

Realizing potential revenue and reputational benefits from an organizations' CSR activities is contingent upon stakeholder awareness and favorable perceptions. Thus, in the era of information, organizations use social media to communicate their CSR activities to these constituents, including consumers. Yet, little is known about what is the most effective approach that will resonate most in the context of social media communications. Anchoring on theory from social psychology and adopting a multi-method approach, this research investigates how two information attributes (i.e., information direction and argument quality) of organizations' CSR communications affect consumer attitudes in the context of social media. Specifically, we establish internal validity with a behavioral experiment at the individual level; We establish external validity using social media data from the field with sentiment analysis on 697,433 tweets. We find consistent results from our two studies: while argument quality can significantly affect consumer attitudes, this effect is conditional under different information direction scenarios. This study is among the first study that empirically demonstrates the conditional effect of argument quality under different information direction scenarios. Results of this study provide important implications for firms and policymakers in terms of sustainability-related information disclosure. When disclosing such information that is inconsistent with consumers' general beliefs, it is possible to avoid potential negative effects or even induce positive ones by providing arguments supported with logical persuasive reasons.

Paper is Available to Meeting Registrants Only.

OSCM: **Investigating the Dynamic Relationship between Marketing Capabilities and Firm Performance**

Author: **Cherng George Ding**, *National Chiao Tung U.*

Author: **Yen-Wei Chang**, *National Chiao Tung U.*

Author: **JoHan Cheng**, *National Chiao Tung U.*

This study examined the dynamic relationship between marketing capabilities and firm performance (the relationship between the change in marketing capabilities over time and the change in firm performance over time) and the moderating effect of industry type on the dynamic relationship. A three-step approach was proposed to facilitate analysis. In the first step, DEA was used to measure marketing capabilities. In the second step, growth modeling with the case-by-case approach was used to obtain the estimates of the slope of the linear growth trajectory. In the third step, the moderated regression analysis was conducted to test for the research hypotheses regarding dynamic relationship. The results, based on a sample of 392 firms from S&P500, indicated that there existed a positive dynamic relationship between marketing capabilities and firm performance and the relationship was moderated by industry type. The positive dynamic relationship existed for manufacturing firms but not for service firms. Some practical implications were discussed. This work contributes to the literature on marketing capabilities.

Paper is Available to Meeting Registrants Only.

OSCM: **Strategic Disclosure of Disruptions and Firm Stock Performance – An Event Study**

Author: **Tony N.K. Lynch**, *Auburn U.*

Author: **William Luse**, *U. of La Verne*

Author: **Joo Jung**, *UTRGV*

Companies' announcements are a signal to the market of their strategic decisions and intentions. Some firms create "strategic noise" to mitigate the effects of potentially negative disclosures by dampening any negative news with some important but unrelated information. This study examines the effects of the timing of supply chain disruption announcements on a firm's stock performance. The results of our analysis are based on a sample of 29 companies which made announcements of supply chain disruptions that affected their operations between 2016 - 2018. We employ an event study methodology and examine the abnormal returns of companies in our sample to determine if the event – the supply chain disruption had an effect of the firm's stock price. Our findings, although statistically insignificant, indicate that the timing of announcements does have an effect on a firm's stock performance. We found that companies in our sample experienced positive abnormal returns relative to announcing an event and reporting a supply chain disruption. This study also examines whether the composition of a firm's top management team (TMT) and its reputation in the market mitigate the effects of any announcements of a supply chain disruption. Our study contributes to the operations and supply chain management literature by advancing the integrated and contingency and signaling theoretical framework through which we examine these phenomena.

Paper is Available to Meeting Registrants Only.

OSCM: **Omnichannel Grocery Retailing: A Balancing Act between Fulfillment Fees and Operations Management**

Author: **Elliot Rabinovich**, *Arizona State U.*

Author: **Rui Sousa**, *U. Católica Portuguesa*

Author: **Sungho Park**, *Seoul National U.*

Author: **Sina Golar**, *Massachusetts Institute of Technology*

Omnichannel grocery retailers can fulfill online orders by allowing consumers to collect their orders at the retailers' stores (click and collect or "CC" fulfillment) or have their orders delivered from the stores to their homes (home or "H" fulfillment). Because the former option does not involve costly last-mile deliveries to consumers' homes, retailers have sought to make it more attractive by lowering its associated fulfillment fees to consumers. We analyze the economic value of this strategy. We offer new insights into the influence of CC fee reductions on consumer online shopping behavior and how this behavior impacts fulfillment costs in an omnichannel environment. Moreover, we provide an understanding of the mechanisms that drive the economic value that omnichannel retailers derive from this strategy which implies trading-off revenue from consumers' expenditures on fulfillment service versus products. These contributions inform the development of pricing strategies to improve the economic value of fulfillment services in omnichannel retailing. We find that lower CC fees increase revenues from additional demand for products. However, they are ineffective in shifting ordering activity from H to CC fulfillment, and thereby in decreasing the costs incurred by the retailer in carrying out H orders' deliveries. Moreover, the contribution to profitability from the gains in product revenue obtained from reductions in CC fees are observed to be much lower than the losses caused by (1) the revenue no longer collected from the CC fees and (2) the additional operating costs at the stores necessary to fulfill higher CC order volumes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1303** | Submission: **12481** | Sponsor(s): **(SIM, CM, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PMET (UTC-4)**

New Insights Into Deception and Honesty in Negotiations and Organizations *Insights Into Deception and Honesty*



Organizer: **Joseph P. Gaspar**, *Quinnipiac U.*
Organizer: **Danielle E. Warren**, *Rutgers U.*
Discussant: **Celia Moore**, *Imperial College Business School*
Presenter: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Erik G. Helzer**, *Naval Postgraduate School*
Presenter: **Robert Creo**, *Duquesne U.*
Presenter: **Lily Morse**, *West Virginia U.*
Presenter: **Brian Gunia**, *Johns Hopkins U.*
Presenter: **Kevin Carriere**, *Georgetown U.*
Presenter: **Tobey Scharding**, *Rutgers U.*
Presenter: **Danielle E. Warren**, *Rutgers U.*
Presenter: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Presenter: **Kelly Lee**, -
Presenter: **Joseph P. Gaspar**, *Quinnipiac U.*
Presenter: **Redona Methasani**, *U. of Connecticut*

Deception is pervasive in negotiations, organizations, and interpersonal interactions and a particularly difficult, enduring, and vexing problem. Why do many people use deception in these situations, and why do others behave honestly? In this symposium, we present our theoretical and empirical research on the antecedents to deception and honesty. Our research considers the individual and situational forces that drive people to engage in these behaviors and the tactics that negotiators, managers, and regulators can use to both curtail the use of self-interested deception and encourage honesty. Taken together, our papers provide important insights into deception and honesty in negotiations, organizations, and everyday life, as well as a theoretical foundation for future research.

Moral Character, Game Frames, and Honest Disclosures in Negotiations

Author: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Erik G. Helzer**, *Naval Postgraduate School*
Author: **Robert Creo**, *Duquesne U.*

“You Don’t Want To Do That”: Economic Self-Sacrifice as a High-Integrity Alternative to Deception

Author: **Lily Morse**, *West Virginia U.*
Author: **Brian Gunia**, *Johns Hopkins U.*
Author: **Kevin Carriere**, *Georgetown U.*

Clarifying the Role of Behavioral Norms in Deception Research

Author: **Tobey Scharding**, *Rutgers U.*
Author: **Danielle E. Warren**, *Rutgers U.*

Fretting Invites Fraud: Expressing Anxiety Elicits Deceptive Behaviors by Perceivers

Author: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Author: **Kelly Lee**, -

The Dangers of Disclosing Deadlines: Deadlines Increase Moral Myopia and Self-Interested Deception

Author: **Joseph P. Gaspar**, *Quinnipiac U.*
Author: **Redona Methasani**, *U. of Connecticut*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Human and Social Capital

Digital Session Chair: **Johanna Alfs**, *WWU Muenster*

 **STR: Managerial Internal Social Capital, Environmental Dynamism, and Business Model Design**

Author: **Yunhui Wang**, *Xi'an Jiaotong U.*
Author: **Yaqun Yi**, *Xi'an Jiaotong U.*
Author: **Zelong Wei**, *Xi'an Jiaotong U.*

Drawing on business model and dynamic managerial capability literature, this paper explores how managerial internal social capital impacts business model design under environmental dynamism. Based on a sample of 210 firms in China, we find that managerial internal social capital has a positive relationship with business model efficiency and an inverted U-shaped relationship with business model novelty. Demand uncertainty strengthens the impact on business model novelty. Competitive intensity strengthens the impact on business model efficiency but weakens that on business model novelty. Our findings enrich the business model literature by identifying the antecedent role of managerial internal social capital and the different moderating effects of demand uncertainty and competitive intensity.

Paper is Available to Meeting Registrants Only.

STR: The Impact of Career Paths - Examining how CMO Experience drives Value Creation and Appropriation

Author: **Johanna Alfs**, *WWU Muenster*

The trade-off between value creation and appropriation is a fundamental strategic decision for firm performance. The Top Management Team (TMT) is shaping these strategies. However, this process requires a certain degree of consensus. Following upper echelons theory, the personal characteristics of the TMT members are the micro-foundations but what are the mechanisms that turn the wheel towards value creation (innovation) or appropriation (differentiation)? We used as data set a cross-industry panel of U.S. S&P 500 firms over 12 years and scrutinized as reference characteristics the career path of the Chief Marketing Officer (CMO). Our findings indicate that career variety positively influences differentiation but negatively influences innovation. However, role-specific experiences only negatively influence innovation. We contribute to TMT and Strategic Management revealing that the different kinds of experience are the significant levers that impact strategy. To practice, we propose a shift in the weight of relevant criteria for recruiting CMOs and build TMTs, based on the overall strategic vision of the firm.

Paper is NOT Available. Please contact the author(s).

STR: Making Sense of Factor Market Blind Spots: Evidence from Personnel Mobility Networks, 2008-2015  

Author: **Stephen Thomas Downing**, *U. of Missouri*
Author: **Jin-Su Kang**, *National Chiao Tung U.*

A foundational assumption of competitive dynamics research holds that competition in product markets antecedes awareness of competitive threats, and thus factor market threats are most salient among product market rivals. However, changing economic and technological conditions of digital arenas are enabling threats to encroach from seemingly unrelated domains. Addressing the problem of factor market blind spots (i.e., competitive threats in factor markets without corresponding product market overlap), this study applies a sensemaking lens to develop a model for attentional triangulation, which integrates multilevel, relational cues—firm status, dyadic category similarity, and triadic closure—for triangulating areas of high factor market threat despite low product market awareness. We find support for our hypotheses using a multiplex network sample that combines customer-oriented competitive relations and personnel mobility network data in the information technology arena during 2008-2015.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Institutions, Regulation, and Competition

Digital Session Chair: **Josh Feng**, *U. of Utah, David Eccles School of Business*

STR: Profiting from Most-Favored Customer Procurement Rules: Evidence from Medicaid

Author: **Josh Feng**, *U. of Utah, David Eccles School of Business*

Author: **Luca Maini**, *U. of North Carolina, Chapel Hill*

Author: **Thomas Hwang**, *Harvard Medical School*

We exploit a 2010 reform to Medicaid drug reimbursement to provide empirical evidence that “most-favored customer” clauses (MFCC) in procurement rules can increase private-market prices and profits, even when suppliers have significant market power. Under a bargaining model, Medicaid’s MFCC creates a credible threat point that drug manufacturers exploit to negotiate smaller discounts with private payers. Using novel data on estimated discounts and a difference-in-difference framework, we show that the reform, which reduced the scope of the MFCC constraint, led to higher discounts and lower profits in non-Medicaid segments for drugs with high exposure to Medicaid.

Paper is Available to Meeting Registrants Only.

STR: Out of the Trap: Customer Switching Costs, Conversion Funnel, and Industry Profitability (WITHDRAWN)

Author: **Niloofar Abolfathi**, *National U. of Singapore*

Author: **Andrea Fosfuri**, *Bocconi U.*

Author: **Simone Santamaria**, *National U. of Singapore*

Do lower switching costs reduce industry profitability? While established strategy frameworks predict a drop in prices and profitability following reductions in switching costs, we provide a counterexample in which firms’ business model interacts in unexpected ways with switching costs. Across many industries, firms employ a conversion funnel business model to attract customers with affordable products, generate lock-in, and later encourage them to convert to more advanced and profitable products. We argue that a sudden reduction in switching costs disrupts this conversion funnel, which eventually can increase industrywide prices and profitability. We develop a stylized model to formalize our ideas and provide evidence in support of the predictions, using a difference-in-differences methodology with staggered treatment for a large, global sample of mobile telecommunications operators.

Paper is NOT Available. Please contact the author(s).

STR: The wild west? Complementor performance following antitrust intervention against a dominant platform

Author: **Sruthi Monica Thatchenkery**, *U. College London*

Author: **Riitta Katila**, *Stanford U.*

Drawing on research on competitive repositioning, we analyze the relation between a regulatory intervention against a dominant technology platform and complementor performance. We examine whether antitrust regulators can spark new opportunities for complementors by weakening a dominant platform’s market power. Using a dataset on enterprise infrastructure software from 1998–2004, and a difference-in-differences design using matching and synthetic controls, we examine the relationship between the U.S. Department of Justice’s antitrust intervention against Microsoft (a dominant enterprise server platform) and subsequent value creation and value capture by enterprise infrastructure applications firms (complementors). The data show that value creation—measured by citation-weighted patents of complementors—is increased following the antitrust intervention. In contrast, value capture—measured by profitability—is reduced. The findings suggest a social benefit to antitrust enforcement in the form of increased innovation but caution that disrupting the “order” of an industry may lead to wasteful development and losses in efficiency.

Paper is Available to Meeting Registrants Only.

STR: Location strategies of spinoff entrants: Implications of clustering and staying close to the parents

Author: **Jarrod Humphrey**, *U. of Florida*

Author: **Gwendolyn Kuo-fang Lee**, *U. of Florida*

The research on agglomeration posits that co-locating in a cluster with industry rivals benefits the firm because of its proximity to resources including suppliers, labor, and knowledge spillover from rivals. Although it’s often assumed that co-location benefits new entrants, more recent research finds that stronger entrants gain less from co-location. Spinoff entrants—the organizational descendants of ongoing established firms—are comparatively stronger entrants because of the product, market, and industry knowledge they inherit from their parents. They may gain less from co-location, because the competitive pressures exerted by their parents and other industry rivals are higher when they are more proximate. For the spinoff entrants that locate farther away, the inheritance from their parents may be portable and thus do not decay with distance. Our paper examines the performance implications of whether spinoff entrants are located inside a cluster and staying close to their parents. Specifically, we conduct an event history analysis estimating the amount of time it takes a spinoff entrant to reach six entrepreneurial milestones. We find that being located inside a cluster and staying close to the parents are beneficial to spinoffs only when the industry has a single dominant cluster, as we observe in the semiconductor industry. When the industry has many clusters widely dispersed across the country, as we observe in the pharmaceutical industry, co-location is associated with worse performance. Our findings suggest that the dispersion of clusters in an industry is one condition where the assumption about new entrants benefiting from co-location is invalid.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Detection of Corporate Misconduct

Digital Session Chair: **Christina Walker Robichaud**, *U. of Kansas*

STR: Ex-Military Director on the Board: A paradox for monitoring corporate misconduct

Author: **Christina Walker Robichaud**, *U. of Kansas*

Author: **Juan Carlos Morales**, *U. of Kansas*

We examine the effects of the presence of ex-military directors on a firm's board of directors and firm corporate misconduct (e.g., health, safety, environmental, fraud, and other regulatory violations). Drawing upon agency logic and the demography-based perspective of upper echelons theory, we suggest that firms who appoint ex-military to a board position face the paradoxical situation of an independent director who is uniquely deferential to managerial authority. On one hand, a military background may impart directors with discipline, obedience, selflessness, and other values particularly suitable to ethical conduct. On the other hand, military values "follower mentality", group solidarity, and unwavering trust in leaders. Due to this strong deference to superior's mandates, ex-military director firms may fail to vigilantly monitor manager actions, and we expect ex-military director firms to have a greater likelihood of corporate misconduct. Further this relationship is moderated by board size that can create challenges from the dilution of individual effects, diffusion of responsibility, factions, and increased power of the CEO, resulting in greater deference given by the ex-military director firm compared to non-military director firms. We test our predictions using a constructed dataset of archival and secondary sources in the US manufacturing segment during fiscal years 2005 and 2018. Results from this study provide strong support for our hypotheses. We discuss the implications of these empirical findings in the context of corporate governance demographic characteristics and corporate misconduct.

Paper is NOT Available. Please contact the author(s).

STR: Does Fraud Experience Make Directors Better Monitors? The Effect of Fraud Experience on Firm Fraud

Author: **Nawon Oh**, *Penn State Smeal College of Business*

Author: **Vilmos F. Misangyi**, *Pennsylvania State U.*

While past theory and research has highlighted the damaging effect that being involved in a fraudulent event can have on a director's reputation and future board prospects, in the current study we examine whether serving on a board through a fraud event provides directors with experience that proves to be highly beneficial for the subsequent boards on which they serve. That is, we propose that fraud experience equips directors with requisite expertise to be an effective monitor with respect to preventing fraud at the firms at which they serve in the future. As such, we predict that the presence of fraud-experienced directors on firms' boards is related to a lower likelihood of fraud occurring at such firms as compared to firms without such directors on their boards. We tested our hypothesis on a sample of firms who had committed fraud ("fraud firms") matched with similar peers who had not committed fraud (non-fraud firms) during the study period of 2010-2019.

Paper is NOT Available. Please contact the author(s).

STR: Female independent directors and corporate fraud detection

Author: **Yuehua Xu**, *Shandong U.*

Author: **Shan Xue**, *Lingnan U. / Sun Yat-sen U.*

Detecting the fraudulent behaviors of firms effectively and timely is of significant importance for the development of corporate governance in emerging markets such as China. Nevertheless, factors affecting the detection of corporate fraud are still underexplored. This article attempts to fill the gap by focusing on female independent directors. Drawing on insights from social identity theory, we develop a theoretical model to examine the role of female independent directors in fraud detection in emerging markets. We conducted empirical tests using both bivariate probit regression and Cox proportional hazard regression. The results showed that female independent director ratio is negatively associated with the likelihood of fraud commitment but positively associated with the likelihood of fraud detection. Moreover, the results also demonstrated that among firms with female independent directors, the financial expertise of female independent directors is negatively associated with the likelihood of fraud commitment but positively associated with the likelihood of fraud detection. Our article makes important contributions to the literatures of corporate governance and female leadership.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1307** | Submission: **17125** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PMET (UTC-4)**

Foresight, Framing, and Sensemaking

Digital Session Chair: **Andreas Sebastian Konig**, *U. of Passau*

STR: Incumbent Firms' Framing and Analysts' Evaluations of the Adoption of Discontinuous Technologies 

Author: **Andreas Sebastian Konig**, *U. of Passau*
Author: **Angelo Boutalidakis**, *U. of Passau*
Author: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Author: **Michael Pfarrer**, *U. of Georgia*

How can incumbents use framing to effectively alleviate securities analysts' concerns about the adoption of a discontinuous technology? Combining framing theory with sociological perspectives of analysts' evaluations, we theorize that analysts' favorability is a function of two characteristics of how a firm rhetorically frames its actions: conformity—the degree to which the framing accommodates analysts' deeply held beliefs, assumptions, and norms—and commensurability—the degree to which the framing matches analysts' existing knowledge and deliberations. We then apply Snow et al.'s classic framework to conceptualize discontinuous technology adoption framing as consisting of first, three distinct strategies of adoption frame articulation—bridging, extension, and transformation—and second, adoption frame amplification—defined as the clarification and invigoration of the respective frame articulation. Theorizing that the three articulation strategies systematically differ as to their conformity and commensurability, we argue that adoption frame extension is, ceteris paribus, the most effective articulation strategy, but nevertheless unlikely to fully resonate with analysts. We propose that incumbent adopters can resolve this dilemma and gain analysts' support if they combine adoption frame transformation with high levels of adoption frame amplification. We substantively advance research on incumbent responses to discontinuous technologies, particularly the emerging framing perspective.

Paper is Available to Meeting Registrants Only.

STR: Who would have thought: A forward-looking approach on sensemaking theory

Author: **Shona G. Smith**, *U. of Texas At Arlington*
Author: **Ann McFadyen**, *U. of Texas At Arlington*

In this paper, we add to our understanding of forward-looking strategy and explore how an organization makes sense of what to do when everything that was known no longer makes sense. We contribute to the theory of future-oriented sensemaking as it relates to an organization's reactions to an environmental jolt. We propose three unique potential reactions to environmental jolts – stagnant, survivalist entrepreneurship, and transformational innovation, and how each influence the organization's performance. Future research is discussed.

Paper is Available to Meeting Registrants Only.

STR: Time horizons and the staging of search on rugged landscapes: A laboratory experiment 

Author: **Stefano Benincasa**, *U. of Southern Denmark*
Author: **Marco Faillo**, *U. of Trento*
Author: **Stephan Billinger**, *U. of Southern Denmark*

This paper investigates how available time influences the staging of search. We inquire into this question using a laboratory experiment centered on a 2x2 design: shorter vs. longer time horizons and simple vs. complex search landscapes. When more time is available, search oscillates between later stopping and less risky experimentation. In contrast, when less time is available, it oscillates between earlier stopping and more risky experimentation, particularly when the level of complexity is higher. We further examine the frequency of search and the rhythm underlying the patterns of change. Search frequency improves the development of standard procedures able to enhance both average and maximum performance when more time is available. An irregular rhythm, characterized by an uneven pattern of changes, negatively moderates the effect of search frequency, especially when less time is available. On the whole, time surfaces as a unique type of resource that prompts decision makers to differently strike a balance in the way they stage exploration and exploitation. These findings contribute improving our understanding of the temporal unfolding nature of problemistic search.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Machine Learning, AI, and Firm Performance

Digital Session Chair: **Cristina Oana Vlas**, *U. of Massachusetts, Amherst*

STR: A Power-Learning Perspective of Innovation-Intensive Firms' Performance  

Author: **Cristina Oana Vlas**, *U. of Massachusetts, Amherst*
Author: **Eugene See**, *U. of Massachusetts, Amherst*
Author: **Rishabh Chaudhary**, *U. of Massachusetts, Amherst*

This paper investigates why innovation growth does not always have a positive effect on firm performance in innovation-intensive environments (IIEs). Adopting a power-learning perspective, we hypothesize that firms that succeed in fast-paced environments are those using both soft power and learning levers to address uncertainty. Soft power refers to subtle methods that IIE firms use to reduce uncertainty for others: create the illusion of power and exploit others' tendencies by imprinting their innovations recognizable markers others can relate to. We explore how the interplay of soft power and learning drives the inverse U-shape relationship between firms' innovation growth and market performance and why higher innovation pace has a negative impact on performance. We further identify CEOs' regulatory focus as driving firms' motivation to pursue power-learning tactics. The analysis of a panel of IIE firms supports our framework. We conclude that while perspectives involving competency, efficiency, or learning on their own may be useful frameworks in explaining firm performance in stable markets, a perspective focused on a combination of soft power and learning levers is better fitted to explain firms' performance in environments plagued by extreme uncertainty. Our main contribution is to the study of performance in innovation-intensive markets.

Paper is Available to Meeting Registrants Only.

STR: Causal Inference in Strategy: How can Machine Learning Help? 

Author: **Jason Michael Rathje**, *Stanford U.*
Author: **Riitta Katila**, *Stanford U.*
Author: **Philipp Reineke**, *Stanford U.*

Recent advances in machine learning methods have opened up a set of new possibilities for inductive theorizing, and for analysis of unstructured text data in strategy and organizations research. In contrast, the application of machine learning to improve causal explanation in deductive strategy research is less well understood. In this paper, we spotlight supervised machine learning and its application to matching methods to support stronger inference in deductive research. We use a simulation and an analysis of technology invention data to illustrate the method. A core contribution is to provide guidance to strategy researchers in the use of supervised machine learning.

Paper is Available to Meeting Registrants Only.

STR: Testing Non-monotonic Associations in Performance Data 

Author: **Chengwei Liu**, *ESMT Berlin*
Author: **Jerker C. Denrell**, *U. of Warwick*
Author: **Scott Cohn Ganz**, *AEI / Georgetown MSB*

The assumption that better performance today predicts better performance tomorrow pervades nearly all behavioral theories of learning from experience in organizations. Because of the widespread reliance on the higher-is-better heuristic, theories predicting performance non-monotonicity—higher past performance generating lower future performance—are of long-standing interest in management theory and economic sociology. The extent of real-world violations of the higher-is-better heuristic is, at its core, an empirical question. However, there is very little research testing the higher-is-better assumption, despite its ubiquity in organizations and markets and the panoply of mechanisms detailing when it might fail. In part, the lack of empirical research on this very important question is driven by the weaknesses of existing methods for detecting non-monotonic relationships in data. The method applied here, which adopts a "shape constrained" approach to statistical inference, avoids the well-known problems of testing non-monotonic associations in commonly-used methods based on linear regression. Our paper empirically tests the hypothesis of performance monotonicity in 12 datasets across four commonly-studied domains. Performance monotonicity is rejected in eight out of the twelve datasets examined and at least one dataset in all four domains demonstrates a non-monotonic performance pattern.

Paper is Available to Meeting Registrants Only.

STR: Human and AI: adaptation of the knowledge workers to artificial intelligence  

Author: **Xi Kang**, *INSEAD*

Self-adaptive artificial intelligence (AI) technologies can perform a growing number of cognitive tasks that used to depend on human judgement, raising debates about whether AI may substitute for or complement knowledge workers. There is no conclusive evidence on how AI transforms the nature of work, human capital and organization, especially in knowledge-intensive industries. This study highlights the important yet overlooked strategic adaptation of knowledge workers to AI, and how it shapes the human-AI relationship through two mechanisms—a learning mechanism and a differentiation mechanism. Empirical analyses using proprietary data at individual worker level and task level suggest that the adoption of AI significantly improves the performance of knowledge workers. AI provides implicit incentives for knowledge workers to exert effort and adapt, leading to a revised division of tasks between humans and AI.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1309** | Submission: **12743** | Sponsor(s): **(STR, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 2:00PM - 3:30PMET (UTC-4)**

Platforms and Ecosystems: Building and Sustaining Competitive Advantages *Platforms and Ecosystems*

Organizer: **Christine Choi**, *U. of Michigan*
Organizer: **Hyuck David Chung**, *U. of Michigan*
Presenter: **Kevin Boudreau**, *Northeastern & NBER*
Presenter: **Brian Wu**, *U. of Michigan*
Presenter: **Tobias Kretschmer**, *LMU Munich*
Presenter: **Shiva Agarwal**, *U. of Texas at Austin*
Presenter: **Cameron Miller**, *Syracuse U.*

Over the last decade, platforms have become an indispensable form of economic transactions in many industries and attracted attention from academic scholars and policymakers alike. In this symposium, we bring together a group of panelists to share their insights on how platforms can design and implement efficient strategies to foster engagement and cooperation among third-party participants (i.e., users and complementors). The panelists come from diverse theoretical perspectives (e.g., the theory of the firm, economics, digitalization, strategic leadership, etc.) and employ diverse methodologies (large-scale quantitative studies and field / lab experiments). By sharing recent advances and ongoing research in the field, this symposium aims to advance our understanding on how platforms can build and sustain their competitive advantages by influencing and leveraging their participants.

Promoting Platform Takeoff and Self-Fulfilling Expectations: Field Experimental Evidence

Author: **Kevin Boudreau**, *Northeastern & NBER*

How Incentive Structure Affects the Effectiveness of Referral Strategy

Author: **Qiang Li**, *Hong Kong U. of Science and Technology*
Author: **Bo Zhao**, *U. of hong kong*
Author: **Brian Wu**, *U. of Michigan*

Feeding Chickens: Anonymity in the Context of Organizational Resource Exchange Platforms

Author: **Maren Alana Mickeler**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Pooyan Khasabi**, *LMU Munich*
Author: **Marco Kleine**, *Max Planck Institute for Innovation and Competition*
Author: **Tobias Kretschmer**, *LMU Munich*

Managing Ecosystem's Innovation Trajectory through Sponsoring a few Complementary Products

Author: **Shiva Agarwal**, *U. of Texas at Austin*
Author: **Cameron Miller**, *Syracuse U.*
Author: **Martin Ganco**, *Wisconsin School of Business*

Technological Convergence or Divergence? Platform Standardization and Complementors' Search

Author: **Cameron Miller**, *Syracuse U.*
Author: **PuayKhoon Toh**, *U. of Texas at Austin*
Author: **Eugene Pyun**, *U. of Texas at Austin*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Crowdfunding 4  

Digital Session Chair: **Yuanqing Li**, *Dominican U.*

ENT: How to Attract Low Prosocial Funders in Crowdfunding?  

Author: **Yuanqing Li**, *Dominican U.*
Author: **Pingshu Li**, *U. of Texas Rio Grande Valley*
Author: **Frank Cabano**, *U. of Texas at El Paso*

Crowdfunding research that investigates funding success factors has been increasing. However, existing research shows inconsistent evidence regarding how a prosocial project description affects funding success and largely ignores the issue of matching/mismatching among different factors in affecting funding success. By conducting two experiments, we provide evidence for matching/mismatching effects among funders, project prosocial descriptions, and platform types (donation-based vs. reward-based). While there are no differences for participants with high prosocial motivation across conditions, we find that participants with low prosocial motivation are more likely to contribute higher funding amounts to a project that has a high prosocial description on a donation-based platform, or to a project that has a low prosocial description on a reward-based platform. Thus, this research sheds light on the crowdfunding and prosocial motivation literature.

Paper is NOT Available. Please contact the author(s).

ENT: Responding to the Crowd: How Online Investor-Entrepreneur Discussions Inform Crowdfunding Decisions 

Author: **Denis Iurchenko**, *California State Polytechnic U., Pomona*
Author: **Jeffrey S. Petty**, *U. of Lausanne, HEC Lausanne*
Author: **Joern Hendrich Block**, *U. of Trier*

Based on the analysis of a unique dataset comprising 276 equity crowdfunding campaigns, we propose that interactive forum discussions between potential investors and entrepreneurs serve as a strong signal of a new venture's quality. The results show that these dialogues play an essential role in campaign performance and that the importance of different topics raised by investors evolves throughout a campaign. As these online discussions are impromptu and initiated by the crowd, responding to investor queries is an important aspect of managing an equity crowdfunding campaign. We discuss the implications of our results for research and practice.

Paper is Available to Meeting Registrants Only.

ENT: Are Entrepreneurs Better Start-up Investors?  

Author: **Catherine Paek**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Author: **Michelle Rogan**, *Imperial College Business School*

Conventional wisdom holds that start-up investors with prior entrepreneurial experience perform better than investors who come from different backgrounds. Accordingly, entrepreneur-investors may have advantages in sourcing, picking and managing start-ups due to their past experience, unique skills and networks. However, the realization of these advantages hinges upon the assumption that the advantages of experience gained in entrepreneurial roles can be translated into the new investment roles without difficulty. In this paper, we question this assumption and argue that entrepreneur-investors may overestimate the value of their past experience in an investor role, which may adversely affect their performance as investors. Through a matched-sample analysis of entrepreneur-investors and non-entrepreneur-investors in the United States and invested in start-up ventures between 2000 and 2019, we find that (a) entrepreneurial experience is detrimental to investment performance and (b) average venture age in the investor's portfolio mediates the negative influence of entrepreneurial experience on investment performance.

Paper is NOT Available. Please contact the author(s).

ENT: Does Local Bias Exist at The Regional Investments? Evidence from Equity Crowdfunding

Author: **Wanxiang Cai**, *Utrecht U. School of Economics*
Author: **Friedemann Polzin**, *U. Utrecht School of Economics*
Author: **Erik Stam**, *Utrecht U.*
Author: **Xing Li**, *Utrecht U. School of Economics*

It is a longstanding finding in the finance literature that most investors have a strong preference for geographically close investments. Such local bias has also been found on the national level; however few studies have explored local bias at the regional level within a country. This severe regional local bias may result in financial constraints for SMEs that locate in peripheral regions, thereby increasing social inequality. This paper analyses whether local bias in investments exists at the regional level and whether regional characteristics have an effect on it. We test our hypotheses by data from a leading Dutch equity crowdfunding platform. The results indicate that crowdfunding flows between two regions decreases with their geographic distance, and the negative effect of distance is weaker if their regional social networks are strong and the investing region's location quotient (a measure of the geographic concentration) of the finance industry is high.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Qualitative Studies of Groups

Digital Session Chair: **Susanne Beck**, *LBG OIS Center & Copenhagen Business School*

OB: **Exploring Organizational Design for Openness and Collaboration in Scientific Research**

Author: **Susanne Beck**, *LBG OIS Center & Copenhagen Business School*
Author: **Marcel LaFlamme**, *Ludwig Boltzmann Gesellschaft*
Author: **Robin Brehm**, *Ludwig Boltzmann Gesellschaft*

Academic scientists are increasingly expected to conduct their research in an open and collaborative manner, crossing disciplinary, organizational, and even functional boundaries to increase productivity and impact. At the same time, scientific research organizations such as universities or research institutes are facing a progressive trend towards managerialism, increasingly enmeshing organizational priorities with individual researchers' agendas and workflows. This raises the question of how and to what extent scientific organizations can facilitate or block researchers from engaging in open and collaborative research practices. We investigate this question from an organizational design perspective and explore two in-depth case studies of scientific organizations with a total of 63 interviews, 4,129 pages of secondary material, and field observations. Our analysis results in a list of 30 factors, grouped into seven clusters (strategy, leadership, processes, structure, infrastructure, people, and culture), which facilitate or block researchers engaging in open and collaborative practices. Subsequently, we reflect on these results against the backdrop of three contingencies resulting from the particularities of the science system: the scientific field, the open or collaborative practice applied, and the intensity of organizational influence exerted on researchers within the organization. Our findings contribute to the literature on the organization of science and hold meaningful implications for research policy as well as for managers of scientific organizations.

Paper is Available to Meeting Registrants Only.

OB: **Context matters: On factors and processes how resilience unfolds in project teams**

Author: **Sebastian Raetze**, *Brandenburg Technical U. Cottbus*
Author: **Stephanie Duchek**, *BTU Cottbus-Senftenberg*
Author: **M. Travis Maynard**, *Colorado State U.*
Author: **Nora Tietz**, *TU Dresden*

This study examines the effects of contextual dimensions and adversity types on processes for team resilience and factor underlying these processes. Based on 48 in-depth-interviews with members of 16 project teams, participants provided broad insights into the diverse ways adversities are encountered in project-based teams nested in business and academic organizations. Results confirm and enrich existing knowledge on enablers and concrete processes of team resilience. At the same time, our work highlights the need for future research to more fully consider contextual dimensions and their impact on team resilience and the complexity inherent in such considerations of context. From these findings, we draw fruitful managerial implications for practitioners.

Paper is Available to Meeting Registrants Only.

OB: **Meta Synthesis of the Qualitative Team Literature**

Author: **Bret Bradley**, *U. of Oklahoma*
Author: **Joann Keyton**, *North Carolina State U.*
Author: **Chandler Marr**, *Arizona State U.*
Author: **Ryan Bisel**, *U. of Oklahoma*
Author: **Pavitra Kavya**, *California State Polytechnic U., Pomona*

The body of qualitative research on teams has grown considerably in the last few decades – yet no accumulation or analysis of this body of research exists, despite the development of a method to do so. Meta-synthesis represents a set of methods used to accumulate and analyze qualitative research in a systematic and rigorous way. A total of 74 articles were identified from 1988 to 2019 in Management or interdisciplinary journals, and we employed meta-synthesis techniques to assess the state of this body of research. Across this time period, scholars have used a diverse set of 42 methods of data collection and 38 types of data analysis. Seven categories of team processes were inductively derived from articles in the dataset: relationship development and management, decision making, leadership, conflict management, safety and trust, communication, and norms and control. A deductive analysis then compared these articles to the hierarchical model of team process, which includes transition, action, and interpersonal processes to identify areas of concentration and areas where future research is most needed. Examples of research in these categories are described, followed by directions for future qualitative research in each category. We encourage scholars to use meta-synthesis methods to ask further questions in this body of team research and to accumulate and assess qualitative research in other areas of Management scholarship.

Paper is Available to Meeting Registrants Only.

OB: **Measuring Leader Perfectionism in Organizations: The Development of Theoretical Construct and Scale**

Author: **Ming Ji**, *Guanghua School of Management, Peking U.*

Leader perfectionism is widely recognized as an important, yet profoundly underinvestigated, construct that lacks conceptual clarity and valid measurement. To address this lack, our research intends to develop a clear conceptualization and an integrative multidimensional measurement of leader perfectionism. We conducted two inductive studies, the focus group interview and the study using critical incident technique, to confirm our conceptualization and generate items and dimensionality of leader perfectionism. We finally define leader perfectionism as leaders' dispositional desire for perfection from themselves and/or their employees, which is characterized by multiple cognition and behavioral characteristics. Moreover, we empirically developed a two-level multidimensional scale. The higher level contains two general dimensions of leader self-oriented perfectionism and leader subordinate-oriented perfectionism, under which the lower level is consisted of 15 subdimensions (8 for leader self-oriented perfectionism and 7 for leader subordinate-oriented perfectionism) to capture specific facets of leader perfectionism.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1312** | Submission: **11211** | Sponsor(s): **(RM, ODC, OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 2:30PM - 4:00PMET (UTC-4)**

**Reimagining Management Research: A Framework for Doing
Research that Impacts Practice**
Reimagining Management Research



Coordinator: **Philip H. Mirvis**, *Santa Fe*
Presenter: **Chris Worley**, *Pepperdine Graziadio Business School*
Presenter: **Susan A. Mohrman**, *U. of Southern California*
Presenter: **Majken Schultz**, *Copenhagen Business School*
Presenter: **Claudy Jules**, *Google Inc*
Discussant: **Andrew H. Van de Ven**, *U. of Minnesota*
Discussant: **Jean M. Bartunek**, *Boston College*

There has never been a more important time for researchers to generate useful knowledge, catalyze change, and contribute to managerial and organizational effectiveness. Organizations have to adapt to the pressures, opportunities, and conundrums presented by a changing economic, technical, ecological, social, and political landscape. Managers need practical insights, research-based evidence, and knowledge partners to inform and guide their actions. Will organizational researchers be there to help them in this transition? Can we find better ways to connect our work to the challenges faced by managers, organizations, and their stakeholders? Doing practical research means studying the real issues, problems, and challenges facing organizations and the people that work in and manage them. It means generating knowledge that is 1) relevant to practice, 2) useful to practitioners, and 3) actionable. And to this a fourth condition is added—that research also be grounded in theory, methods hew to standards of reliability and validity, and findings speak to the literature, academic peers, and practitioners. This symposia addresses and describes how to do research in the middle space between the worlds of academe and practice.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Innovation in Medicine

Digital Session Chair: **David Maslach**, *Florida State U.*

TIM: How do firms overcome regulatory delays to product innovation?   

Author: **David Maslach**, *Florida State U.*

The ability of firms and regulators to work together to reduce regulatory delays in product innovation is important. However, much research tends to focus on the responsibility of the regulator to reduce delays. Here, we study whether and why some firms pursue regulatory alternatives when they experience delays when given the opportunity to do so. Using a regression discontinuity design in the medical device industry, this paper shows that firms choose regulatory alternatives if the existing medical device approval process took too long. Firms are likely to stick with the existing alternative if they have competitive advantages, resources, and private information that allow them to exploit the slower alternative. Most importantly, the results suggest that the interaction between giving firms regulatory choices and regulators the ability to learn from these actions allows both the firm and regulator to work together and more fully exploit information that reduces regulatory delays in innovation. These findings contribute to research on regulatory delays, behavioral theory, and innovation.

Paper is Available to Meeting Registrants Only.

TIM: Mobilising informal networks for open science practices in biomedicine

Author: **Adrián A. Díaz-Faes**, *Institute of Innovation and Knowledge Management INGENIO (CSIC-UPV)*

Author: **Oscar Llopis Corcoles**, *U. of Valencia*

Author: **Pablo D'Este**, *Polytechnic U. of Valencia*

Scientific research increasingly involves the active participation of a diverse range of actors across different fields of science and beyond the academic spheres. In this paper, we seek to understand how the informal networks established by scientists provide access to a variety of resources that contribute to idea generation. We analyse informal networks from two complementary approaches: the compositional perspective (based on the heterogeneity of actors involved in informal networks) and the relational perspective (based on the properties of the links to network members). Our data draws on a large-scale survey to biomedical scientists. Biomedicine represents a suitable context for this study due to the expected potential for knowledge generation from collaboration among multiple actors (e.g. basic and clinical researchers, health professionals, patients, industry practitioners, etc.). The study proposes an analytical network framework and provides granular data to understand the process of resource mobilisation towards knowledge generation in open science practices.

Paper is Available to Meeting Registrants Only.

TIM: Medicines Patent Pool and HIV Drug Cocktail Diffusion and Innovation   

Author: **Lucy Xiaolu Wang**, *Max Planck Institute for Innovation and Competition*

Designed to reward innovation, patent protection often leads to high drug prices that make life-saving medicines unaffordable for patients. This tension further increases patent infringement and invalidation to reduce prices, particularly in developing countries. The situation is serious for treatments that require multiple drugs owned by different firms with numerous patents, notably for HIV. I study the impact of the first joint licensing platform for drug bundling, the Medicines Patent Pool (MPP), on global drug diffusion and innovation. The pool allows generic firms worldwide to license drug bundles cheaply and conveniently for sales in a set of developing countries. I construct a novel dataset from licensing contracts, public procurement, clinical trials, and drug approvals. Using difference-in-differences methods, I find robust evidence that the pool leads to a substantial increase in the generic supply of drugs purchased. In addition, branded-drug makers and other entities, such as public institutions, respond to the pool by increasing the number of new clinical trials. The R&D input increase is accompanied by increases in generic drug product approvals. Finally, I estimate a simple structural model to quantify welfare gains and simulate counterfactuals. The total benefit to consumers and firms far exceeds the associated costs. The MPP has become the key implementing partner for the WHO's COVID-19 Technology Access Pool and deserves more future research.

Paper is Available to Meeting Registrants Only.

TIM: Platforms in Highly Regulated Industries: An Analysis of GAFAM Entry into Healthcare and Education   

Author: **Hakan Ozalp**, *Vrije U. Amsterdam*

Author: **Pinar Ozcan**, *Oxford U., Saïd Business School*

Author: **Dize Dinckol**, *Warwick Business School*

Author: **Markos Zachariadis**, *Alliance Manchester Business School, U. of Manchester*

Author: **Annabelle Gawer**, *U. of Surrey*

While platform firms have disrupted many sectors, they have not yet visibly transformed most regulated industries. However, we observe early signs of the onset of platformization in a few regulated sectors such as healthcare and education. In this study, we examine the challenges and opportunities that regulated industries present to big tech platforms. By examining GAFAM entry patterns into the education and healthcare sectors, we uncover a paradox: whereas GAFAM might be very well suited to solving these markets' inefficiencies, they also are uniquely challenged by the sensitivity of the data emanating from these sectors' social regulation. We develop propositions that identify various modes of platform entry in highly-regulated industries. We suggest that GAFAM modes of entry depend on their pre-entry resources and capabilities, and on the extent to which the primary services offered in the target industries are offered by centralized government actors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**
Program Session: 1314 | Submission: 11048 | Sponsor(s): (GDO, MOC, OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 3:00PM - 4:30PMET (UTC-4)**

Stigma as a Double-Edged Sword: Exploring Both The Positive and Negative Effects of Stigma at Work *Stigma as a Double-Edged Sword*

Chair: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Chair: **Christine Anna Mihelcic**, *Penn State Smeal College of Business*
Discussant: **Yuri Mishina**, *Imperial College London*
Presenter: **Katharina Dinhof**, *WU Vienna U. of Economics and Business*
Presenter: **Devin Johnson Rapp**, *U. of Utah, David Eccles School of Business*
Presenter: **James Hughey**, *U. of Utah, David Eccles School of Business*
Presenter: **Trish Ruebottom**, *Degroote School of Business, McMaster U.*
Presenter: **Sven Mikolon**, *Imperial College London*
Presenter: **Madeline Toubiana**, *U. of Alberta*
Presenter: **Janet Kleber**, *U. of Klagenfurt*

Whereas most research focuses on the negative effects of stigma, this symposium will present research from 4 empirical projects that showcase both the negative and positive elements of stigmatized work and workers. The studies range both in terms of method (qualitative and quantitative) and sample (Covid-19 health care workers, impoverished newspaper vendors, sex workers, and workers with disabilities). We consider the theoretical advantages of taking this both/and approach, note the methodological opportunities of doing so, and discuss how future research on stigma can implement this holistic lens.

The Sympathy Paradox: Navigating Stigma and Ableism in Social Entrepreneurship

Author: **Christine Anna Mihelcic**, *Penn State Smeal College of Business*

Stigma Hierarchies: The Internal Dynamics of Stigmatization in the Sex Work Occupation

Author: **Madeline Toubiana**, *U. of Alberta*
Author: **Trish Ruebottom**, *Degroote School of Business, McMaster U.*

Positive Job Performance Implications of Frontline Employees' Racial Stigma

Author: **Katharina Dinhof**, *WU Vienna U. of Economics and Business*
Author: **Janet Kleber**, *U. of Klagenfurt*
Author: **Sven Mikolon**, *Imperial College London*

Dirty Heroes? Increased Esteem and Stigma Among Health Care Workers During the COVID-19 Pandemic

Author: **Devin Johnson Rapp**, *U. of Utah, David Eccles School of Business*
Author: **James Hughey**, *U. of Utah, David Eccles School of Business*
Author: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1315** | Submission: **17230** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 3:00PM - 4:45PM ET (UTC-4)**

Organizational Influences on Patient Satisfaction, Experience, and Patient-Centered Care

Digital Session Chair: **Seokjun Youn**, *U. of Arizona*

Patient Experience and Satisfaction

HCM: Unwarranted Variation in Healthcare: Impacts of Test-Order Practice Variation on Care-Delivery Cost 

Author: **Seokjun Youn**, *U. of Arizona*

Author: **Gregory Raymond Heim**, *Texas A&M U.*

Motivated by payment reform model policies that aim to reduce practice variation, this study explores whether and how lower variations in clinical practice relate to hospital resource usage. Specifically, we focus on practice variation in test-ordering (e.g., laboratory and radiology tests) stage and use the statistical process control as a theoretical lens to hypothesize its negative impacts on subsequent care-delivery costs. We define practice variation as all variation not resulting from patient mix, and construct a measure using inpatient discharge data for each patient cohort having an identical medical condition. The high underuse practice variation in test-ordering implies that a hospital is more likely to fail to order proper tests for some patients. Thus, such a hospital may spend extra efforts in care-delivery stages to alleviate potential adverse effects of the test underuse. We also consider the intervening effects of two quality initiatives on the relationship: process quality (i.e., how well a hospital adheres to evidence-based medical guidelines to diagnose and treat patients) and experiential quality (i.e., external perceptions of care quality from a patient's perspective). Based on a comprehensive six-year inpatient data from New York and Florida states, we find that higher underuse variation in the test-ordering lead to higher care-delivery cost. Interestingly, this phenomenon is even stronger when a hospital provides a higher-quality patient experience because such a hospital tends to provide more responsive care, which is often resource-intensive. Therefore, hospitals may be improperly rewarded for quality improvements if practice variation is ignored, implying that incentives and penalties for hospital operations should be designed to account for such effects. We discuss our findings and policy implications.

Paper is NOT Available. Please contact the author(s).

HCM: Explaining the Lackluster Impacts of Colorectal Cancer (CRC) Risk Calculators

Author: **Jungmin Lee**, *Georgia State U.*

Author: **Mark Keil**, *Georgia State U.*

Author: **Aaron Baird**, *Georgia State U.*

Author: **Jong Seok Lee**, *U. of Tennessee, Knoxville*

Risk calculators are increasingly being used to promote cancer awareness and prevention. The assumption is that by providing individualized risk assessments, users will be nudged to consider their risk and perhaps undergo screening. To date, there has been limited work on the effects of colorectal cancer (CRC) risk calculators on the intention to undergo CRC screening. Little is known about the mechanism through which risk calculators might influence patient intentions. We conduct an experiment to evaluate the role of perceived susceptibility to CRC as a potential mediator that channels the impact of CRC risk calculator on participants' intention to undergo CRC screening. We also investigate the moderating effect of gender. Our findings show that providing participants with a CRC risk calculator result influences perceived susceptibility to CRC, which in turn influences intention to undergo CRC screening. Interestingly, the CRC calculator results actually decreased perceived susceptibility. Further, we found that gender moderates this mediation relationship. Specifically, the relationship between perceived susceptibility and intention to undergo CRC screening was significant only for women. The implications of this work are that risk calculator results may actually discourage people from undergoing CRC screening and that gender differences should be considered when promoting CRC screening.

Paper is Available to Meeting Registrants Only.

HCM: An Update: The Association between the CXO Role and Hospital Patient Experience Scores

Author: **Seongwon Choi**, *Trinity U.*

Author: **Alisha Singh**, *U. of Alabama at Birmingham*

Author: **Kristine Ria Hearld**, *U. of Alabama, Birmingham*

Author: **William Breen**, *U. of Alabama, Birmingham*

Author: **Nancy Borkowski**, *U. of Alabama, Birmingham*

Due to the healthcare industry's shift from fee-for-service to value-based purchasing (VBP), many hospitals have changed their internal structure to adapt to the new environment by including a new C-suite leader, a Chief Experience Office (CXO). Payers have implemented various performance models to incentivize hospitals and other providers to incorporate the concept of patient-centeredness for improving the patient experience. The patient experience domain of the HCAHPS survey is an integral part of CMS' hospital VBP program payment adjustment. Considering that most hospitals operate with under two percent profit margins, payment incentives or penalties can have a significant impact on their financial sustainability. So this study aimed to answer the question, does a hospital receive a return on a CXO investment in way of higher patient experience scores? Using Breen and colleagues (in-press) study data, we wanted to explore if our findings, post three years, would be consistent with their findings, that is, to determine if hospitals that continue to employ a formal full-time CXO role report higher HCAHPS scores than hospitals without this C-suite position. Our study's findings were consistent with the Breen et al. study in that hospitals that have a formal CXO role are more likely to have higher HCAHPS scores as determined by the patient recommendation question as well as the hospital overall rating question included in the HCAHPS survey. We also provide additional insight into the organization characteristics of hospitals and the market factors associated with those hospitals that have filled the CXO role.

Paper is Available to Meeting Registrants Only.

Author: **Latarsha Chisholm**, *U. of Central Florida*

Author: **Akbar Ghiasi**, *U. of the Incarnate Word*

Author: **Justin Lord**, *Louisiana State U. Shreveport*

Author: **Ganisher K. Davlyatov**, *U. of Oklahoma Health Sciences Center*

Author: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*

High Medicaid nursing homes are associated with lower resident quality of care due to fewer nurses, lower occupancy rates, and lower proportion of Medicare and private pay residents. Culture change is a movement to transition nursing homes to more home-like environments to improve quality of life and care of residents. The literature on culture change initiatives indicates a positive relationship on outcomes, however little to no literature on the use of culture change initiatives in high Medicaid nursing homes and quality. The purpose of this study was to examine how the involvement of culture change initiatives among high Medicaid facilities was associated with nursing home quality. The study relied on both survey and secondary nursing home data for the years 2017-2018. The sample included high Medicaid (85% or higher) nursing homes. The outcome of interest was the overall nursing home star rating obtained from the Nursing Home Compare Five-Star Quality Rating System. The primary independent variable of interest was the years of involvement in culture change initiatives among nursing homes, which was obtained from the nursing home administrator survey. The final model consisted of an ordinal logistic regression with state-level fixed effects. High-Medicaid nursing homes with six or more years in culture change initiatives had an increased log-odds of having a higher star rating, while facilities with one year or less had significantly lower log-odds of having a higher star rating. Culture change initiatives may require some time to effectively implement, but these initiatives are potential mechanisms to improve quality in high Medicaid nursing homes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1316** | Submission: **13543** | Sponsor(s): **(HCM, HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 3:00PM - 4:45PMET (UTC-4)**

Applying Management Research to Improve Science Research Teams
Management Research in Science Research Teams



Chair: **Abbey Salvas**, *George Washington U.*
Chair: **Madison Romero**, *George Washington U.*
Panelist: **Deborah DiazGranados**, *Virginia Commonwealth U.*
Panelist: **Stephen Fiore**, *U. of Central Florida*
Panelist: **Lynn Offermann**, *George Washington U.*
Panelist: **Maritza R. Salazar**, *U. of California, Irvine*
Moderator: **N. Sharon Hill**, *George Washington U.*

As the problems faced by modern science become more complex, developing effective solutions increasingly requires teams of researchers working across disciplinary, organizational, and geographic boundaries. This practice of conducting science research in teams across these boundaries is referred to as team science. Management scholars are well-equipped to make significant contributions to this field as over decades they have accumulated a strong body of research focused on understanding factors that promote more effective teamwork. Participants in this symposium will gain important insights from a panel of researchers who have worked and consulted extensively with science research teams on how to apply management research to increase the effectiveness of these teams.

If you have any questions, please contact asalvas@gwu.edu or romerom@gwu.edu.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1317** | Submission: **11441** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 3:00PM - 4:30PMET (UTC-4)**

**Breaking the Scholar-Practitioner Dichotomy: Integration
and Synthesis for BOTH Knowledge & Practice**
Breaking the Scholar-Practitioner Dichotomy!



Chair: **Eric Sanders**, *Elmhurst U.*
Facilitator: **Ram Tenkasi**, *Benedictine U.*
Facilitator: **George W. Hay**, *Chicago School of Professional Psychology*

We in academia view the practical application of our work through far too narrow a lens. Instead of viewing scholarship and practice as opposite ends of a linear continuum, we should expand our focus to integrating the two into a synthesis of practice based on solid theory, and theory based on reliable practice. In this session, we will look at four models of how to use a larger, more integrative focus – three from Sanders (2015) and one from The Chicago School for Professional Psychology – and apply them to the various roles we fulfill in our work: researchers, teachers, consultants, leaders, etc.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1318** | Submission: **12226** | Sponsor(s): **(MC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 3:00PM - 4:30PMET (UTC-4)**

Drama-based Strategies to Bring Leadership and Management Principles to Life
Drama-based Strategies for Leaders and Managers



Organizer: **Marco Aponte**, *Saint Mary's College of California*
Organizer: **Mary Vradelis**, *Saint Mary's College of California*

The dramatic arts can provide valuable lessons for understanding management principles and developing leadership skills. When playwrights and screenwriters develop scripts, they use their imaginations to create believable and moving stories. These stories can provide interesting insights into managerial and leadership issues. Similarly, when actors prepare for plays and films, they apply different strategies aimed at creating truthful and compelling performances. These strategies can play a key role in developing leadership skills. The purpose of this workshop is to provide consultants, coaches, managers and educators with valuable insights on drama-based strategies that can be used to illustrate management principles and develop leadership skills. The workshop draws on a set of management and leadership principles developed in Daniel Goleman's work, and connects them to specific drama-based strategies. These principles include Goleman's six leadership styles (coercive, authoritative, affiliative, democratic, pacesetter and coaching) as well as his five components of emotional intelligence (self-awareness, self-regulation, motivation, empathy and social skills).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Modern Leadership Topics: Mentorship, Despotism, Reactions to Rule-Breaking & Leader Emergence

Digital Session Chair: **Ting Zhang**, *Harvard Business School*

MOC: Learning Down to Train Up: Mentors are More Effective When They Gather Insights from Below   

Author: **Ting Zhang**, *Harvard Business School*
Author: **Dan Jun Wang**, *Columbia Business School*
Author: **Adam Galinsky**, *Columbia Business School*

Mentorship, advising, and coaching are vital for individuals to achieve success within their organizations and across their careers. Although most mentors believe that knowledge resides at the top of organizational hierarchies, the current research demonstrates that they are more effective when they adopt and integrate a downward learning orientation. We introduce and define a downward learning orientation as the recognition that individuals lower in positional power are valuable sources of knowledge and learning. The current studies test whether the beliefs that mentors have about their sources of learning produce important downstream consequences on their mentees' performance and desire to learn. A field study at an online coding academy finds that mentors with a downward learning orientation increase the appeal of their students in the labor market. Two additional studies involving career advice exchange show that a downward learning orientation leads to better mentorship because it guides mentors to be more engaged and to create greater psychological safety. Overall, the current research adds new insights to the theory and practice on talent development by showing that effective mentorship depends on seeking insights from not only up but also down the status hierarchy.

Paper is Available to Meeting Registrants Only.

MOC: Despotic leadership and job performance: A test of serial mediation and moderation model    

Author: **Shazia Nauman**, *Riphah International U.*
Author: **Hassan Imam**, *Riphah International U.*

Drawing on COR theory, this research investigates the negative side of leadership and examines how despotic leadership undermines subordinates' job performance by testing a serial mediation moderation model. The present study proposes surface acting and emotional exhaustion as explanatory mechanisms in the despotic leadership—performance relationship. Moreover, it investigated faith as a coping mechanism between despotic leadership and surface acting. Three wave time-lagged data were collected from supervisor-subordinate dyads (N= 241) working in manufacturing and service organizations. The results showed that despotic leadership has a direct and negative relationship with job performance and a negative indirect relationship with job performance via surface acting and emotional exhaustion. As expected, when subordinates religious faith increases, the positive relationship between supervisor's despotism and subordinates' surface acting becomes weaker. These findings have important implications for organizations wish to mitigate the negative effects of despotic leadership.

Paper is Available to Meeting Registrants Only.

MOC: Political Skill and Informal Leadership: A Socioanalytic Perspective

Author: **Ning Guo**, *Peking U.*
Author: **Kai Yao**, *Fudan U., School of Management*
Author: **Zhang Yue**, *Fudan U., School of Management*

We propose a theoretical model of the socially constructed process of leadership emergence to clarify why and when political skill predicts team members' emergence as informal leaders within teams. Drawing upon the socioanalytic theory, we propose that team-member exchange (i.e., getting along with others on the path to leadership) and perceived competence (i.e., getting ahead of others on the path to leadership) underlies the relationship between political skill and informal leadership emergence. Additionally, we examine whether outcome interdependence serves as a boundary condition for political skill in team members' interactions. The results of a multi-time and multi-source survey indicate that politically skilled individuals could acquire informal leadership by getting along with and ahead of others in teams. Further, outcome interdependence enhances the positive effects of political skill on team-member exchange and perceived competence. Finally, the theoretical and practical implications of political skill and informal leadership are discussed.

Paper is Available to Meeting Registrants Only.

MOC: How Leaders deal with Pro-Social Rule Breaking: Unravelling their rationales for response behavior

Author: **Annika Janssen**, *U. of Kassel*
Author: **Peter Eberl**, *U. of Kassel*

In this paper, we explore leaders' rationales for their responses to pro-social rule-breaking by their subordinates. Pro-social rule breaking describes a violation of formal organizational rules but with a good intention. Demonstrating appropriate leadership behavior in such a situation is a challenging task. On the one hand, leaders are expected to recognize the good intention of their subordinates, on the other hand, they are responsible for ensuring that rules are respected. Our study aims to improve our understanding of this dilemma situation of leaders by identifying key elements that leaders use for the rationalization of their behavior. In doing so, we employed a qualitative experimental design with vignettes. Our findings suggest that leaders generally consider two types of responses: 'clarifying and supporting' or 'clarifying and sanctioning'. Their rationales for these responses are based on two different levels of reflection. At the first level, they will consider cues directly related to the pro-social rule breaking, such as the outcome, the perceived intention, the severity, and the communication of the rule violation. However, these reflections will be mitigated or reinforced by more general cues on a second level like the organizational culture, the leader-follower relationship, and the structural setting.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1320** | Submission: **16854** | Sponsor(s): (MOC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 3:00PM - 4:30PMET (UTC-4)**

Entrepreneurship, New Product Development, & Invention

Digital Session Chair: **Evangelos Syrigos**, *Department of Business and Management, LUISS Guido Carli U.*

MOC: **Corporate and Functional-level Performance Feedback in New Product Development**  

Author: **Evangelos Syrigos**, *Department of Business and Management, LUISS Guido Carli U.*

Author: **Konstantinos Christos Kostopoulos**, *U. of Piraeus*

Author: **Constantinos Mammassis**, *Athens U. of Economics & Business*

In this study, we add new insights in the performance feedback theory by arguing that although organizations give primacy to feedback regarding corporate-level financial goals, they also have to attend to a variety of functional-level performance signals to identify more suitable solutions and better adjust their behavior. However, due to the multiplicity of functional goals, we build on Gestalt theory to suggest that firms may use two key properties of functional performance feedback (i.e., simplicity and predictability) to guide their problemistic search and effectively select behavioral responses. In a longitudinal sample of 97 global incumbent pharmaceutical firms, we find that a simpler and more predictable set of functional performance signals strengthens the relationship between poor financial performance and the number of new products that firms initiate.

Paper is Available to Meeting Registrants Only.

MOC: **Founding team entrepreneurial and professional identification, identity conflict, and ambidexterity**   

Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*

Author: **Stephen Xu Zhang**, *U. of Adelaide*

Author: **Jianfeng Jia**, *Northeastern U. China*

Author: **Steven Gray**, *U. of Texas at Austin*

Author: **Yuxin Jiao**, -

We introduce the concept of startup identity conflict as disagreements among founding team members about the core, enduring, and distinctive characteristics of a nascent business, and relate it with business ambidexterity—the balance between exploration and exploitation. Although ambidexterity is essential for startups' funding success, performance, and growth, it is difficult to achieve in a startup as its founding members may differ among one another in what they value. We argue that startup identity conflicts are negatively related to ambidexterity. Further, we demonstrate how founding team members' identification with two different targets, namely, the founding elite and their profession, jointly bring about startup identity conflict. Drawing from social identity theory and founder identity theory, we demonstrate that there is an indirect negative effect of team entrepreneurial identification on ambidexterity mediated by startup identity conflict, and that this indirect relationship is weaker when team professional identification is higher rather than lower. We test our hypotheses using a multi-informant three-wave survey of 102 startups. Implications for theory on identity in entrepreneurship, ambidexterity, and interpersonal conflict in teams are discussed.

Paper is NOT Available. Please contact the author(s).

MOC: **Corporate- and Functional-level Performance Feedback in New Product Development**

Author: **Evangelos Syrigos**, *Department of Business and Management, LUISS Guido Carli U.*

Author: **Konstantinos Christos Kostopoulos**, *U. of Piraeus*

Author: **Constantinos Mammassis**, *Athens U. of Economics & Business*

In this study, we add new insights in the performance feedback theory by arguing that although organizations give primacy to feedback regarding corporate-level financial goals, they also have to attend to a variety of functional-level performance signals to identify more suitable solutions and better adjust their behavior. However, due to the multiplicity of functional goals, we build on Gestalt theory to suggest that firms may use two key properties of functional performance feedback (i.e., simplicity and predictability) to guide their problemistic search and effectively select behavioral responses. In a longitudinal sample of 97 global incumbent pharmaceutical firms, we find that a simpler and more predictable set of functional performance signals strengthens the relationship between poor financial performance and the number of new products that firms initiate.

Paper is Available to Meeting Registrants Only.

MOC: **Searching Combinatorial Potential Through Knowledge Networks**

Author: **Siwei Zhu**, *Minnesota State U., Moorhead*

Author: **Gokce Serdar**, *Minnesota State U., Moorhead*

Individual search behaviors evolve to fit the conditions in which the search is performed and the goals of the search. Taking a survey-based network approach, this study conceptualizes inventors as agents that connect knowledge elements within a knowledge network; inventors' searches focus on a knowledge element's combinatorial potential—its suitability for combination with other knowledge elements to generate innovation. Our results, gleaned from a survey of top chemical scientists in the R&D department of a leading US oil & gas company, show that internal search in a knowledge network has an inverted U-shaped relationship with innovation and external search has a positive relationship with individual innovation performance. No reinforcement effect between internal and external search was found. Instead, our study reveals the search strategy through knowledge networks that inventors are likely to reduce their effort on internal search but maintain external search to identify the combinatorial potential of knowledge elements, making them more likely to create fruitful knowledge combinations for innovation.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning From Failure

Learning From Failure

Digital Session Chair: **Tristan L. Botelho**, *Yale School of Management*

OMT: **Firm Failure, Scandal, and Employee Exit From Innovation-Driven Industries**

Author: **Tristan L. Botelho**, *Yale School of Management*
Author: **Matt Marx**, *Cornell U.*

Over 100,000 employees join innovation-driven ventures each year, many of which will fail. How does firm failure impact the subsequent career of these employees? Current research primarily focuses on how failure affects executives, leaving a theoretical and empirical gap in our understanding with regards to how firm failure may also affect the modal employee: non-executives. We fill this gap by focusing on the relationship between firm failure and employees exiting the industry. In contrast to prior work, we leverage data from an entire industry (Automatic Speech Recognition), many (158) failure events, and differentiate between failure with and without scandal. Tracking nearly 14,000 employees, we find that the effect of firm failure is contingent on the employee's role and nature of the failure. Employees from failed firms exit the industry similar to employees who voluntarily leave surviving firms. However, employees from failed firms (with scandal) are the most likely to exit the industry. Furthermore, employees with specialized human capital from failed firms are the most likely to be retained in the industry, but this is not true if the failure involved a scandal. We also discuss demand- versus supply-side mechanisms and the permanent loss of specialized human capital to the industry.

Paper is NOT Available. Please contact the author(s).

OMT: **Binding Effects of Interorganizational and Interpersonal Trust and Control During Project Failure**

Author: **Ramin Vandaie**, *U. at Buffalo, The State U. of New York*

Although failure in joint projects is not uncommon, our knowledge of the impact of failure on the relationships between alliance partners and project participants remains limited. This study explores the conditions under which dyadic interpersonal and interorganizational ties in failed joint projects persist and reappear within a future project. We examine the role of past mutual experience and dyad similarity at the dyadic level, and team size and presence of a dominant partner at the team level, as moderators of the negative impact of project failure on the probability of any two partners collaborating again in the future. Implications for literatures on interpartner tie persistence and multipartner alliance dynamics are discussed.

Paper is Available to Meeting Registrants Only.

OMT: **All Failures Are Not Made Equal: Towards a Comparative-Contingent Theory of Learning From Failures**

Author: **Federica Angeli**, *U. of York Management School*
Author: **Marius Meeus**, *Tilburg U.*
Author: **Ashley Metz**, *Tilburg U.*

Although much scholarly work has investigated how organizations learn from past failures, we still lack knowledge about whether and how different types of failure experiences interact and jointly help firms prevent future failure events. This article develops a novel comparative-contingent theoretical framework that considers firms' experience with both small and large failures, as well as experiential and vicarious learning mechanisms through firms' both direct and indirect failure experience. We test our hypotheses on an original dataset comprising all companies that have issued high-severity and low-severity medical device recalls in the decade 2009-2018. We provide evidence of a strong experiential learning effect from both small and large failures, which however is salient only to prevent the same type of failure but not the other. We also find that firms' learning from small failures is contingent on two experiential factors. Firms directly experiencing a high number of large failures prove unable to learn from their own small failures, while exposure to a high number of peers' small failures reduces firms' learning rate from small failures. This article contributes to the scholarship addressing organizational learning by demonstrating a differential salience of small vs large failure events in stimulating learning and a detrimental interaction of experiential and vicarious learning mechanisms.

Paper is Available to Meeting Registrants Only.

OMT: **Optimal Repositioning Following Failure and Time to Success on The Google Play App Store**

Author: **Ryan Angus**, *West Virginia U.*
Author: **Matthew Barlow**, *U. of Nebraska, Lincoln*
Author: **Cameron Verhaal**, *Tulane U.*

The optimal distinctiveness literature articulates how firms can increase their odds of success through product positioning strategies. However, new firms lack legitimacy and suffer from other liabilities of newness that increase the likelihood that their early products will fail to create value – even if they adopt optimal positioning strategies. This paper draws on the optimal distinctiveness and vicarious learning literatures to explore repositioning strategies in the wake of product introduction failure. We use survival analysis to test our theory using a unique data set from the Google Play app store. Our findings suggest that app developers can vicariously learn from the products introduced by their competitors and decrease the number of failures they experience before producing a successful app. More specifically, we find that app development organizations can substantially decrease the time to success by maximizing intra-firm product distinctiveness. We also find that the level of performance of a product's nearest competitors amplifies vicarious learning, further decreasing the time to success. While failure may be difficult to avoid in entrepreneurial contexts, these results help reveal strategies new firms can enact to fail less and succeed sooner.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Perspectives on Market Entry and Firm Boundaries

Digital Session Chair: **Hyoju Jeong**, *U. of Minnesota*

STR: Cooperative as an Entrant and Incumbents' Technology Upgrades 

Author: **Hyoju Jeong**, *U. of Minnesota*

This study examines the pro-competitive role of cooperative entry compared to investor-owned firm entry. Consumer cooperatives, by aligning firm's interests with those of consumers can eliminate costs coming from limited competition; thus, their entry becomes a bigger threat than investor-owned firm entry, forcing stronger reactions from incumbents. I test and find support for this argument in the US broadband industry from 2014 to 2018, showing that incumbents are more likely to upgrade their technology to high-tech in response to cooperative entry than in response to investor-owned firm entry. These effects are stronger for local investor-owned providers than for national investor-owned providers and in highly concentrated markets for high-tech internet service. The results are consistent when cooperative entries were made with low-tech, excluding an alternative mechanism that incumbents' responses are driven by technology level that cooperatives enter with and not by cooperative's unique organizational form itself.

Paper is Available to Meeting Registrants Only.

STR: A Bilateral Perspective on Asymmetric Distance and Alliance Governance mode

Author: **Sergio Grove**, *U. of Texas at El Paso*

Author: **Rebecca Ranucci**, *U. of Hartford*

Author: **David Souder**, *U. of Connecticut*

Author: **Brian C. Fox**, *Bentley U.*

Collaboration and mutual learning motivate many firm alliances, but realizing these sources of value can also have the paradoxical effect of transforming alliance partners into future competitors. This paper revises models of alliance governance mode to capture the inherent tension between entry cost, mutual learning, and bilateral safeguarding by simultaneously analyzing the asymmetry between partner firms and that alliance based on industry relatedness. Using a sample of 2,878 U.S. alliances from 1985-2017, we find that instead of prioritizing low entry costs by using non-equity alliances, managers opt for equity governance when the partner firm may attempt to become a future competitor. Specifically, equity-based governance increases with partner industry asymmetry as firms safeguard against potential competition from both the alliance and their partner in a bilateral and dynamic way.

Paper is Available to Meeting Registrants Only.

STR: Market Entry Decisions Revisited: The Case of Biopharmaceutical Firms in the Midst of COVID-19 

Author: **Shinhye Gloria Ahn**, *Seoul National U.*

Author: **Theresa Cho**, *Seoul National U.*

Author: **Sun Hyun Park**, *Seoul National U.*

In this study, we explore the linkage between a firm's status and its decision to enter new markets. Specifically, we focus on the speed of the entry decision, as well as the linguistic framing of their entry itself. Using a unique dataset of the biopharmaceutical industry during the COVID-19, we find that the middle-status firms were the fastest in entering the vaccine market and most prone to using novelty-oriented frames in announcing their entry. In the therapeutic drug market with lower Knightian uncertainty, however, middle-status firms failed to show such behavior. The findings of our study provide a novel contingency view on the effects of environmental uncertainty on market entry decisions.

Paper is Available to Meeting Registrants Only.

STR: Implications of Priority Access in Markets with Experts: Evidence from Online Marketplace Lending   

Author: **Anparasas Mahalingam**, *Purdue U.*

Author: **Mohammed Alyakoob**, *U. of Southern California*

Author: **Mohammad Rahman**, *Purdue U.*

Platform governance mechanisms such as market access control help to align all market players towards a common value proposition. Our study focuses on an important market access control mechanism: platform owners granting priority access to a subset of supply-side complementors to grow the marketplace and remove potential demand-side bottlenecks. We further examine how the effect of priority access may vary across expert versus novice complementors. Leveraging the randomized priority access given to expert institutional investors in LendingClub.com, we show that such access creates negative spillover effects on the performance of crowd retail investors. We provide further evidence in support of two mechanisms driving the impact of priority access, the intensity of priority access and creamskimming by institutional complementors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Refugees and HRM

Digital Session Chair: **Robin Pesch**, *Newcastle U. Business School*

HR: Refugees in HRM: A Review, Conceptualization, and Research Agenda for Workplace Integration     

Author: **Robin Pesch**, *Newcastle U. Business School*
Author: **Ebru Ipek**, *San Francisco State U.*

Due to the ongoing refugee crises, refugees have attracted the attention of management scholars. However, the management literature on refugees lacks a conceptual foundation and contextualization. The present paper reviews and examines the concept of refugees, arguing that the careless use of the term refugee in research, combined with a lack of contextualization when theorizing about refugees' workplace integration, impede research in the emerging field of human resource management dealing with refugees. We argue that greater construct clarity is needed, as is a refugee definition that clarifies who belongs to the group of refugees and who does not. This conceptualization emphasizes that refugees are a heterogeneous group of displaced persons. Using a micro-macro framework, we discuss various criteria that can be used to distinguish different kinds of refugees. To consider this heterogeneity for further theorization and empirical work, we call for multi-level contextualization, which we concretize by formulating guiding principles that might aid future human resource management research on refugees.

Paper is Available to Meeting Registrants Only.

HR: Expanding Strategic Human Resource Management by Learning from Refugee Recruitment     

Author: **Betina Agata Szkudlarek**, *The U. of Sydney Business School*
Author: **Eun Su Lee**, *U. of Newcastle*
Author: **Chris Brewster**, *Henley Business School, U. of Reading*

The recruitment of refugees is an increasing challenge around the world and one that is unlikely to be ameliorated by any effects of the COVID-19 pandemic. Finding employment is one of the most critical steps for refugees towards integration into their new society. Yet, many organizations do not consider or see the benefits to refugee recruitment. Our empirical evidence is collected from semi-structured interviews with multiple stakeholders partaking in refugee recruitment including, employers, governmental organizations, refugee support-service providers and refugees in Australia, a country with a long history of receiving humanitarian migrants. We demonstrate how employers leverage a collaborative model of recruitment while attempting to hire refugees. Our analysis uncovers a stakeholder-responsive and multi-level view of strategic human resource management where recruitment is seen as an embedded process involving the expertise, know-how and interests of numerous actors, many external to the employing organizations. To attend to both the organizational and societal goals, we suggest a potential role for strategic human resource management in addressing the grand challenges linked to employment in areas beyond refugee workforce integration.

Paper is Available to Meeting Registrants Only.

HR: The HRM-CSR nexus and stakeholder co-dependency: Investigating refugee employment support programs     

Author: **Eun Su Lee**, *U. of Newcastle*
Author: **Betina Agata Szkudlarek**, *The U. of Sydney Business School*

Carolyn Dexter Award Nominee

Recent research suggests that human resource management (HRM) can play a crucial role in corporate social responsibility (CSR) and in addressing grand challenges, such as refugee workforce integration. This paper investigates how employers carry out their CSR goals through HRM practices, while working closely with non-profit organizations (NPOs) that facilitate refugee employment support programs. Using qualitative semi-structured interviews with employers and NPOs in Australia, we highlight their co-dependent relationship in addressing the challenge of refugee workforce integration. We demonstrate how, in this co-dependent relationship, the achievement of both CSR goals and social impact is enhanced through each stakeholder's unique expertise and access to resources. Our research findings advance the current understanding of the HRM-CSR literature on external stakeholder engagement by suggesting that a co-dependent, rather than just a collaborative, relationship can underpin the effective execution of HRM practices with CSR goals.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1324** | Submission: **15840** | Sponsor(s): **(OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 3:30PM - 5:30PMET (UTC-4)**

The Structural, Organizational, and Societal Shape of Authenticity *Organizational Authenticity*



Organizer: **Erica Bailey**, *Columbia Business School*
Organizer: **Rebecca Ponce de Leon**, *Fuqua School of Business, Duke U.*
Presenter: **James T. Carter**, *Columbia Business School*
Presenter: **N. Derek Brown**, *Haas School of Business, UC Berkeley*
Discussant: **Sheena S. Iyengar**, *Columbia U.*
Participant: **Carl Blaine Horton**, -
Participant: **Drew Jacoby-Senghor**, -
Participant: **Ashleigh Shelby Rosette**, *Duke U.*

Given the benefits of authenticity for individuals and their organizations, the goal of this symposium is to explore the social dynamics of authenticity, with a particular focus on how authenticity is socially constructed. Our focus complements past research on authenticity, which has primarily focused on the individual processes that prompt authenticity (Heppner et al., 2008; Peus, Wesche, Streicher, Braun, & Frey, 2012; Sheldon, Ryan, Rawsthorne, & Ilardi, 1997). In contrast to that approach, we adopt a social and organizational lens, examining how various structural and contextual factors—including hierarchical and intergroup processes—affect authenticity. Bringing together studies that explore both felt and perceived authenticity, we help to shed light on the complex, dynamic nature of authenticity. Utilizing experimental, archival, and observational methods, these four papers speak to the many ways authenticity can be influenced by social and organizational contexts. Additionally, this set of papers illuminate important psychological, physical, and interpersonal underpinnings of authenticity. To this end, the first two talks in this symposium explore the complex relationship between power and authenticity. Specifically, Bailey demonstrates how a seemingly simple decision—choosing one’s attire—shapes task engagement via feelings of authenticity. Further, emphasizing the importance of felt authenticity, these findings suggest that authenticity explains the effect of attire on workplace outcomes better than feelings of power. Building upon this paper, Carter reveals that social status, rather than power, facilitates greater authentic expression. Taken together, these first two talks clarify how power and authenticity relate to one another and emphasize how external factors, like dress codes and social hierarchy, may affect people’s ability to authentically express themselves at work. Resultantly, these results shed light on the ways that social dynamics impact authenticity. The final two talks explore how the strategies individuals adopt to navigate intergroup interactions impact both felt and perceived authenticity. These concluding talks focus on how identity and context interact to inform dynamics related to authenticity. Brown finds that in an effort to combat intergroup bias, stigmatized individuals may choose to downplay their identities, resulting in diminished feelings of authenticity. Finally, Ponce de Leon discusses perceptions of white allyship from the perspective of Black observers, revealing that whites who signal allyship through consistent and costly acts are viewed as less instrumentally motivated and, in turn, more authentic. Following these presentations, Sheena S. Iyengar will proctor a discussion on what authenticity is, how individuals create and express themselves in their organizations, and future directions for the organizational antecedents of authenticity.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1325** | Submission: **13469** | Sponsor(s): **(OB, RM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 3:30PM - 5:00PMET (UTC-4)**

**Theoretical and Empirical Insights into Management Research Using
Polynomial Regression**
Insights Using Polynomial Regression



Organizer: **Anna Maria Zabinski**, *Oklahoma State U.*
Organizer: **Lisa Schurer Lambert**, *Oklahoma State U.*
Discussant: **Jeffrey R. Edwards**, *U. of North Carolina*
Presenter: **Seoin Yoon**, *Texas A&M U., College Station*
Participant: **Joel Koopman**, *Texas A&M U.*
Participant: **Nikolaos E. Dimotakis**, *Oklahoma State U.*
Participant: **Tanja R. Darden**, *Towson U.*
Participant: **Juanita Kimiyo Forrester**, *Mercer U.*
Participant: **Lauren Simon**, *U. of Arkansas*
Participant: **Bennett J. Tepper**, *Ohio State U.*
Participant: **Lindie Hanyu Liang**, *Wilfrid Laurier U.*
Participant: **Dan Ni**, *School of Economics and Management Tsinghua U.*
Participant: **Douglas J. Brown**, *U. of Waterloo*
Presenter: **David W. Sullivan**, *U. of Houston*
Participant: **Tyler Sabey**, *Texas A&M U.*
Participant: **Murray R. Barrick**, *Texas A&M U.*
Participant: **Erica Studer-Byrnes**, *U. of Florida*
Presenter: **Anna Maria Zabinski**, *Oklahoma State U.*
Participant: **Lisa Schurer Lambert**, *Oklahoma State U.*
Participant: **Abbey Davis**, *Oklahoma State U.*
Participant: **Nicklaus Hayden**, *Oklahoma State U.*
Participant: **Cassidy Creech**, *Utah State U.*
Presenter: **Tanja R. Darden**, *Towson U.*
Participant: **Paata Brekashvili**, *Illia State U.*
Participant: **Ryan Phillip Currie**, *Abraham Baldwin Agricultural College*
Participant: **Greg Hardt**, *Xavier U.*

Polynomial regression and response surface analysis (Edwards & van Harrison, 1993) was first introduced to management research nearly 30 years ago. Presented as an alternative to difference scores, researchers have adopted this methodology to visually present and statistically test the effects of fit and misfit proposed by theory. Since the advent of polynomial regression in management, it continues to prove itself as a useful and meaningful way to test and represent theory. The papers in this symposium present theoretical and empirical insight into abusive supervision, impression management, prosocial behavior, and supervisors' psychological contracts by using polynomial regression. The objective of this symposium is to showcase polynomial regression's utility, highlight theoretical and empirical contributions, and to stimulate new questions with Dr. Jeff Edwards serving as a discussant.

A Polynomial Regression Approach to the Effect of Abusive Supervision Inconsistency

Author: **Seoin Yoon**, *Texas A&M U., College Station*
Author: **Joel Koopman**, *Texas A&M U.*
Author: **Nikolaos E. Dimotakis**, *Oklahoma State U.*
Author: **Tanja R. Darden**, *Towson U.*
Author: **Juanita Kimiyo Forrester**, *Mercer U.*
Author: **Lauren Simon**, *U. of Arkansas*
Author: **Bennett J. Tepper**, *Ohio State U.*
Author: **Lindie Hanyu Liang**, *Wilfrid Laurier U.*
Author: **Dan Ni**, *School of Economics and Management Tsinghua U.*
Author: **Douglas J. Brown**, *U. of Waterloo*

The Effects of Person-Supervisor Goal Misfit on Impression Management Behavior

Author: **David W. Sullivan**, *U. of Houston*
Author: **Tyler Sabey**, *Texas A&M U.*
Author: **Murray R. Barrick**, *Texas A&M U.*
Author: **Erica Studer-Byrnes**, *U. of Florida*

Too Much of a Good Thing? Prosocial Fit Predicting Job Satisfaction and Pride

Author: **Anna Maria Zabinski**, *Oklahoma State U.*
Author: **Lisa Schurer Lambert**, *Oklahoma State U.*
Author: **Abbey Davis**, *Oklahoma State U.*
Author: **Nicklaus Hayden**, *Oklahoma State U.*
Author: **Cassidy Creech**, *Utah State U.*

A Psychological Contracts Perspective of Supervisors' Satisfaction with Subordinates

Author: **Tanja R. Darden**, *Towson U.*
Author: **Paata Brekashvili**, *Iliia State U.*
Author: **Lisa Schurer Lambert**, *Oklahoma State U.*
Author: **Ryan Phillip Currie**, *Abraham Baldwin Agricultural College*
Author: **Greg Hardt**, *Xavier U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1326** | Submission: **17303** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 3:30PM - 5:00PM ET (UTC-4)**

Managing Collaborators, Suppliers and Partnerships

Managing Partnerships



Digital Session Chair: **Michael Rollo**, *U. Of Sydney*

OMT: When Safe Spaces Turn Violent: How Managers Secure and Defend New Business Unit Legitimacy

Author: **Thijs Geradts**, *Maastricht U., School of Business & Economics*
Author: **Paul Tracey**, *U. of Cambridge*

New Business Units (NBUs) are commonly perceived as a legitimate innovation mechanism. While many corporations have introduced NBUs to help facilitate internal corporate venturing, NBUs often prematurely close long before ventures can demonstrate success. Moving beyond existing literature on NBUs, we study the internal dynamics of NBU legitimation work by managers inside a multinational conglomerate. At the large corporation, we find that mid-level managers played a critical role in attaining strategic and political legitimacy through molding and signaling as two legitimation building strategies. Following a legitimation crises, we find that mid-level managers sought to overcome strategic incongruence and political hostility through organizing a countermovement and functional disobedience as two defensive legitimation strategies. These findings uniquely shed light on legitimacy dynamics of NBUs and advance our understanding of how managers create NBUs and how they may respond when internal and external factors threaten the NBUs' survival.

Paper is Available to Meeting Registrants Only.

OMT: Formal Contract Violation and Conflict: The Mediating Mechanism of Psychological Contract Violation

Author: **Wenjun Wang**, *School of Management, Xi'an Jiaotong U.*
Author: **Longwei Wang**, *Xi'an Jiaotong U.*

Although contract violation has a great negative effect on the supply chain relationship, few studies have deeply explored its influence. Based on the institutional theory, this study investigates how formal contract violation affects conflict in emerging economies. We extend the contract violation literature by suggesting that formal contract influences conflict through the psychological contract violation. The findings from a dataset of 186 firms in China indicate that formal contract violation has a positive effect on psychological contract violation. And psychological contract violation has a J-shaped relationship with conflict. Moreover, legal enforceability and relationship orientation strengthen the positive effect of formal contract violation on psychological contract violation.

Paper is Available to Meeting Registrants Only.

OMT: Is the Paradox of Project Control Alive and Well in Mega Infrastructure Projects?

Author: **Michael Rollo**, *U. Of Sydney*

In the project context, the paradox of control has been associated with traditional, reductionist approaches to the management of projects where complexity and uncertainty are addressed by imposing more controls expecting more predictable outcomes when in reality this usually leads to more uncertainty and unpredictability. Complexity is a defining feature of mega infrastructure projects. Over the last decade, a number of research studies have advocated an approach to megaproject management, grounded in complexity theory, that suggests a move away from control focused reductionist methodologies toward the application of self-management, changing the level of control through delegation and empowerment. This paper reports on a study conducted from the perspective of the construction contractor project directors of 24 of the 25 mega infrastructure projects awarded in Australia from 1995 to 2018. It explores their approach to mega project management with the aim of identifying the extent to which they respond to complexity by encouraging self-management or by relying upon reductionist control based approaches. Evidence suggests that while some directors of mega infrastructure projects have encouraged self-management through empowerment and delegation, others have not, and the paradox of project control is alive and well in the delivery of mega infrastructure projects.

Paper is Available to Meeting Registrants Only.

OMT: Acceptability in Cross-Border Regions: Towards a New Condition of Emergent Coordination

Author: **Nour KANAAN**, *OMT*

Emergent coordination relies on the accomplishment of three integrative conditions : accountability, predictability and common understanding (Okhuysen & Bechky, 2009). In this perspective, different organizational dynamics can erode the achievement of these conditions so that organizations must constantly work to (re)create them. Organizations operating in cross-border regions face political and social challenges as diverse profile of actors are required and because every situation at the border naturally raises political concerns associated to questions of national sovereignty. These challenges inherent to actors may emphasize divergent political agendas and interests, social incompatibilities and tensions which contribute to erode the coordination process yet without affecting the capacity to achieve the three conditions identified by Okhuysen and Bechky (2009). Based on an in-depth investigation of the Mont-Blanc and the Franco-Belgian regions, we developed a coordination-practice perspective that stress the necessity to consider acceptability as a new condition of coordination and by doing so, emphasize the efforts and work of actors engaged in such coordination process. Acceptability can be defined as the actors' willingness to accomplish and/or maintain tasks allocation and to support interaction articulations so that each member can benefit from the interaction. By creating acceptability, actors agree to engage in coordination work and consent to make and/or maintain such efforts so that complex interdependencies can be managed. We suggest that acceptability is achieved through three different practices: practices of consensus, conciliation or arbitration. Each of these practices is supported by different institutional, strategical and operational actors whose work converge respectively towards different logic : unity, coexistence and calculation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Policy Issues in OSCM

Digital Session Chair: **Eugenia Rosca**, *Tilburg U.*

OSCM: A Relational View on the Role of Intermediaries in Poverty Setting Supply Chains

Author: **Eugenia Rosca**, *Tilburg U.*
Author: **Wendy Tate**, *U. of Tennessee*
Author: **Feigao Huang**, *U. of Tennessee, Knoxville*
Author: **Lydia Bals**, *Mainz U. of Applied Sciences*

There is significant impact of various external stakeholders on firms' global operations and supply chain decisions. In areas of extreme poverty, known as Base of the Pyramid (BOP) markets, there can be institutional voids in labor, capital, regulatory, product and contracting markets exacerbated by the informal nature of these markets. In these challenging settings, acquiring information and local legitimacy is difficult. For understanding how intermediaries can serve as instruments of public policy and influence the adoption of sustainability issues in global supply chains, extensive qualitative data was collected via expert interviews and field visits with multiple intermediaries and focal firms operating in BOP markets. Drawing on the relational view and distinguishing between material and support flows in supply chains, the findings suggest that strong ties with public, private and hybrid intermediaries can enable BOP businesses to achieve economic and social viability through four pathways: formalization, legitimacy for vulnerable stakeholders, social capital development, and acquisition of complementary resources through the extended network of intermediaries. Public intermediaries fill in structural holes in the support ecosystem and bridge links between BOP businesses. By funding these support organizations, governments can influence global supply chains and their operating environment.

Paper is Available to Meeting Registrants Only.

OSCM: Public Procurement Capabilities for Collaboration and Enhanced Performance in Complex Projects

Author: **Juliana Bonomi Santos**, *FGV EAESP*
Author: **Sandro Cabral**, *Inspere Institute of Education and Research*

This paper explores how public procurers manage to collaborate with private suppliers to obtain enhanced procurement performance in complex projects. To answer our research question, we conducted an in-depth analysis of two case studies on the procurement of complex military systems by the Brazilian Armed Forces. We then followed the GIOIA methodology to inductively analyse data from interviews, official documents, media articles, and notes of project meetings. We identified public procurement capabilities for complex projects as an essential aspect to activate trust-based collaborative practices with private suppliers and enhance procurement performance by enabling the conciliation of operational performance (i.e. on-time delivery, budget and project scope compliance) and policy goals (i.e. inclusion of local suppliers in defense supply chains). Public procurement capabilities for complex projects encompass routines to manage the bidding and contracting process, relationships with a myriad of governmental agencies, and knowledge acquired within and across projects. The study extends the literature on collaboration in complex projects by shedding light on mechanisms that enable public procurers to successfully adopt collaborative practices in complex projects. It also complement existing studies focused on the performance implications of collaboration in complex exchanges by showing that collaboration facilitates the achievement of policy objectives without threatening operational performance.

Paper is Available to Meeting Registrants Only.

OSCM: Orchestrating Coordination among Humanitarian Organizations

Author: **Lea Rüsich**, *Kühne Logistics U.*
Author: **Murat Tarakci**, *Erasmus U.*
Author: **Maria Besiou**, *Kühne Logistics U.*
Author: **Niels Van Quaquebeke**, *Kühne Logistics U.*

Disasters mobilize hundreds of humanitarian organizations. Despite the common aim to assist beneficiaries, coordination among humanitarian organizations remains a challenge. This is why the United Nations has formed clusters to facilitate information and resource exchange among humanitarian organizations. Yet, coordination failures in prior disasters raise questions as to the effectiveness of the cluster approach in coordinating relief efforts. To better understand barriers to coordination, we developed a grounded theory and augmented the theory with an agent-based simulation. Our theory discerns a cluster lead's roles of facilitating coordination but also investing in its own ground operations. We find that specifically serving such a dual role impairs trust and consequent coordination among cluster members. The additional simulation findings generalize the detrimental effect of the cluster lead's dual role versus a pure facilitator role and specifies it against various boundary conditions.

Paper is Available to Meeting Registrants Only.

OSCM: An Analysis of Foreclosure Effects and Public Policy Remedies in Last-Mile Transportation

Author: **Lina Wang**, *W. P. Carey School of Business, Arizona State U.*
Author: **Elliot Rabinovich**, *Arizona State U.*
Author: **Harish Guda**, *W. P. Carey School of Business, Arizona State U.*

We examine how Amazon's decision to vertically integrate its retail platform and last mile delivery operations can lead to foreclosure in the last-mile transportation industry (as reflected in the deterioration of operating costs in the industry) as well as generate negative externalities (as reflected in decreases in the industry's environmental performance). We also expand on public policy measures that can ameliorate these effects. Based on an operational analysis of one of the largest last-mile transportation firms in the United States, we find that Amazon's decision to vertically integrate led approximately to a 45 percent increase in the mileage necessary to deliver parcels across the country. Furthermore, we find that this increase was more pronounced in areas of the country that are harder to reach or that require faster deliveries. These effects translate, on average, into \$0.69 in additional costs necessary to cover extra vehicular and labor expenditures per parcel. In areas that are more difficult to serve (either because they are harder to reach or require faster deliveries) these additional costs are even greater, reaching up to \$9.44 per parcel. These effects also carry with them negative environmental externalities. Our analysis suggests that for every parcel delivered, green-house-gas emissions increase on average by 0.25 kg, which, in turn, generate social costs in the order of \$0.01 per parcel. Because at the root of these outcomes are interactions among multiple organizations with significant market power asymmetries, we conclude our paper with suggestions on how public policy can monitor these asymmetric interactions and ameliorate such outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1328** | Submission: **10380** | Sponsor(s): (STR)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 3:30PM - 5:00PMET (UTC-4)**

Renewed Interests in Geography: Implications for Innovation and Firm Strategy

Geography, Innovation, and Firm Strategy



Organizer: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*
Organizer: **Jing Deng**, *U. of Colorado, Boulder*
Discussant: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Discussant: **J. Myles Shaver**, *U. of Minnesota*

Researchers have made significant progress in understanding the role of geography in innovation and firm strategy (e.g., Alcácer & Chung, 2007; Audretsch & Feldman, 1996; Porter, 1998; Saxenian, 1996; Shaver & Flyer, 2000; Sorenson and Baum, 2003). Recently, scholars have shown renewed interest in understanding how geography affects inventors and firms, paying increasing attention to its relation to issues such as gender inequality (Ghani, Kerr & O'Connell, 2013; Sorenson & Dahl, 2016), regional dynamics (Safford, 2009; Wang, Madhok & Li, 2014), intellectual property litigation (Alcácer, Beukel, & Cassiman, 2017; Beukel & Zhao, 2018), and political uncertainty (Cerqueiro, Mão-de-Ferro, & Penas, 2019; Jens, 2017). This symposium aims to extend this conversation by including four empirical studies that explore the following questions: 1) How does geography affect the inventor gender gap (i.e., female vs. male inventor activity)? 2) How do the dynamics of industry clusters (i.e., the patterns of growth or decline) affect the novelty of firm innovation? 3) Why is patent litigation so geographically concentrated across countries? and 4) How does political risk affect firms' decision to locate in the center of power (i.e., the capital city)? We expect that this symposium will encourage cross-fertilization of ideas between different literatures in management and between literatures in management and other fields.

The Role of Location on the Inventor Gender Gap: Are Women Geographically Constrained?

Author: **Mercedes Delgado**, *Copenhagen Business School and MIT*
Author: **Luca Gius**, *MIT*
Author: **Myriam Mariani**, *Bocconi U.*
Author: **Fiona Murray**, *Massachusetts Institute of Technology*

Cluster Dynamics, Employee Mobility, and Novelty of Firms' Technological Innovation

Author: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*
Author: **J. Myles Shaver**, *U. of Minnesota*

Why is Patent Litigation Geographically Concentrated?

Author: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*
Author: **Shixiang Wang**, *Zhejiang U.*

Locating in the Center of Power: Washington DC Headquarters as a Political Strategy

Author: **Jing Deng**, *U. of Colorado, Boulder*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Entrepreneurship and Venture Capital

Digital Session Chair: **Susanne Koster**, *Erasmus U. Rotterdam*

STR: Generating Knowledge Transfers and Capital Gains: The Challenge of Corporate Venture Capital 

Author: **Susanne Koster**, *Erasmus U. Rotterdam*

Management scholars typically conceptualize corporate venture capital (CVC) investments as options to generate knowledge transfers from the ventures to the corporate investors but overlook that these investments also create an option to generate capital gains by exiting the ventures. We investigate when the investment paths towards knowledge transfers and exits overlap or diverge. In a novel dataset, we follow the ventures in which corporate investors in the chemical industry invested over time resulting in 2,688 venture-year combinations. We explore three investment characteristics known for facilitating the growth of ventures and estimate the effects that they have on the probability of generating a knowledge transfer and an exit. Using a bivariate probit model, we find that investing in ventures that are technologically less distant and that have many patents increases the likelihood of both a knowledge transfer and an exit. Investing in a syndicate with many co-investors increases the likelihood of an exit but decreases the likelihood of a knowledge transfer. These findings support the idea that knowledge transfers require a link between the ventures and the internal business units of the corporate investor, while exits require access to future buyers of the ventures, typically obtained by syndicating with venture capitalists. Our study therefore demonstrates the conditions under which the dual investment paths of CVC compete.

Paper is NOT Available. Please contact the author(s).

STR: Low Risk and High Return? Political Connections in Venture Capital Investments 

Author: **JiaMin Zhang**, *Department of management and marketing, The U. of Melbourne*
Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*

Venture capital (VC) firms are characterized by investing in high-risk/high-return deals. Drawing upon the influence rent perspective, our study finds that the risk-return relation of VC investments can be manipulated and distorted through political influence. Based on 8,748 VC deals made by 359 VC firms in China, it shows that politically-connected VC (PVC) firms tend to invest in late stage companies (low-risk). Moreover, PVC firms exit VC deals significantly more quickly and demonstrate higher investment returns than other VC firms (high-return). Finally, we show that PVC-bundled firms (i.e., VC firms closely following PVCs via co-invest relationships) are endorsed with setting-specific influence rents and can also access to low-risk/high-return VC deals when co-invest with PVC firms.

Paper is NOT Available. Please contact the author(s).

STR: Into the great unknown: When expressing more uncertainty improves entrepreneurial financing outcomes 

Author: **Ivana Naumovska**, *INSEAD*
Author: **Derek Harmon**, *U. of Michigan*

Entrepreneurial firms usually try to express less uncertainty when communicating with prospective investors. However, we propose that in nascent markets, where what it takes to be successful often is not yet known, expressing more uncertainty may actually be beneficial. Drawing on research that shows how expressing uncertainty about issues that are unknowable can signal competence and credibility, and build trust with an audience, we argue that firms in nascent settings that express more uncertainty will enjoy more favorable financing outcomes. Studying the nascent market of special purpose acquisition companies (SPACs) in the United States from 2003 to 2016, we show that firms that express more uncertainty in their prospectus have a higher likelihood of securing financing. We then show that as the SPAC market matures and knowledge about what it takes to be successful in this market increases, the positive effect of conveying uncertainty diminishes and eventually turns negative. This study expands our understanding of the role of uncertainty in entrepreneurship, offers deeper insight into of how language operates in financial markets, and sheds light on an increasingly popular but understudied investment option.

Paper is Available to Meeting Registrants Only.

STR: Micro-Level Homophily as a Macro-Level Feedback Loop  

Author: **Demetrius Lewis**, *Emory U., Goizueta Bus Sch*
Author: **Anand Swaminathan**, *Emory U.*

We argue that the effects of homophily at the micro and macro levels represent a feedback loop. At the micro level, homophily between exchange partners can reduce search and transaction costs but trades off on selecting higher-quality partners. At the macro level, as higher-quality partners that go unselected leave the market, less-skilled but better-connected partners are left behind. As the market's skill base weakens, search and transaction costs increase. When search and transaction costs are high, decision criteria based on homophily become more efficient and partners rely further on these criteria. Thus, homophily makes high-quality exchange relationships more difficult to attain at a macro-level, reinforcing homophily as a decision criterion at the micro level. Empirical analysis of the investment decisions of venture capital investors finds that homophily based on network and personal attributes influences which entrepreneurs' ventures are funded. In industries where homophily is more prevalent, the skill base of entrepreneurs becomes weaker over time. Dynamics of investor decision-making illustrate that a weaker skill base reinforces network-based homophily and that network and personal-based homophily reinforce themselves over time.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

The Dark Side of External Monitors

Digital Session Chair: **Felipe Calvano Da Silva**, *Virginia Tech*

STR: A Shuffling Of The Guard: Audit Committee Exit As A Response To Financial Restatements 

Author: **Felipe Calvano Da Silva**, *Virginia Tech*
Author: **Joel Andrus**, *U. of Missouri*
Author: **Michael C. Withers**, *Texas A&M U.*
Author: **Steven Boivie**, *Texas A&M U.*

Financial restatements can lead to numerous substantive and symbolic actions that help offending firms regain legitimacy. Prior research has generally focused on “changing of the guard” as a response to restatements, where directors exit the board. However, firms are not limited to the binary decision of whether directors should exit or not. Instead, directors might exit the audit committee while still retaining their board seats—a phenomenon we refer to as committee exit. Drawing on symbolic management theory, we argue that firms may engage in a “shuffling of the guard” that allows them to retain key directors with greater human and social capital, structural power, and influence. Using a sample of audit committee members at publicly traded firms who announced a restatement between 2003 and 2018, we explore which of three possible paths audit committee members take following a restatement: staying on the audit committee, exiting the audit committee but remaining on the board, or exiting the board entirely. The results of our analysis provide support to our arguments that committee exit is an important decoupling tactic for firms that signals change while simultaneously allowing for stability on the board.

Paper is Available to Meeting Registrants Only.

STR: Watchdog or Colluder? The Role of the Media in Private In-house Meetings  

Author: **Mingzhi Liu**, *Asper School of business, U. of Manitoba*
Author: **Songlian Tang**, *East China U. of Science and Technology*
Author: **Zhenyu Wu**, -
Author: **Rong Zeng**, *U. of Manitoba*

Many extant studies argue that the media have an effective governance role in disciplining firms’ opportunistic behaviors. However, the agenda-setting theory in communication research suggests the possibility of collusive behavior between the media and its stakeholders. To contribute to the corporate governance literature, we use private in-house meetings—the opaque communications between management and outside investors—as our empirical context to examine the specific governance role played by the media in insider trading. We investigate the monitoring effects of media in disciplining insider trading using a special large dataset from private in-house meetings. In particular, we investigate whether the media agenda (measured by the total number of news counts about the focal firm within a period around the firm hosting its private in-house meeting) is associated with higher or lower insider trading profitability. We found that the media coverage tends to be more positively related to insider trading profitability, suggesting the possibility of colluding effects between corporate and media agendas. We also investigate the moderating effects of media orientation, media tone, and media content source. Empirical results suggest that policy-oriented media coverage and media coverage from original sources weaken the association between media coverage and insider trading profitability, while negative tone media coverage enhances the association.

Paper is NOT Available. Please contact the author(s).

STR: How Does the Majority Voting Rule of Director Election Influence Firm Value? 

Author: **Zhonghui Wang**, *California State U. San Bernardino*

Taking the agency theory perspective, we theoretically analyze and empirically explore whether the majority voting rule of director election significantly influences firm value. Investigating S&P 1,500 firms between 2007 and 2017, we predict and confirm that the majority voting rule positively impacts firm value and stronger board independence strengthens the positively effect of the majority voting rule on firm value. Meanwhile, the temporal effect of the majority voting rule on firm value resembles an inverted U-shape relationship. Contrary to our prediction, we find that institutional shareholder ownership weakens the positively effect of the majority voting rule on firm value. We contribute new evidence that helps clarify the empirical ambiguity among extant research of the impacts of the majority voting rule. Further, our results shed light on both the benefits and potential drawbacks of empowering shareholders to strongly influence board elections.

Paper is Available to Meeting Registrants Only.

STR: The Dark Side of External Monitoring: Positive Analyst Recommendations and CEO Personality

Author: **Alina Georgiana Andrei**, *RSM Erasmus U.*
Author: **Mirko Benischke**, *Erasmus U. Rotterdam*
Author: **Geoffrey Martin**, *Melbourne Business School*

In this study, we draw attention to the dark side of external governance. Specifically, we show that positive analyst recommendations can create significant earnings pressures to which CEOs respond by engaging in earnings management. We further explore the moderation effect of CEO personality. Based on the analysis of 10,212 firm-years with 1,212 firms, we find that CEO agreeableness, conscientiousness, and openness strengthen the relationship between positive analyst recommendations and earnings management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Understanding the Causes and Impacts of CEO Departure

Digital Session Chair: **Aida Darouichi**, *U. of Geneva*

STR: **MONEY VERSUS LEGACY: PRE-SUCCESSION BEHAVIOR OF VOLUNTARILY DEPARTING CEOs**   

Author: **Aida Darouichi**, *U. of Geneva*

Author: **Sven Kunisch**, *Aarhus U.*

Author: **Albert Cannella**, *Texas A&M U., College Station*

Do CEOs who leave voluntarily influence firm performance before their departure to boost their own wealth or do they care more about their legacy? We address this research question by examining whether voluntarily departing CEOs—defined as CEOs who terminate their tenure without facing significant pressure to do so—make decisions in the pre-succession phase to boost firm performance. In this study, we focus on voluntary departure because the pre-succession phase of this departure type is uniquely characterized by pronounced information asymmetry and considerations of future career prospects of the CEO. Building on the premises of agency theory and on cognition-based explanations of executive decision-making we distinguish between two types of self-interested behavior: CEO personal wealth interests and CEO legacy interests. Our analyses of hand-collected data for voluntary CEO departures in S&P 500 firms between 2000 and 2016 reveal that voluntarily departing CEOs do not actively engage in self-interested decisions in the pre-succession phase. However, throughout their tenures, these CEOs do make accounting-based decisions that are likely to serve their interests in the post-departure phase. With this study, we aim to spur research devoted to voluntary CEO departures and their implications for organizations. These findings have important theoretical and practical implications for corporate governance research and agency theory and what the most appropriate mechanisms of monitoring and control might be on the behavior of voluntarily departing CEOs.

Paper is NOT Available. Please contact the author(s).

STR: **The role of human and social capital in CEO rehiring after voluntary departure**  

Author: **Aida Darouichi**, *U. of Geneva*

This study examines the rehiring of voluntarily departed CEOs. We develop and test a theoretical framework, which analyzes how CEO human and social capitals influence the likelihood of CEO rehiring. We argue that voluntarily departed CEOs represent unique resources for organizations that can hardly be found in the executive labor market when they master highly specific skills and have large networks. The analysis of CEO rehiring of S&P500 firms between 2000-2016, reveals that strong specialist skills do favor the rehiring of voluntarily departed CEOs as top executives, while large social networks do not confer an advantage for rehiring. The paper contributes to the scholarship about CEO career, human capital, and social capital.

Paper is NOT Available. Please contact the author(s).

STR: **Can Powerful Allies Save the CEO? The Effect of the CEO's Subgroup on CEO Dismissal** 

Author: **Jihae You**, *Louisiana State U.*

Author: **Taekjin Shin**, *San Diego State U.*

Author: **Yunhyung Chung**, *U. of Idaho*

While existing research on power and CEO dismissal predominantly focuses on CEO power over the board, we examine how CEO power as well as power dynamics among subgroups in the board influence CEO dismissal. We use a faultline approach to identify subgroups in the board based on directors' demographic attributes (i.e., gender, race, and age) and examine how the power and size of the subgroup that includes the CEO affect the likelihood of CEO dismissal. We argue that the risk of CEO dismissal is reduced when the CEO is more powerful, the CEO belongs to a powerful subgroup, or the CEO belongs to a larger subgroup in the board. Using data from S&P 500 boards, we find that the risk of CEO dismissal decreases as CEO power increases, the power of the CEO's subgroup (i.e., subgroup including the CEO in the board) increases, and the size of CEO's subgroup increases.

Paper is Available to Meeting Registrants Only.

STR: **CEO Turnover and Bankruptcy: The Effects of CEO Turnover on Bankruptcy Reemergence**

Author: **Achim Schmitt**, *Ecole Hoteliere de Lausanne*

Author: **Rob Langan**, *U. of Geneva*

Author: **Markus Menz**, *U. of Geneva*

Does CEO turnover before or during bankruptcy proceedings increase a firm's chances for bankruptcy reemergence? Whereas scholars have emphasized that CEOs are critical to improve organizational performance and effectiveness, prior turnaround studies on CEO turnover have neglected the dynamics of managerial discretion during the period prior to filing and the period under bankruptcy protection. In this study, we highlight the differences between both periods to theorize about how a CEO turnover will affect a bankrupt firm's likelihood for bankruptcy emergence. Emphasizing the distinctiveness of the two periods, we further hypothesize that performance severity will have opposing moderating effects on the relationship between CEO turnover and firm emergence depending on the period in which the CEO turnover occurred. Based on a sample of 345 US firms that filed for bankruptcy between the years 1992 and 2019, we find empirical support for our arguments.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

TMTs, Affect, and Personality

Digital Session Chair: **Marc Kowalick**, *U. of Mannheim*

STR: And Everything Stays the Same: How CEO Hubris Induces Persistence

Author: **Marc Kowalick**, *U. of Mannheim*
Author: **Moritz Appels**, *U. of Mannheim*

We qualify suggestions of prior literature that hubristic CEOs' risk-affinity should lead these CEOs to engage in strategic change. Specifically, we extend prevailing arguments on the positive association between CEO hubris and risk-taking to show that, while engaging in risky strategic activities, hubristic CEOs are unlikely to adapt the organization's overall strategic path. We examine our arguments using a panel dataset comprising 1,126 S&P 1500 CEOs and find strong support for a negative effect of CEO hubris on a set of indicators of strategic change. This effect is moderated by CEO conservatism, especially in munificent environments. Our results indicate that, beyond a preference for risk, hubristic CEOs exhibit a preference for steadiness that may prevail in the overall effect of hubris on certain organizational outcomes.

Paper is NOT Available. Please contact the author(s).

STR: The Interplay of CEO Affect, Ambiguous Performance Feedback, and Firm Risk Taking

Author: **Yuxuan Lily Zhu**, *U. of California, Irvine*
Author: **John Kim**, *U. of California, Irvine*
Author: **John Joseph**, *U. of California, Irvine*

One frequent assumption in the behavioral theory of the firm is that managers react in similar manners to a given type of performance feedback. However, ambiguous feedback leaves ample room for key decision makers' psychological factors to shape decisions. Augmenting the behavioral theory of the firm with psychological research on affect and cognition, we examine how CEO affective traits—a largely under-examined domain of CEO characteristics—alter firm risk taking under ambiguous performance feedback. We theorize that (1) feedback ambiguity dampens firm risk taking in general; (2) CEO positive affectivity attenuates this effect, while CEO negative affectivity strengthens this effect. We use a sample of Fortune 500 companies over the period of 2001-2019 and assess CEOs' affective dispositions using content analysis of their speeches in the Q&A sections of earnings conference calls. Results provide general support for our theory.

Paper is Available to Meeting Registrants Only.

STR: The effect of executive personality on strategic assessment of an environmental jolt

Author: **Michael Greiner**, *Oakland U.*
Author: **Scott D Julian**, *Wayne State U.*

Upper Echelons Theory is the subject of active and ongoing research. Yet the validity of one of its foundational relationships, that executive characteristics affect their interpretations, has been implicitly assumed rather than empirically tested. Such lack is no doubt due to the difficulty in assessing the internal thought processes of top managers. In this paper, we start to open this black box, taking advantage of computerized textual analysis to identify CEO personalities and relate them to differing ways these executives may interpret their environment. We test how the Big 5 personality traits relate to the level of urgency and certainty CEOs resulting from their assessment of an environmental jolt, namely the financial crisis of 2008. We find mostly strong support for our ten predicted relationships, thus contributing to research into upper echelons theory, strategic issue diagnosis, environmental jolts and "grand challenges."

Paper is Available to Meeting Registrants Only.

STR: When CEOs are all about themselves: Perceived CEO narcissism and middle managers' workplace behavior

Author: **Jooyoung Kim**, *Michigan State U.*
Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Author: **He Gao**, *Michigan State U.*
Author: **Russell Eric Johnson**, *Eli Broad School of Business, Michigan State U.*

The COVID-19 pandemic has significantly impacted how businesses operate, creating high levels of uncertainty on the part of organizational members. Drawing on social information processing theory and implicit leadership theory, we develop and test a model that explains how middle managers' perception of CEO narcissism shapes their perceived uncertainty at work, particularly when COVID-19 threatens the firm's survival and growth. Managers' sense of uncertainty leads to their engagement in uncertainty-based coping responses, including laissez-faire leadership (i.e., escape coping) and impression management (i.e., control coping). We collected data from 200 middle managers in North America and the United Kingdom and found general support for our model. Our research bridges the gap between macro and micro perspectives and provides novel insights about how perceived CEO narcissism can shape managers' behaviors in the context of the COVID-19 pandemic, thereby contributing to the literatures on CEO narcissism, leadership, and crisis management.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Attentional Processes

Digital Session Chair: **Kamil Stronski**, *ESMT Berlin*

STR: Buying Legacy? How CEO Career Horizon Impacts Employee Wages   

Author: **Kamil Stronski**, *ESMT Berlin*

Management scholars demonstrated that CEOs upon retirement think more seriously about their legacy. Most prior studies focused on how the short career horizon of CEOs amplified their concern of legacy in the eyes of external stakeholders, which further impacted their strategic decision making. This paper takes a different approach in that it recognizes the importance of internal stakeholders' (i.e., employees) view of CEO legacy and how it affects CEO decisions. Specifically, I predict that to ensure being remembered favorably by their employees, CEOs near retirement – i.e., with shorter career horizon, pay higher wages to employees. This effect is further hypothesized to be less pronounced for female CEOs and owner-CEOs, who are less motivated to leave a legacy. Moreover, it is predicted to be stronger in situations when the retiring CEOs are especially concerned about improving employees' perception of them, such as when a larger number of employees are already quitting voluntarily or are residing in the same communities as the retiring CEOs. These ideas were thoroughly examined using comprehensive data on German firms between 2000 and 2014 and received robust empirical supports.

Paper is Available to Meeting Registrants Only.

STR: Alarm Bells: The Effect of Hedge Fund Activism on CEO Attention to Shareholder Value

Author: **Haeyoung Koo**, *U. of California, Irvine*

Author: **Margarethe F Wiersema**, *U. of California, Irvine*

Hedge fund activism has emerged as a key corporate governance mechanism. While studies and anecdotal evidence suggest that activist hedge funds increase shareholder value, the mechanism by which they influence management to increase shareholder value is relatively unknown. We draw on the attention-based view of the firm to develop a deeper understanding of the effect of hedge fund activism on managerial attention. Through a textual content analysis of earnings transcripts of Fortune 500 companies from 2003 to 2017, we argue and find that the attention of the CEO to shareholder value and to capital allocation increases when the firm is targeted by an activist hedge fund.

Paper is Available to Meeting Registrants Only.

STR: The Role of Institutional Environment Driving Firms' Attention to Forward-looking Aspirations  

Author: **Ali Alipour**, *Özyegin U.*

Author: **Kamyar Goudarzi**, *Smith School of Business, Queen's U.*

Author: **Nufer Yasin Ates**, *Sabancı U.*

Author: **Renzi Gozubuyuk**, *Sabancı U.*

Author: **Mehmet Erdem Genc**, *Ozyegin U.*

When are firms' search behaviors regulated by their future performance expectations below their future performance targets (forward-looking determinant of search behavior) versus their performance below their historical or social aspirations (backward-looking determinant of search behavior)? Firms' search behaviors are influenced both by their forward- and backward-looking determinants, yet we do not know much about the contingencies that make firms more/less attentive to the forward-looking versus backward-looking search determinants. Our fundamental argument is that firms' resource dependence on distinct environmental actors in different institutional settings makes their search more attentive to forward- or backward-looking search determinants. We specifically argue that although capital market demands in market-based financial systems make firms' search forward-looking, demands and pressures of banks in bank-based financial systems make their search activities backward-looking. Our findings suggest that although the impact of future performance expectations below targets on firms' search activities is intensified in market-based financial systems, firms' search activities are more influenced by their performance decline below aspirations in bank-based financial systems. We discuss implications for theory and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning & Imitation

Digital Session Chair: **Christopher Jung**, *WWU Münster*

STR: Let's Get Digital: Does Digital Transformation Spur Long-term Performance? 

Author: **Christopher Jung**, *WWU Münster*

Scholarly literature posits that systematic change activities are vital for firms to create and sustain competitive advantage. One of these activities is digital transformation. Prior studies have focused on the short-term performance effects of digital transformation, but its effects on long-term competitive advantage have remained unclear. This study draws on the dynamic capabilities view and offers new theory and empirical evidence on the long-term performance implications of digital transformation as a systematic change activity. Accounting for the benefits and costs of a firm's digital transformation activities, we theorize that the relationship between digital transformation and long-term performance is more complex than previously assumed; we believe it follows an S-shaped functional form across the three stages of variation, selection, and maturity. To test our theorizing, we use state-of-the-art techniques in machine learning, text-based data on corporate digital transformation activities that synthesize scholarly literature and consultancy reports, companies' annual reports, and recent methodological advances in capturing long-term performance. We assemble a unique longitudinal data set of 17 years with 30,456 firm-year observations. Our regression analyses confirm the presence of an S-shaped functional form that rises in the variation stage of digital transformation, declines in the selection stage, and rises again in the maturity stage. Our study suggests that a more holistic and nuanced assessment of systematic change activities is warranted. Given that so many companies are intensifying their digital transformation activities, this study is of interest to practitioners seeking to understand the effects of those activities on long-term shareholder value.

Paper is Available to Meeting Registrants Only.

STR: Resource Allocation as a Hierarchical Learning Process 

Author: **Oliver Baumann**, *U. of Southern Denmark*
Author: **Kannan Srikanth**, *The Ohio State U. Fisher College of Business*
Author: **Tiberiu Sergiu Ungureanu**, *Ohio State U.*

How to allocate resources between competing uses, such as between exploration and exploitation, denotes a fundamental management challenge. In this paper, we use an agent-based approach to model corporate resource allocation as a hierarchical learning process, in which senior managers learn about the prospects of divisions, whose (middle) managers learn about the value of the projects available to them. We apply our model to understand the implications of an underexplored facet of organizational structure – the centralization of decision rights, or span of control, at different levels of the organizational hierarchy. By changing the breadth of opportunities and the nature of feedback that senior and middle managers receive, the centralization of decision rights is an important determinant of an effective division of exploratory labor. We provide two main insights into this relationship: First, we characterize how, for organizational structures that differ in their degree of centralization of decision rights, senior managers need to promote either broad exploration through more frequent reallocations to divisions, or deep exploration through more stable allocations. Second, we show how failure to achieve appropriate exploration at any level of the organizational hierarchy is costly and cannot be compensated for by adjustments at another level. Overall, our findings suggest that “exploration follows structure” in the sense of mandating fit between the locus of exploration and the locus of control.

Paper is Available to Meeting Registrants Only.

STR: When Running Out of Imagination: Vicarious Learning as a Mechanism to Revitalize Unused Knowledge

Author: **Sara Ryoo**, *Binghamton U.-State U. of New York*
Author: **Seungho Choi**, *Ewha Womans U.*
Author: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Author: **Wen Zheng**, *ShanghaiTech U.*

This study examines conditions under which the focal firm is more likely to learn from other firms' experience to leverage its unused knowledge. In doing so, we examine 2,688 U.S. pharmaceutical firms from 1979 to 2017 concerning how their propensity to explore or exploit influences the subsequent use of their own unused knowledge. We find that the focal firm with increased exploration orientation positively affects the spill-ins of its unused patents. Furthermore, knowledge similarity between the knowledge-originating firm and the recipient firm positively moderates this relationship.

Paper is NOT Available. Please contact the author(s).

STR: Learning from being imitated

Author: **Sangyun Kim**, *U. of Wisconsin, Madison*

A long-standing view in the strategy literature is that being imitated by competitors hinders the competitive advantage of the firm. This study, however, proposes a different view that being imitated by others can actually help a firm sustain its competitive advantage in the context of sequential product developments. Drawing on the theory of experiential learning and strategic experimentation, I argue that imitation by competitors offers learning opportunities for the innovator because the imitation product can serve as a vicarious experiment from which the innovator learns more about its own product. Results from the unique data of the video game industry support the prediction that, conditional on the quality of the initial version of the product, the more heavily imitated an original product is, the higher quality the sequel of the original product tends to have. Furthermore, the positive effect on the quality of the innovator's next-generation product is strengthened when market visibility of the imitators is high and weakened when the innovator experiences structural changes in its organizational units.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1335** | Submission: **17139** | Sponsor(s): (STR)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 3:30PM - 5:00PMET (UTC-4)**

Strategic Intent, Leadership, and Commitment in the Modern Economy

Digital Session Chair: **Wayne Brooke Nelson**, *Cranfield School of Management*

STR: Theorizing the Nature and Process of Strategic Intent: A Literature Review and Conceptual Synthesis

Author: **Wayne Brooke Nelson**, *Cranfield School of Management*
Author: **Andrey Pavlov**, *Cranfield School of Management*
Author: **Cliff Bowman**, *Cranfield U.*

Since its introduction over 30 years ago, management scholars have employed the strategic intent concept to assign a central role to management agency in their research of organizations. To improve our understanding of strategic intent we conduct a systematic review of the management literature, including papers from action philosophy, which address the related notions of intentionality and 'we-intention.' The review reveals that strategic intent is used to represent managers' purposeful behavior in studies of strategy and strategic change, international business, innovation, ecosystems, corporate social responsibility, and technology adoption. Despite this broad usage, strategic intent and the processes and mechanisms by which it influences managers' behaviors and beliefs remain imprecisely defined and explored. Seven attributes of strategic intent emerge from the review: a desired future state; a belief in the linkage between action and outcome; a resource commitment; a socialization process creating awareness and acceptance across an organization; selection, allocation and preservation mechanisms; shared cooperative action; and action-based learning. Integrating these attributes, we outline a theoretical model of strategic intent. Finally, we set out avenues for future research to advance a more complete conceptualization of the concept.

Paper is Available to Meeting Registrants Only.

STR: The value of Commitment for Strategic Decision-Making: Evidence from a Field Experiment

Author: **Elena Novelli**, *Bayes Business School (formerly Cass)*
Author: **Chiara Spina**, *INSEAD*

A fundamental question for research in strategy concerns the extent to which managerial approaches can make a positive impact on firm-level performance. This question is particularly relevant in entrepreneurial settings, where firms have to form their strategy in environments characterized by high degrees of uncertainty that is endogenous to entrepreneurial action. An emerging stream of research suggests that, in these contexts, firm performance benefits from systematic decision-making approaches. Despite the important insights brought forward by these contributions, the advancement of research in this area is constrained by two fundamental issues. First, limited conceptual work has investigated the boundary conditions that determine the effectiveness of systematic managerial approaches to decision making. A particularly relevant open debate in this area concerns the role of commitment, or the extent to which some of the choices that define a firm's strategy have been made, constraining subsequent action. Second, despite the substantial interest that these types of decision-making approaches have generated within the scholarly and practitioner communities, empirical evidence on their performance implications is still very limited and tends to focus on more established firms, characterized by higher levels of commitment. In this paper we address these issues and theorize that some level of commitment allows firms in entrepreneurial settings to benefit from the use of systematic approaches to managerial decision-making. We test our theoretical intuition with a 9-month field experiment with 259 UK entrepreneurs attending a strategy training program.

Paper is Available to Meeting Registrants Only.

STR: Treading a Tightrope: Platform Strategy and Political Externalities

Author: **Olivier Chatain**, *HEC Paris*
Author: **Madhulika Kaul**, *HEC Paris*

Platforms employ various levers to enable user membership and participation among the various participant sides, in order to generate and grow positive network externalities that are in turn, beneficial for their performance. However, the use of the same platform levers also generate political externalities, since platform users are also state constituent(s) simultaneously. We explain the origin of these political externalities, as a result of platform actions, and analyze their impact on states, and users. We further investigate how these political externalities impact platform performance - first, due to changes in their non-market environment and second, due to changes in user membership and participation. We draw implications for platform strategy and policy.

Paper is Available to Meeting Registrants Only.

STR: Moving Strategic Leadership Further: An Analysis of Strategic Shared Leadership and Firm Performance

Author: **Alexandra Van Der Berg**, *U. of Muenster*
Author: **Thomas Schaeper**, *U. of Muenster*
Author: **Stephan Nüesch**, *Westfälische Wilhelms-U. Münster*

Supervisory theories of leadership have identified a trend towards less hierarchical leadership structures in organizations, which put the concept of shared leadership into focus. Accordingly, the strategic leadership of the organizations has also already started to adopt more horizontal decision-making processes and introduced strategic shared leadership. Strategic shared leadership defines the process of sharing strategic decisions at the top management level and becomes especially important in today's complex work setting. In this study, we theorize that a shared leadership approach needs to complement the strategic leadership of a firm by its top management to cope with an increasingly complex and uncertain work environment, and to exploit the advantages of a shared decision-making process in this context. To probe our theorizing, we derive a text-based measure of strategic shared leadership and identify how and under which conditions strategic shared leadership shapes firm performance. We analyze the 10-K annual reports of 7,668 publicly listed firms in the U.S. between 1994 and 2017. Results of regression analyses support our theorizing that strategic shared leadership increases firm performance and, furthermore, show that this effect is contingent upon internal and external characteristics of the firm. Precisely, high managerial ability and high market dynamism increase the strategic shared leadership-firm performance relationship.

Paper is Available to Meeting Registrants Only.

Author: **Lena Song**, *New York U.*

This paper examines the role racial discrimination plays in the positioning of radio stations in the post-war Jim Crow era. I construct a novel, comprehensive dataset of all commercial radio stations across the U.S., including station-level financial information and black-oriented programming hours, at the start of minority programming in broadcast media. By comparing profitability of black-oriented and other radio stations, I show that black-oriented stations were significantly more profitable than other stations in the same market. In addition, higher profits are correlated with higher levels of black-oriented programming. The profitability of this new format is shown to be correlated with local measures of racism. Using a theoretical framework with endogenous product choice, I show that the empirical results provide evidence for firm owner discrimination, consistent with an underprovision of content for minorities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1336** | Submission: **14536** | Sponsor(s): **(STR, OMT, TIM)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 3:30PM - 5:00PMET (UTC-4)**

How should we Regulate Platforms and Ecosystems? Management tools for a key societal challenge

How should we Regulate Platforms and Ecosystems?

Organizer: **Michael G Jacobides**, *London Business School*
Participant: **Michael Cusumano**, *Massachusetts Institute of Technology*
Participant: **Annabelle Gawer**, *U. of Surrey*
Participant: **David Yoffie**, *Harvard Business School*
Participant: **Ioannis Lianos**, *U. College London / Greek Competition Commissioner*
Participant: **David J. Teece**, *U. of California, Berkeley*
Participant: **Nicolas Petit**, *European U. Institute*
Participant: **Geoffrey Parker**, *Dartmouth College*
Participant: **Georgios Petropoulos**, *Massachusetts Institute of Technology*
Participant: **Marshall Van Alstyne**, *Boston U.*
Participant: **Tommaso Valletti**, *Imperial College Business School*
Participant: **John Kwoka**, *Northeastern U.*

The last few years have seen an explosive growth in the power of platform-based firms, aka Big Tech, which has become even stronger as a result of the COVID-19 crisis. Their unprecedented and increasing success had recently led to some serious questions about the nature and exercise of their power, as calls for regulating them have been increasing the world over. Traditional antitrust analysis, well geared for a world of discrete markets which can be assessed by robust tests and well delineated players, is not well suited to address this changing conception of power, as recent reviews in the US, the EU and the UK suggested in 2019, and regulators are clamoring for a more fine-grained understanding of business practices – such as what our field can offer. This panel brings together an all-star crew of leading academics who have worked in the intersection of platforms and ecosystems, industry evolution, value capture, and regulation. They combine both a deep theoretical understanding of the knowledge and a practical grasp of the phenomenon, as they have been directly involved in the ongoing debate. The range of perspectives from these world-class participants is intended to ignite discussion not only between the presenters, but also between presenters and participants on a key societal challenge, where our field can contribute significantly.

Can Self-Regulation Save Digital Platforms?

Author: **Michael Cusumano**, *Massachusetts Institute of Technology*
Author: **Annabelle Gawer**, *U. of Surrey*
Author: **David Yoffie**, *Harvard Business School*

Big Tech, Big Data, and Competition Policy: Favoring Dynamic over Static Competition

Author: **Nicolas Petit**, *European U. Institute*
Author: **David J. Teece**, *U. of California, Berkeley*

Ecosystems and competition law in theory and practice

Author: **Michael G Jacobides**, *London Business School*
Author: **Ioannis Lianos**, *U. College London / Greek Competition Commissioner*

Platform Mergers and Antitrust

Author: **Geoffrey Parker**, *Dartmouth College*
Author: **Georgios Petropoulos**, *Massachusetts Institute of Technology*
Author: **Marshall Van Alstyne**, *Boston U.*

Scrambled Eggs and Paralyzed policy : Breaking up consummated mergers and dominant firms

Author: **John Kwoka**, *Northeastern U.*
Author: **Tommaso Valletti**, *Imperial College Business School*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1337** | Submission: **10328** | Sponsor(s): (AAT, MSR)
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 4:00PM - 5:30PMET (UTC-4)**

High Consciousness Manager – Who Are We Bringing Back in Management? *High Consciousness Manager (HCM)*



Chair: **Anil K. Maheshwari**, *Maharishi U. of Management*
Presenter: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*
Presenter: **Satinder Dhiman**, *Woodbury U.*
Presenter: **Sharda Nandram**, *Nyenrode Business U.*
Presenter: **Isabel Rimanoczy**, *PRME Working Group on the Sustainability Mindset*
Presenter: **Cathy L.Z. DuBois**, *Kent State U.*

The Academy's theme for 2021 is Bringing the Manager Back in Management. How should one interpret and model the manager that needs to be brought back? It is unlikely to be the qualities that were factored out of management by digital technologies. The qualities needed in the new manager could be the empathizing and synergizing quality, the visionary and transformative quality, the moral quality (Laszlo, 2020), and more. All these and similar qualities can be subsumed under the idea of an integral (Wilber, 2000) or holistic (Dhiman, 2019) or higher state of consciousness (Maheshwari & Gupta, 2020), towards the appreciation of the total interconnectedness (Tsao & Laszlo, 2019) and oneness of the world (Laloux, 2014). A manager being brought back ideally would be self-aware, self-regulating, and flexible enough to work at higher levels of consciousness. The ability to raise consciousness around him/her/them could be a key role for the new High Consciousness Manager (HCM). From an increasing convergence of quantum science and spirituality, also identified as the Unified Field Theory (Hagelin, 1987), we hope to offer useful, grounded and generative perspectives that could offer a new ontology and epistemology for the new HCMs (Laszlo, 2020; Pavlovich, 2020). This may be also the key to accelerating the kind of pro-social and pro-environmental behavior needed for business-led flourishing and expansion of happiness. Some of the challenges to be discussed on this path are (a) What are the structural and personal rewards and incentives, as well as obstacles and challenges, for organizations to develop and deploy HCMs? (b) What new concepts, holistic and functional, are emerging to model the future of HCMs in organizations? (c) What are the characteristics of the experiences of organizations that have progressed on this path of deploying HCMs? This symposium plans to provide a rich unfoldment of these questions from multiple perspectives,

Everyone is welcome.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1338** | Submission: **14070** | Sponsor(s): **(CAR, GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 4:00PM - 5:30PMET (UTC-4)**

Equality and Discrimination in the New World of Work *Discrimination in the New World of Work*



Organizer: **Mehri E. Baloochi**, *U. of Manitoba*
Presenter: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Presenter: **Mehri E. Baloochi**, *U. of Manitoba*
Participant: **Lukas Neville**, *U. of Manitoba*
Participant: **Arran Caza**, *U. of North Carolina, Greensboro*
Participant: **Nathaniel Ming Curran**, *The Hong Kong Polytechnic U.*
Presenter: **Lichen Zhen**, *U. of Southern California*
Participant: **Hernan Galperin**, *U. of Southern California*
Participant: **Katina Sawyer**, *George Washington U.*
Presenter: **Anjali Bansal**, *MICA, Ahmedabad*
Participant: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Participant: **Courtney Bryant**, *Michigan State U.*
Presenter: **Alice Brawley Newlin**, *Gettysburg College*

Gig work is now the career context of a significant share of the workforce across the world but still remains a 'black box' in many respects. In this symposium, we discuss the issues of equality and discrimination in the gig economy from multiple perspectives. The contributions include both theoretical and empirical examinations, quantitative and qualitative approaches, and instances of discrimination both against gig workers and by gig workers. The first presentation in this symposium provides a new understanding of gig-work careers as ones in which labour is defined independent of jobholders and their social context, introducing new boundaries of inclusion and exclusion. The second study, considering the role of the selectors and the selection context, provides a theoretical model that suggests the possibility of both persistence and absence of hiring discrimination in online gig-work platforms. These theoretical propositions are then followed by two empirical papers, each of which supports one of the competing hypotheses. Finally, discriminatory behaviour is compared across gig-work and traditional careers to investigate the difference in customers' perceptions. Researchers and practitioners could benefit from the research findings and ideas discussed in this symposium, as presentations provide theoretical and actionable insights, showcase new evidence, and raise new questions.

Beyond the 'Ideal Worker'? Algorithmic Technology, Radical Equality, and Precarization in the Gig Ec

Author: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*

Does Discrimination Persist in the New World of Work? A Model of Hiring Discrimination in Online Gig

Author: **Mehri E. Baloochi**, *U. of Manitoba*
Author: **Lukas Neville**, *U. of Manitoba*
Author: **Arran Caza**, *U. of North Carolina, Greensboro*

Race and Gender in the Gig Economy: Evidence from Online Language Tutoring

Author: **Nathaniel Ming Curran**, *The Hong Kong Polytechnic U.*
Author: **Lichen Zhen**, *U. of Southern California*
Author: **Hernan Galperin**, *U. of Southern California*

Managing Stigma without Constraint: Examining Identity Management Dynamics for LGBT Employees in the

Author: **Katina Sawyer**, *George Washington U.*
Author: **Anjali Bansal**, *MICA, Ahmedabad*
Author: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*

Discrimination in the Gig Economy: Who's to Blame for Behavior?

Author: **Courtney Bryant**, *Michigan State U.*
Author: **Alice Brawley Newlin**, *Gettysburg College*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Digital 1   

Digital Session Chair: **Donato Cutolo**, *U. of Bologna*

ENT: The role of digital platforms in turning leisure passion into entrepreneurial intentions

Author: **Donato Cutolo**, *U. of Bologna*
Author: **Rosa Grimaldi**, *Alma Mater Studiorum U. di Bologna*

Online digital platforms are increasingly becoming new contexts for business activities and generating new opportunities for start-ups and entrepreneurs. In compliance with mainstream literature on the emergence of entrepreneurial opportunities, platform entrepreneurship is nearly always presented as the outcome of intentional processes. However, there is plenty of evidence that platform entrepreneurship often happens accidentally, when people are on their way to something else as often individuals decide to engage with a digital platform for leisure, with the intent to join a community, learn new things, or express and practice their skills, talents, and passion. This paper explores the relationship between passion and the emergence of unintentional entrepreneurial processes triggered through the platform. Our empirical setting is YTTalk forum, the largest digital community for YouTubers, where we tracked the activities of 20,538 users from September 2011 through March 2020. Drawing on the Linguistic Inquiry and Word Count (LIWC) software, we proposed a new methodological approach that makes use of language to infer passion. Our results show that community engagement over digital platforms is key for favoring the emergence of entrepreneurial intentions in passionate platforms participants. Specifically, we show that it is not the frequency of interactions (number of users' posts) but the quality of the interactions over the platform (positive reactions and comments of appreciation generated by users' posts) having the potential to favor the transition from pure leisure passion towards entrepreneurial intentions. Entrepreneurial intention emerges as platforms' users become aware of the attention and appreciation that they receive.

Paper is Available to Meeting Registrants Only.

ENT: Intergenerational Knowledge Transfer in Family Firms during Times of Digital Innovation 

Author: **Emanuela Rondi**, *U. degli Studi di Bergamo*
Author: **Ruth Überbacher**, *Free U. Bozen, Bolzano*
Author: **Leopold Von Schlenk Barnsdorf**, *U. of Witten/Herdecke*
Author: **Marcel Hülsbeck**, *U. of Witten/Herdecke*

In the fast-changing digital age, the unique governance of family firms, unifying ownership, management and control, characterized by long-lasting knowledge, makes digital innovation particularly challenging. On one hand, the incumbent generation (especially if senior) has developed specific knowledge throughout the experience in the business, being thus more likely to adopt a traditional and conservative approach towards the business model. On the other hand, the next generation of family members' (especially if junior) has grown up accessing and developing digital knowledge, but might lack the specific skills, organizational know-how and authoritativeness to make it relevant to the family business model. Therefore, the paradigm 'incumbent generation teaches, next generation learns' becomes obsolete. How can family firms manage intergenerational knowledge transfer in times of digital innovation? To address this issue, we conduct a multiple case study on five German family firms that have recently digitalized their business models. Building on our findings we develop a model of intergenerational knowledge transfer through which family firms successfully foster digital innovation and introduce the concept of generational metamorphosis as the role swinging in the apprenticeship process requiring family members of different generations to either acting as teachers or learner depending on the knowledge domain. Our study offers contributions to research on family business generational transition, innovation and knowledge transfer.

Paper is Available to Meeting Registrants Only.

ENT: Individual Differences in Digitally-Mediated Embedding: A Conceptual Model and Research Agenda

Author: **Claudia Smith**, *U. of Victoria*
Author: **Brock Smith**, *U. of Victoria*

Micro-foundational differences in entrepreneurial embedding actions are examined in relation to the enabling and disabling technological affordances manifest in today's digital networks. Drawing on evidence gained from 20 founder depth interviews, we develop four research propositions and a conceptual model that specify the mechanisms that manifest individual differences in entrepreneurs' embedding actions on digital networks - affordance utility assessment, risk assessment, norm awareness and assessment, and technology dispositions. We also identify temporal judgment, association judgment, and audience collapse as key sources of these underlying differences in digital embedding behavior. We discuss contributions to theory and implications for practice, including the need to recognize individual-level, not collective, best practice.

Paper is NOT Available. Please contact the author(s).

ENT: Internet Use and Entrepreneurship: Narrowing the Gender Gap

Author: **Xuanli Xie**, *Peking U.*
Author: **Waverly W. Ding**, *U. of Maryland*

The study develops and validates a research model examining the impact of the use of internet on women's entrepreneurship. While women are in disadvantaged positions in entrepreneurial arena, we suggest the use of internet could reduce such disadvantages. In addition, we propose two possible mechanisms, providing resources and changing social values, of internet use on women's entrepreneurship. The empirical analyses based on data from China Family Panel Studies (CFPS) support the positive effect of internet use on facilitating women's entrepreneurship, but mainly through providing knowledge and resources, rather than through reducing social gender inequality.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1340** | Submission: **10279** | Sponsor(s): **(ENT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 4:00PM - 5:30PMET (UTC-4)**

Exploring Entrepreneurial Failure And Exit In The Midst Of Chaos

Failure and Exit Symposium



Chair: **Ashley Yerves Roccapriore**, *U. of Tennessee, Knoxville*
Chair: **Jacob Waddingham**, *Auburn U.*
Panelist: **Dawn DeTienne**, *Colorado State U.*
Panelist: **Anna Saies Jenkins**, *U. of Queensland*
Panelist: **Dean Shepherd**, *U. of Notre Dame*
Panelist: **Amanda Jasmine Williamson**, *Waikato Management School*

Entrepreneurial ventures carry a high level of uncertainty, which makes the potential for failure and exit a rather common occurrence. Adding to this uncertainty is the COVID-19 global pandemic, which has disrupted individual's lives both personally and professionally. State mandates on social distancing requirements and disruptions in workers' schedules from telework have likely impacted multiple aspects of entrepreneurial businesses and projects. Notwithstanding, social movements and political activism (e.g., Black Lives Matter, Women's March, and #MeToo) have called attention to those who have previously been neglected and whose needs have been ignored. In response, entrepreneurs and scholars may need to pivot, making a sharp change in direction for what to focus time and resources on what is next. This panel symposium brings together prominent scholars in the entrepreneurial failure and exit domains to provide a current perspective on the state of research in this domain and initiate a proposed launching point for future research on entrepreneurial failure and exit. The topic naturally investigates the influence of the on-going pandemic and social movements impacting entrepreneurs around the globe, specifically how both entrepreneurs and stakeholders make sense of failure and exit and in turn adapt.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Psychological Contracts

Digital Session Chair: **Anna Nikina-Ruohonen**, *Haaga-Helia U. of Applied Sciences*

OB: The Psychological Contract: Examining the Differences in Entrepreneurial and Bureaucratic Contexts

Author: **Anna Nikina-Ruohonen**, *Haaga-Helia U. of Applied Sciences*
Author: **Lois Shelton**, *California State U., Northridge*

The highly uncertain, fast-paced, opportunistic, change and challenge driven entrepreneurial context offers a distinctive backdrop for employment relationships relative to more bureaucratic, policy-guided organizational environments. It is proposed here that the entrepreneurial context influences employment relationships in a manner that tends to result in work arrangements that are often broader in scope, more open-ended and more customized than the more narrowly-focused standardized work agreements typical of bureaucratic organizations. Since psychological contracts lay at the foundation of employment relationships (Morrison & Robinson, 1997; Rousseau, 1989; Schein, 1965), we argue that entrepreneurial context imprints its own specific characteristics on the concept of a psychological contract (PC). Much of the previous research on psychological contracts has focused on what is defined here as psychological contracts in the bureaucratic organizational context. To date, relatively few studies have aimed at placing psychological contracts into the context of entrepreneurship and small business – the gap that the present article addresses through conceptualization. We demonstrate how psychological contract theory provides a unique framework to contrast the structure and content of employment relations within bureaucratic/organizational and entrepreneurial contexts, and makes it possible to bring to surface the primary distinctive characteristics and building blocks of psychological contracts in these two contexts. Previous research shows that work environments impact psychological contracts since the nature of the environment influences the nature of the obligations covered (Kissler, 1994; Morrison, 1994; Morrison & Robinson, 1997). Understanding the special characteristics of a psychological contract in entrepreneurial context provides theoretical grounding for explaining the employment dynamics in start-ups and scale-ups, corporate intra-preneurship and skunkworks/task forces.

Paper is Available to Meeting Registrants Only.

OB: Psychological contract dynamics in the context of organizational change

Author: **Sabine Raeder**, *U. of Oslo*
Author: **Rene Schalk**, *Tilburg U.*

Dynamics of psychological contracts have rarely been explored. This study investigates trajectories of employee psychological contracts in the context of organizational change in a sample of 546 employees in five firms across three waves. Drawing on event system theory and social exchange theory, organizational change events are expected to moderate the relationship between employer and employee perceptions of psychological contracts. The results show that downsizing, more than reorganization, affects psychological contract dynamics. Employees re-interpret the employer perception of the psychological contract in the context of organizational change and adapt their contributions and perceived employer obligations. The results demonstrate the benefit of distinguishing different types of organizational change and different dimensions of psychological contract content when investigating psychological contract dynamics.

Paper is Available to Meeting Registrants Only.

OB: Being Left in The Dark: The Effect of Perceived Leader Secrecy on Employee Discretionary Behaviors

Author: **Yating Wang**, *National U. of Singapore*
Author: **Ke Michael Mai**, *National U. of Singapore*
Author: **Michael Slepian**, *Columbia Business School*
Author: **Pok Man Tang**, *Texas A&M U., Mays Business School*

We all keep secrets and secrecy plays an important role in organizational life. While a growing body of work examines how keeping personal secrets influences the psychological states of the secret holder, scant empirical work has examined the effect of perceiving oneself as left out of a secret by other important organizational actors, such as, leader. By integrating research on secrecy in the social psychology literature with psychological contract theory, the current studies examined how employee perceptions of leader secrecy can reduce leader-directed organizational citizenship behaviors (OCBs) and voice, through employee perceived psychological contract violation. These effects were especially pronounced among employees with a low propensity to trust. Results from two experiments with different leader secrecy manipulations and one multi-source multi-wave field study (total N = 834) consistently supported our hypothesized model. Implications are discussed as well as possible limitations and directions for future research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Frontline Service Employees in a Changing World: Interdisciplinary Perspective & Research Directions *Frontline Service Employees in a Changing World*

Discussant: **S Douglas Pugh**, *Virginia Commonwealth U.*
Discussant: **Michael Brady**, *Florida State U.*

A large body of research examining the relationship between frontline service employees (FLEs) and their customers has accumulated across multiple disciplines over the past four decades. These literatures portray a complex and diverse picture of FLEs within a rapidly changing service context. However, emerging research streams related to FLEs in various disciplines appear to have developed independently, with limited opportunities for interaction and confluence. This presenter symposium showcases six papers that present insights on the current and evolving roles of FLEs in relation to their customers. These papers utilized diverse methodologies, including qualitative interviews, laboratory experiments, field studies, meta-analysis, and bibliometric literature review techniques. In addition, with two experts representing the service-aspect of the management and marketing disciplines, this symposium will involve provocative and engaging discussions addressing challenges and opportunities in facilitating interdisciplinary collaborations in service research.

Frontline Service Employees across Research Streams: An Integrative Bibliometric Review

Author: **Mahesh Vaidyanathan Subramony**, *Northern Illinois U.*
Author: **Markus Groth**, *UNSW Sydney*
Author: **Xinyu Hu**, *Northern Illinois U.*
Author: **Yu Wu**, *UNSW Sydney*

Wise service teams: The relationship between team wise proactivity and team service performance

Author: **Nate Zettina**, *U. Of Sydney*
Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*

The Importance of Service Leader Behavior for Customer-Related Outcomes: A Meta-Analytic Review

Author: **Eric J. Michel**, *Northern Illinois U.*
Author: **Kristina Lindsey Hall**, *Louisiana State U.*
Author: **Harrison Pugh**, *U. of North Carolina, Greensboro*
Author: **Matthew Leon**, *U. of North Florida*
Author: **Ji Qi**, *Grand Valley State U.*
Author: **Brittany Buis**, *U. of Illinois at Chicago*
Author: **Darren Jason Good**, *Pepperdine U.*

Building Well-Being of Frontline Service Employees through Work Identity Construction

Author: **Xinyu Hu**, *Northern Illinois U.*
Author: **Bethany Cockburn**, *Northern Illinois U.*
Author: **Ann Mirabito**, *Baylor U.*
Author: **David Solnet**, *U. of Queensland*
Author: **Laura McClelland**, *Virginia Commonwealth U.*
Author: **Maria Golubovskaya**, *U. of Queensland*
Author: **Richard Robinson**, *U. of Queensland Business School*

The (Not So) Useful AI at the Frontline: Evidence from the Covid-19 Pandemic

Author: **Linda Alkire**, *Texas State U.*
Author: **Yashar Atefi**, *U. of Denver*
Author: **Kaushik Jayaram**, *U. of Stavanger*
Author: **Irene Nahm**, *U. of Minnesota*

Toward psychopathic organizational frontlines?

Author: **Mathieu Lajante**, *Ryerson U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **1343** | Submission: **12618** | Sponsor(s): **(ODC, IM, MC, IAM, AFAM, MH, RM, SIM, MSR, STR, AAM, OB, INDAM)**

Virtual session type: **Synchronous Live Open**

Scheduled: **Tuesday, Aug 3 2021 4:00PM - 6:00PMET (UTC-4)**

**The Meta-Change Global Report: Integrating 9
Main Indices to Examine Favorability and Pace of
Change**      

The Meta-Change Global Report:

Participant: **Steven H. Cady**, *Bowling Green State U.*

Participant: **Michelle Brodke**, *Bowling Green State U.*

Participant: **Mark Skidmore**, *Michigan State U.*

Participant: **Gavin M. Schwarz**, *UNSW Sydney*

Participant: **Eric Sanders**, *Elmhurst U.*

Since data became widely available globally, various institutions have developed indicators to characterize and rank countries. Interestingly, with all the talk about change in our world, we found no index to provide a comprehensive integration of indices nor to measure the pace of change. Further, there have been no publications that offer a comprehensive assessment of the nature of changing and its characteristics on a global and local (country) scale. We invite scholars from across disciplines to join us to enrich and advance the possibilities for the Meta-Change Global Report. The report organizes 9 well-established global indexes into two interrelated meta-indices using needs theories as the organizing framework: The Global Country Favorability Index and The Global Country Change Index.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1344** | Submission: **17027** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 4:00PM - 5:30PMET (UTC-4)**

Antecedents of Corporate Political Strategy

Digital Session Chair: **Tedi Skiti**, *UCD Smurfit*

STR: Campaign contributions and new technology investment in the broadband industry 

Author: **Tedi Skiti**, *UCD Smurfit*
Author: **C. Jennifer Tae**, *Temple U.*
Author: **Francis V. Frazier**, -

We study how nonmarket actions taken by firms to shape the regulatory environment may impact their strategic market behavior. Studies have shown that corporate political activities (CPAs) can affect policy outcomes and firm value, but their influence on market actions remains underexplored. We propose that firm donations to politicians are associated with reduced investment in new technology infrastructure resources. We also argue that the size of the local market mitigates this effect while the positive local political environment intensifies the negative relationship. Our findings elucidate how firms implement their integrated strategies with both market and nonmarket actions and the important role that the nested nature of the larger political environment and local-level heterogeneity plays in shaping those strategies.

Paper is Available to Meeting Registrants Only.

STR: The Individual-Level Antecedents to Corporate Political Stances  

Author: **Patrick Rooney**, *U. of Toronto, Rotman School of Management*

What factors lead powerful corporate actors to take political stances as part of a business strategy? Prior research has found that corporate political stances influence critical stakeholders (such as workers and consumers), and politically motivated social activism can lead to board departures. In this study, I run a lab-in-the-field experiment examining the role of cause-individual value alignment, monetary incentives, and sustained stakeholder pushback on participants' willingness to take a costly political stand as part of a business strategy. I find that cause-individual value mismatch and sustained stakeholder pushback lead to significantly less political stance-taking, while higher incentives encourage more stance-taking. When profits from stance-taking strategies are uncertain, cause-individual value match can lead to lower performance due to a matched individual's higher propensity to explore (unprofitable) stance-taking strategies. Liberals are more reactive to alignment between their personal political orientation and cause orientation than conservatives, a finding partially attributable to differential attitudes towards salient controversial political organizations. Moreover, among mismatched participants, holding an outcome-based ethical outlook is associated with more stance-taking and higher earnings than holding a process-based ethical outlook. Collectively, these findings contribute causal foundations to the nascent literature on the strategic implications of corporate sociopolitical stances.

Paper is Available to Meeting Registrants Only.

STR: Alone as a Drop, Together as an Ocean: Corporate Political Activity in Cooperatives

Author: **ELEANDRA MARIA PRIGOL MENEHINI**, *U. do Vale do Itajaí (UNIVALI)*
Author: **Jeferson Lana**, *U. do Vale do Itajaí (UNIVALI)*
Author: **Marina Gama**, *FGV-EAESP*
Author: **Rosilene Marcon**, *U. do Vale do Itajaí (UNIVALI)*

In this paper we examine the forms of individual and collective involvement of corporate political activities (CPA) of Brazilian agricultural cooperatives, under the lens of the collective action theory. The theoretical rationale points out that collective political activities are more efficient in achieving political alignment. Our hypothesis points out that the collective political activities of cooperatives increase benefits, such as access to credit from development banks. Methodologically, we use a mixed approach. For quantitative research, we developed an unbalanced panel database with 395 agricultural cooperatives based in the southern region of Brazil and analyzed the period from 2006 to 2018, which culminated in 4,772 observations. Hypotheses were tested using multivariate regression with random effects. In the qualitative approach, we conducted nine interviews with Brazilian politicians and former politicians, managers and cooperative specialists, members of the Organization of State Cooperatives (OCE) and Organization of Brazilian Cooperatives (OCB). The results suggest that individual political actions have no positive relationship with amounts financed by the National Bank for Economic and Social Development (BNDES). However, we have shown that collective CPA are highly related to obtaining funds from the state-owned bank. The results of the primary data corroborate this evidence.

Paper is Available to Meeting Registrants Only.

STR: For Fear and Duty: Peer Firm Lobbying Following Government Sanctions of Competitors 

Author: **Jason Ridge**, *U. of Arkansas*
Author: **Sergei Kolomeitsev**, *U. of Arkansas*
Author: **Kristie Joy Neff Moergen**, *U. of Arkansas*
Author: **Dan L. Worrell**, *U. of Arkansas*
Author: **Scott Kuban**, *Tulane U.*

This study explores the general deterrence mechanisms of fear and duty through which firms may alter their targeting of lobbying expenditures, specifically in response to competitor firms' sanctioning by governmental agencies. To do so, we adopt a view of lobbying as an information gathering action, where information asymmetries put firms in deficits and regulators as holders of critical information. Accordingly, we suggest that, following a competitor firm being sanctioned, (1) non-violating peer firms will increase their lobbying targeted at the sanctioning agency relative to the violating firm and (2) increases in targeted lobbying will increase due to fear-based motivations (stronger penalty amounts) and duty-based motivations (organizational ideological alignment). We test our hypotheses using EPA violations as a context, and they largely receive support.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1345** | Submission: **17031** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 4:00PM - 5:30PMET (UTC-4)**

The Governance of Interfirm Collaboration

Digital Session Chair: **Tadhg Ryan-Charleton**, *Queen's School of Management, Queen's U. Belfast*

STR: Value Creation and Tension in Coopetition: The Emergence of Virtuous and Vicious Cycles

Author: **Tadhg Ryan-Charleton**, *Queen's School of Management, Queen's U. Belfast*

Author: **Devi R. Gnyawali**, *Virginia Tech*

Literature on tension in coopetition has focused almost exclusively on 'simultaneity tension', which is rooted in the interplay of simultaneous competition and cooperation. Our paper identifies and unpacks a distinct 'value tension' which occurs due to simultaneous firm value creation and joint value creation in coopetition. We layout incompatibilities between firm value creation, which is collaborative, and joint value creation, which is cooperative, and articulate the inherent challenges of pursuing both simultaneously. Efforts to pursue both can pull resources in opposing directions, forego scale and scope advantages, and undermine isolating mechanisms that are at odds with each other. We illuminate positive and negative synergies depending on the extent to which firm value creation and joint value creation are pursued simultaneously and how the ensuing tension is managed. We suggest that subsequent behaviors may reinforce the positives, leading to virtuous cycles, or negatives, leading to vicious cycles. Our integration of the coopetition literatures on tension and value with broader strategic management discourse regarding value creation provides novel future-focused insights concerning coopetition and interorganizational relationships.

Paper is NOT Available. Please contact the author(s).

STR: Digital Fungible Controls: Understanding Trust and Transparency in Interorganizational Governance

Author: **Katharina Cepa**, *Lancaster U. Management School*

Organizations increasingly implement digital technologies to create operational transparency over complex interorganizational processes. This transparency represents a new form of control that is designed to coordinate, and later re-used to monitor partner performance and behavior. Such dual-use is new so that prior theory on interorganizational governance cannot be applied directly. I therefore conduct a multiple case study to explore how these new, inherently digital controls affect interorganizational governance. I find that even though organizations need relational trust to implement transparency, once implemented, organizations use it to monitor their partners. This increasing reliance on and trust in numbers replaces relational trust irrespective of partner performance. I contribute to theory on interorganizational governance by theorizing this as "digital fungible controls", a new type of digital controls, and how this affect governance.

Paper is Available to Meeting Registrants Only.

STR: The Individual Manager in the Spotlight: Knowledge Protection in Coopetitive Relationships

Author: **Tatbeeq Raza Ullah**, *Umeå School of Business and Economics, Umeå U.*

Author: **Lea Stadler**, *Grenoble Ecole de Management*

Author: **Anne-Sophie Fernandez**, *U. of Montpellier*

Despite the multiple benefits that cooperation among competitors may bring about, such coopetitive relationships are spiced with the risk of opportunistic behavior since a competitor-partner may gain access to a firm's sensitive knowledge, use it to its own advantage, and thereby undermine the focal firm's competitive advantage. Since individual managers are at the forefront of safeguarding sensitive knowledge from competitors, we draw on the Upper Echelons Theory to explore how their cognitive bases and values, as expressed in their demographic characteristics, affect knowledge protection. Specifically, we test our hypotheses about managers' age, gender, education, and tenure and subsequent firm performance using multi-source, time-lagged data on a sample of 198 managers and discuss the implications for effective knowledge protection. Theoretically, our results help link managerial characteristics and profiles to the critical knowledge protection decisions and activities and, thus, position specific managerial profiles as a source of securing sustainable firm performance. Practically, these insights may help companies appropriately staff sensitive positions at the collaborative-competitive interface.

Paper is Available to Meeting Registrants Only.

STR: Quasi-Experimental and Survey Studies of Supplier Dependence and Buyer Product Innovation

Author: **Chanchai Tangpong**, *North Dakota State U.*

Author: **Kuo-Ting Hung**, *Suffolk U.*

Author: **Thomas Clauß**, *U. of Witten/Herdecke*

Author: **Michael Michalisin**, *Southern Illinois U. Carbondale*

Author: **Arlyn Melcher**, *Southern Illinois U. Carbondale*

This study investigates the relationship between supplier dependence and product innovation at the buyer firm level. Based on the absorptive capacity and the exploration-exploitation perspectives, this study hypothesizes that (1) supplier dependence is negatively related to the buyer firms' product innovation (BFPI) and (2) the negative supplier dependence – BFPI relationship becomes stronger under a high relationalism condition. To test these hypotheses, two empirical studies were conducted, including (1) a quasi-experimental study using the archival data from the computer industry and (2) a survey study with the data collected from a broader range of industries for greater generalizability. The results from both studies are largely consistent with each other in supporting the hypotheses. The survey results also suggest that the two hypotheses proposed in this study are more applicable to the revenue-impact dimension of BFPI than to the productivity dimension of BFPI.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Careers

Digital Session Chair: **Haneul Choi**, *Arizona State U.*

TIM: Assessing differences between university and federal lab postdoc scientists in technology transfer

Author: **Haneul Choi**, *Arizona State U.*

Author: **Donald Siegel**, *Arizona State U.*

Author: **Elle Hyunjung Yoon**, *U. of Georgia*

Author: **David A. Waldman**, *Arizona State U.*

Although there are numerous studies of university technology transfer, there have been relatively few recent studies of technology transfer at federal labs. Studies of university technology transfer have also focused on faculty, not post-doctoral scientists and ignored identity and sensemaking theories in organizational behavior, which are relevant in the context of technology transfer. We fill these gaps by analyzing differences between university scientists and federal lab scientists, in terms of how they engage in technology transfer. Based on extensive interviews of postdoctoral scientists and their supervisors/principal investigators (PIs) at two major research universities and four large federal labs, we find that federal lab scientists are more influenced by mission-driven research and their sense of public service. These motivational differences may constitute significant barriers to technology transfer. Thus, federal lab scientists experience more cognitive dissonance in pursuing commercialization of their research and have more sophisticated resolution strategies than their university counterparts. Principal investigators at federal labs are also not highly incentivized to engage in technology transfer.

Paper is Available to Meeting Registrants Only.

TIM: Firing Costs and Decoupling of Technological Invention and Post-invention Investments   

Author: **Dongil Daniel Keum**, *Columbia Business School*

We show that employment protection laws, which increase firing costs, decouple invention and post-invention investment by reducing the coordination benefits of collocation. The decoupling played a significant role in US employment decline and jobless growth, the vertical and geographical disintegration of firm activities, and underinvestment relative to Tobin's Q. Technological inventions lead to employment growth, but employment protection laws almost fully negate this positive effect, especially in fast-changing and high-offshore industries and for radical inventions. We find limited effects on firm revenue and profits, as firms bypass increased firing costs through capital substitution and increased JV and alliance activities, driven in part by collaborations with foreign partners. Our findings suggest labor market flexibility as a critical link between invention and firm growth dynamics and question the efficacy of technology-led revival of the US manufacturing employment without the accompanying labor market reforms.

Paper is Available to Meeting Registrants Only.

TIM: Team Diversity and the Retention of R&D Workers after Acquisitions  

Author: **Agnes Guenther**, *Copenhagen Business School*

Because knowledge is often embedded in employees, the mobility of R&D workers is a primary concern in acquisitions in knowledge-intensive industries. While the reasons for post-acquisition mobility of R&D workers have been widely studied, the focuses has been on the acquirers' characteristics or on the acquirer-target dyad's characteristics. How the target's characteristics affect the retention of R&D workers in acquisition targets is poorly understood. Extending the idea that employees' mobility is limited by the embeddedness of their knowledge within a team, we theorize that R&D workers' post-acquisition mobility is contingent on the R&D teams' diversity and the uniqueness of a R&D worker's knowledge within the team prior to acquisition. By investigating a target characteristics that changes with the acquisition, this study presents an alternative way of understanding why R&D workers leave post-acquisition and which knowledge resources are retained within the target after being acquired.

Paper is Available to Meeting Registrants Only.

TIM: Temporary fresh blood: Secondments for promoting novelty

Author: **Athanasia Lampraki**, *U. of Bath*

Author: **Christos Kolympiris**, *Warwick Business School*

Organizations regularly fail to recognize and select novel ideas. We propose that secondments, where the host organization employs full time but temporarily an employee of a different organization, can improve the host's ability to select novel ideas. We conceptualize seconded employees as assuming a dual identity by being, simultaneously, external experts and temporal insiders at the host organization. This dual identity allows them to infuse the host organization with continuously updated tacit knowledge, which then helps permanent employees to better comprehend and subsequently promote novelty. We test our predictions using the secondment program at the National Science Foundation. Leveraging a number of program features, we construct treatment and control groups that yield estimates supporting our arguments. Permanent employees grant more novel awards when they interact with a seconded academic. The effect is substantially stronger when secondees and permanent employees share common knowledge maps.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

How Organizations Influence Employees: Psych-Contract Breach, Surveillance, Language, & Assignments

Digital Session Chair: **Rachel Schlund**, *Cornell U.*

MOC: Who's My Manager? Surveillance by AI Leads to Perceived Privacy Invasion and Resistance Practices

Author: **Rachel Schlund**, *Cornell U.*

Author: **Emily Zitek**, *Cornell U.*

Within the last few decades, we have witnessed a dramatic rise in the use of AI surveillance technology in organizations. In this paper, we answer calls from management scholars to investigate the impact of this new aspect of managerial oversight on manager-worker dynamics. Focusing on employees' perceptions of privacy invasion, we investigate in five experimental studies whether these differ when employees are monitored and evaluated by AI technology instead of a human. We demonstrate that employees perceive their privacy is invaded to a greater extent when AI surveillance technology monitors them as opposed to human managers (Studies 1-4). We further assess downstream consequences of perceived privacy invasion (Studies 1-2b), explore mechanisms that explain the relationship between monitoring form (AI surveillance technology vs. human managers) and perceived privacy invasion (Study 3), and investigate ways to attenuate the effect (Study 4). Throughout these studies, we extend prior theory to provide insight into the implications of the increasing use of AI surveillance technology in organizations.

Paper is NOT Available. Please contact the author(s).

MOC: The Impacts of Algorithmic Work Assignment on Fairness Perceptions and Productivity

Author: **Bing Bai**, *Washington U. in St. Louis*

Author: **Hengchen Dai**, *UCLA Anderson School of Management*

Author: **Dennis Zhang**, *Washington U. in St. Louis*

Author: **Fuqiang Zhang**, *Washington U. in St. Louis*

Author: **Haoyuan Hu**, *Alibaba Group*

Since algorithms are widely adopted by businesses and often require human involvement, understanding how humans perceive algorithms is instrumental to the success of algorithm design. Particularly, the growing concern that algorithms may reproduce inequality historically exhibited by humans calls for research about how people perceive the fairness of algorithmic decision-making relative to traditional human-based decision-making and, consequently, adjust their work behaviors. We study how algorithmic (vs. human-based) task assignment processes change task recipients' fairness perceptions and productivity. In a 15-day-long field experiment with Alibaba Group in a warehouse where workers pick products following orders (or "pick lists"), we randomly assigned half of the workers to receive pick lists from a machine that ostensibly relied on an algorithm to distribute pick lists, and the other half to receive pick lists from a human distributor. Despite that we used the same underlying rule to assign pick lists in both groups, workers perceived the algorithmic (vs. human-based) assignment process as fairer by 0.94-1.02 standard deviations. This yielded productivity benefits: receiving tasks from an algorithm (vs. a human) increased workers' picking efficiency by 17.35%-19.39%. The algorithmic assignment produced larger productivity gains among workers for whom perceived fairness has a stronger effect on productivity, including more educated workers and workers who cared more about the difficulty of their pick lists. We replicated the main results in another field experiment and showed via online experiments that people in the U.S. also view algorithmic task assignment as fairer. We demonstrate that algorithms can have broader impacts beyond offering greater efficiency and accuracy than humans: introducing algorithmic assignment processes may enhance fairness perceptions and productivity. This insight can be utilized by managers to better design and implement algorithm-based decision making at work.

Paper is NOT Available. Please contact the author(s).

MOC: Be consistent! The interactive effects of psychological contract breach and CSR on OCBO

Author: **Hwayoung Kim**, *Hanyang U.*

Author: **Se Hyung OH**, *Hanyang U.*

Previous studies have shown that psychological contract breach has negative effects on employee attitudes and behavior. However, researchers have largely ignored the potential contextual factors that accentuate or mitigate the negative reactions to psychological contracts. In this study, drawing from social exchange theory (Blau, 1964), we theorize and test that employees' perceived psychological contract breach (PCB) decrease their affective organizational commitment (AC), and this lowered commitment, in turn, reduces organization-directed citizenship behavior (OCBO). We also, based on the cue consistency theory (Solvic, 1966; Brehmer, 1972; Maheswaran & Chaiken, 1991), examined that corporate social responsibility (CSR) amplifies the negative relationship between PCB and AC and conclusively the negative indirect relationship between PCB and OCBO via AC. Data of 239 employees in 19 organizations demonstrated that the proposed mediation mechanism and the interaction effects are significant in predicting employee OCBO. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

MOC: Organizational language, cognition, and adaptability

Author: **Laura Fritsch**, *U. of Oxford*

Author: **Alan D. Morrison**, *Oxford U., Saïd Business School*

Organizational language links individual and group-level cognition and therefore affects organizational efficiency and adaptability. We present a model of organizational language that makes sense of these relationships. In the model, some members of an organization achieve detailed understandings of the external environment and must then convey their knowledge to other members who synthesize environmental and organizational knowledge to select actions. The languages that they develop are negotiated, path-dependent, and resistant to change. They enable long-term retention of critical information about the organization's relationship to its environment and, hence, our work provides a linguistic approach to organizational learning and organizational memory. Our formal analysis of language negotiation explains what a linguistic code is, how it is formed, and the way that organizational messages are decoded for processing and action selection. The model explains how individual cognition is formed and also the relationship between linguistic codes and actions. We relate organizational efficiency to an organization's cognitive breadth and we show how language and corporate adaptability are related. By our account, competitive markets, hierarchical organizational structures and remote working reduce adaptability; staff turnover and team recombination increase it. Our work has implications for the design of research studies that deploy natural language processing and other techniques to analyze the use and the evolution of corporate language.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creativity and Decision Making

Digital Session Chair: **Hsin-Min Hung**, *National Dong Hwa U.*

OB: Resolving conflicting results of intellectual capital's influence on innovative capability

Author: **Hsin-Min Hung**, *National Dong Hwa U.*

Previous studies have shown conflicting results of intellectual capital's influence on innovative capability. The conflicting results impede not only theoretical development but also managers' investment decisions on innovation. This study indicates that divergent knowledge (positive effect), reluctantly sharing knowledge, self-justification (for prior period decision), and sunk cost fallacy (negative effects) explain the human capital conflicting results; inertial (positive effect) and overinvestment (negative effect) explain the organizational capital conflicting results. This study further argues that a firm's dynamic capability help itself sense (entirely new and partially new) opportunities, seize the strategic-fit opportunities and utilize intellectual capital to transform/enhance its innovative capabilities. Dynamic capability reflects aggregated results of above positive and negative effects and thus resolves the intellectual capital conflicting results. Furthermore, this study argued the social capital facilitate the influences of human capital and organizational capital on innovative capability via opportunities and trust. This study expects following possible findings to contribute theoretical development and managerial implications: (1) when human capital is insufficient, greater human capital increases incremental innovative capability but decreases radical innovative capability. However, to 2 increase radical innovative capability, sufficient human capital is required. (2) Firms incline to overinvest organizational capital in incremental innovative capability; however, dynamic update of organizational capital is a key to increase incremental innovative capability. (3) Dynamic capability mediates the relationship between intellectual capital and innovative capability. Dynamic capability explains the influence of organizational learning on innovative capability from a resource-based perspective. (4) Social capital moderates the relationship between human capital/organizational capital and radical/incremental innovative capability. (5) dynamic capability discloses the mechanism/process of intellectual capital's influence on innovative capability; human capital and organizational capital, per se, are actors/predictors for increasing innovative capability. Social capital provides opportunities and trust to facilitate (moderate) human capital and organizational capital to increase innovative capability; together with human capital and organizational capital, social capital influences innovative capability through dynamic capability.

Paper is Available to Meeting Registrants Only.

OB: Personal vs. organizational cost benefit analyses in the creative adoption decision process

Author: **Wayne Johnson**, *Cornell SC Johnson College of Business*

Author: **Elizabeth A Mannix**, *Cornell U.*

Adopting and implementing creative ideas entails costs as well as benefits. These costs fall on the organizational receivers of creative ideas who put them into action through development, championing, and adaptation. Whereas the literature has focused on the antecedents of creativity for idea generators, we focus on the next critical, but under-examined step in the adoption chain, receiver consequences. In five studies, we find when personal and organizational interests are misaligned, decision makers will accept or reject ideas on the basis of costs and benefits to themselves, not on their creative value. We examine the effects of low and high construal on the personal costs and benefits of creative idea adoption for idea receivers. At low construal, personal costs and benefits are perceived as more impactful, affecting creative idea adoption. This effect is attenuated at high construal. We discuss the results in terms of implications for research and practice.

Paper is Available to Meeting Registrants Only.

OB: People adjust their impressions more for applicants' disadvantages than advantages

Author: **David Mauricio Munguia Gomez**, *U. of Chicago Booth School of business*

Author: **L Taylor Phillips**, *NYU Stern*

When making selection decisions (e.g., college admissions, hiring), decision makers are tasked with assessing the quality of applicants based on their achievements and the circumstances in which those achievements took place (e.g., whether the applicant faced advantages or disadvantages). In the present research we explore this process by examining how decision makers update their impressions of an applicant's competence and their intentions to select that applicant after learning whether the applicant's circumstances were advantageous versus disadvantageous. Across 3 studies (N = 1,730), we find that decision makers positively adjust their impressions and decisions after learning that the applicant faced disadvantage more than they negatively adjust after learning that the applicant faced a symmetric advantage. We provide initial evidence that this asymmetric adjustment is at least partly explained by the belief that facing disadvantage signals an applicant's ability to overcome obstacles, whereas advantage does not signal the trait (or its absence). These findings further our understanding of how people reason about advantage and disadvantage, and they shed light on how attributional processes may further inequality in higher education and in the workplace.

Paper is Available to Meeting Registrants Only.

OB: A Process Study on Two-Stage Influence of Dual Authoritarian Leadership on Employee Creativity

Author: **Honglei Zhao**, *School of Management, Harbin Institute of Technology*

Author: **Huimin Luo**, *School of Management, Harbin Institute of Technology*

Author: **Ming Lou**, *School of Management, Harbin Institute of Technology*

Abstract: This study aims to explore the mediating and moderating effects of the two components of authoritarian leadership on employee creativity by qualitative research methods using data of interviews and archives. We found that: (1) There was two-stage influence of leadership on employee creativity, state of demand perception and state of coping strategy. (2) Dominance-focused authoritarian leadership and Disciplined-focused authoritarian leadership were both related to creativity. Dominance-focused authoritarian leadership inhibit creativity by negative path, in contrast Disciplined-focused authoritarian leadership promote creativity by positive path. (3) The criticality of three kind of event moderated the relationship between authoritarian leadership and employee creativity. The finding of two-stage effect extends our understanding the process of leadership influencing creativity. More importantly, we provided that three types of specific events the strength of which moderate the relation between authoritarian leadership and creativity play a very important role.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Governance and Nonmarket Strategy

Digital Session Chair: **Jimi Kim**, *U. of New South Wales*

STR: **Who Bleeds When Activists Attack? Activist Institutional Ownership And Employee Safety**

Author: **Chongwu Xia**, *U. of Science and Technology of China*
Author: **Philipp Meyer-Doyle**, *INSEAD*

While prior research on shareholder activism has highlighted how the shareholders of targeted firms can economically benefit, more recent studies suggest that shareholder activism can also economically disadvantage other stakeholders, notably employees. Yet such research has largely focused on the economic impact of shareholder activism on stakeholders. Our study explores a more direct impact on stakeholders, namely how activist institutional ownership influences the rate of injury and illness among the employees of targeted firms. We contend that greater activist institutional ownership can adversely affect the health of employees at targeted firms because activist investors pursue financial returns through increasing operational efficiency of targeted firms at the expense of workplace safety. Further, we theorize that the political ideology of the activist investor and the board as well as the board's ideological diversity are important factors influencing how competing stakeholder interests are resolved in the context of shareholder activism. Using establishment-level data, we find support for our theory. Our study contributes to shareholder activism research by highlighting a more direct interest conflict between activist shareholders and employees and by explicating the political ideology of activist shareholders and boards as factors governing such a conflict. Our study also contributes to research on human capital by highlighting how the firm's ownership structure can harm its human assets.

Paper is Available to Meeting Registrants Only.

STR: Private Equity and Venture Capital: Social and Environmental Practices and Financial Performance

Author: **Jimi Kim**, *U. of New South Wales*

In this paper, I investigate the impact of private equity (PE) and venture capital (VC) investment on social and environmental practices, and PE- and VC-backed firm performance. I also explore how sector expertise and investor market presence affect this relation between PE/VC investment and social and environmental practices. I find that PE-backed firms are less likely to embrace social and environmental practices, whereas VC-backed firms are more likely to engage in both. Furthermore, sector expertise and investor market presence strengthen the relation between PE/VC investments and social and environmental practices. Finally, social and environmental practices contribute to the financial performance of both PE- and VC-backed firms.

Paper is NOT Available. Please contact the author(s).

STR: How Top Management and Investors Shape Environmental Performance and Reporting

Author: **Nathan Barrymore**, *U. of Maryland R.H. Smith School of Business*

Driven by investor demand reporting on environmental and social performance has become standard for large corporations and is now a component of firm strategy. However, investors, practitioners, and academics all doubt the reliability of third party ESG ratings due to perceived greenwashing. Identifying greenwashing and its causes remains a significant challenge. I address this measurement gap by comparing self-reported ESG practices to independently reported ESG outcomes, generating a novel measure of greenwashing. I next propose that greenwashing behavior depends on the preferences of inside stakeholders (e.g., top management) and outside stakeholders (e.g., investors). I model the interaction between these parties using a cheap talk game, in which the firm can misrepresent their ESG performance, but may be sanctioned for misrepresentation. The model predicts that the relative preferences of inside and outside stakeholders drive greenwashing behavior and ratings accuracy. I test this model's predictions by analyzing earnings call transcripts and a firms' shareholder composition. I find that investors' time horizons shape reported, but not actual, ESG performance, while managers' discussion of ESG issues on earnings calls correlates with both reported and actual ESG performance. As investors' preferences for ESG performance increase relative to those of managers, I find firms increasingly greenwash.

Paper is Available to Meeting Registrants Only.

STR: Political Connection Loss and Financial Statement Irregularities

Author: **Tong Zhao**, *Peking U. Guanghua School of Management*
Author: **Hong Zhang**, *Wuhan U.*

The relationship between political connections and firm financial reporting is unclear. Some researchers argue political connected firms are more likely to engage in fraudulent behavior because they are confident that political resource may reduce fraud detection or they can more easily hide their misreporting behavior. While other researchers believe political connected firms might do less financial misconduct because they adopt the government's stand and thus be more likely to meet social norms. We theorize from different literatures to disentangle the effect of losing political connection on the likelihood of financial statement irregularities. We use the unexpected tie disruptions between senior executives and politicians caused by anti-corruption cases in China between 2003 to 2012 as an external shock to test our predictions. Using a difference-in-differences estimation, we find that after tie disruptions, the affected firms increase their financial statement irregularities. The relationship is weaker when creditors and shareholders have more stringent monitoring but stronger when local governments exert higher pressures on the firms. We contribute by adding a dynamic and a multiple stakeholder perspective into the research on the relationship between political connections and firm financial reporting.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1350** | Submission: **13660** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 5:00PM - 6:30PMET (UTC-4)**

From Genius to Crooks: A Discussion of The Dark Side of Innovation *From Genius to Crooks*

Organizer: **Felipe Calvano Da Silva**, *Virginia Tech*
Participant: **Karen Schnatterly**, *Virginia Tech*
Participant: **Wei Shi**, *U. of Miami*
Participant: **Christine Shropshire**, *Arizona State U.*
Participant: **Siri Ann Terjesen**, *Florida Atlantic U.*
Participant: **Shaker A. Zahra**, *U. of Minnesota*

The purpose of this panel symposium is to engage scholars in the field of entrepreneurship, corporate governance, and misconduct in a discussion of the dark side of innovation. Innovation is considered by many as the primary driver of organic growth and leads to value creation. However, it is concerning to observe that some of the most innovative companies have committed fraud. Some examples of highly innovative company that committed misconduct are AOL, Enron, Uber, WeWork, etc. In this symposium, the panel will provide an insightful discussion of several topics including: (1) what we currently know about the topic; (2) what are potential mechanisms that contribute or hinder the association; (3) what are the different stakeholders' perspective on innovation and fraud; (4) what theoretical lenses are worth pursuing; (5) what are the expectations for future research on the area.

Thank you for the consideration.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Procurement and Supply-Chains

Digital Session Chair: **Ouiam Kaddouri**, *Leonard de Vinci Business School*

SIM: The More You Talk, the More You Win: CSR and Firms' Ability to Win Public Procurement Contracts

Author: **Ouiam Kaddouri**, *Leonard de Vinci Business School*
Author: **Stephane Saussier**, *Sorbonne Business School*

This paper examines the possible link between the corporate social responsibility (CSR) communication efforts of companies and their ability to obtain public procurement contracts by focusing on the study of the business-to-government (B-to-G) market. By exploiting a database with the number of public procurement contracts won by SBF 120 companies in France and a constructed CSR index over the period of 2007-2015, the results obtained showed a striking influence of prior CSR communication on the ability of firms to win more contracts during a given year. Our results also underlined the fact that budget constraints may incline public procurers to not base their choices on a company's CSR communication.

Paper is Available to Meeting Registrants Only.

SIM: Firm size and the organizational response to supply chain responsibility issues

Author: **Christian Hauser**, *Swiss Institute for Entrepreneurship*
Author: **Eleanor Jehan**, *U. of Applied Sciences of the Grisons*

Concerns for responsible business practice have increased in the wake of supply chain scandals. Consequently, companies are increasingly held accountable not only for irresponsible business conduct within their own organisation but also by supply chain partners. In this light, companies implement controls to safeguard responsible business conduct within their international supply chain. Extant literature looks extensively at internal controls in isolation, with less of a focus on how supply chain partners can interact to ensure responsibility. Moreover, literature on the topic pays little attention to the organisational differences between small and medium size enterprises (SMEs) and their larger counterparts. Rather, extant literature places a heavy emphasis on formal controls favoured by large enterprises and tends to overlook the informal approaches taken by SMEs. With this in mind, the aim of the present paper is to propose a qualitative inductive framework based on contingency theory, illustrating how SMEs' and larger companies' responsibility-related control systems are organised. Based on the model, it becomes evident why the approaches used by SMEs and LEs to implement, promote and ensure responsible management throughout the international supply chain are often incompatible in practice and lead to conflicts.

Paper is Available to Meeting Registrants Only.

SIM: Beyond Structural Injustice: Creating Mutual Benefit in Post-Pandemic Global Value Chains

Author: **Harry J. Van Buren**, *U. of St. Thomas*
Author: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*

The COVID-19 pandemic has affected businesses and their stakeholders in myriad ways. The effects of the pandemic have been particularly acute for participants in supply chains. The pandemic offers an opportunity to address an important question: which value chain practices are more suitable than others for lead firms to contribute to social justice? This question particularly import because value chain activities can have positive and negative effects on various stakeholders as well as on social systems. We propose that the COVID-19 pandemic has exacerbated underlying and pre-existing social, political, and economic conditions that make their negative effects both more likely and more negative, particularly for workers. However, businesses can—as they implement their value chain strategies and promote competitive advantage—also positively affect social justice-related outcomes that will help stakeholders and societies recover from the damage caused by the pandemic. We will offer principles for businesses in this regard, using Iris Marion Young's concept of structural injustice to frame our analysis. We conclude by discussing the future of global value chains in a post-pandemic world.

Paper is Available to Meeting Registrants Only.

SIM: The End of Eldorado? Post-Legitimation Adoption of Mining Agreements by Indigenous Communities

Author: **Maggie Cascadden**, *U. of Alberta*
Author: **Emily S. Block**, *U. of Alberta*
Author: **P Devereaux Jennings**, *Alberta School of Business*

Late stage adoption is receiving renewed attention in institutional theory. The varied emergent patterns of late stage adoption has led researchers to re-investigate the nature of adopted practice and the power of organizations and characteristics of fields that influence adoption. One burgeoning stream of work has been around the slowed adoption of complex yet opaque practices once their drawbacks are revealed; another is around the power of local communities as actors to resist adoption of practice advocated by more powerful, central field players. We combine these two streams of work to examine the increasing resistance to the adoption of impact benefit agreements (IBAs) and other forms of mining agreements by Indigenous Canadian communities. Event history analyses of adoptions from 1997-2019 show some alignment of material and cultural community resources with early adoption, but no evidence that such resources lead to later adoption, even though the features of mining firms – being public, Canadian, emergent – influence adoption both early and late. As a result, our paper contributes to institutional explanations of adoption and community studies of Indigenous group power.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1352** | Submission: **17098** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Tuesday, Aug 3 2021 5:00PM - 6:30PMET (UTC-4)**

The Effects of Governance on Firm Innovation

Digital Session Chair: **Johana Cristina Sierra**, *U. of León, Spain*

STR: The board of directors and firm innovation: a meta-analytical review  

Author: **Johana Cristina Sierra**, *U. of León, Spain*
Author: **Laura Cabeza-García**, *U. of León*
Author: **Nuria Gonzalez-Alvarez**, *U. of León*
Author: **Juan Botella**, *Autonomous U. of Madrid*

The literature on corporate governance has highlighted the importance of board characteristics related to firm innovation. However, empirical findings have not been totally conclusive, and some seem contradictory. Adopting a new perspective, we have tried to help resolve the puzzle using a meta-analysis that integrates findings from 96 previous studies to analyse the relationship between board attributes and firm innovation for the period 1988-2018. In addition, this paper reveals the importance of other aspects like the dimensions of innovation (inputs and outputs) that might also explain previous contradictory findings. The results suggest that aspects of boards, such as the proportions of independent directors and outsiders, show the most significant correlations associated with firm innovation, but the levels of association vary depending on whether innovation is measured as inputs or outputs. Finally, general guidelines are suggested regarding practical implications and future research.

Paper is Available to Meeting Registrants Only.

STR: Structural Embeddedness of CEO Social Networks and Firm Exploratory Innovation   

Author: **Jinxin Yang**, *U. of Texas at El Paso*
Author: **Mengge Li**, *U. of Texas at El Paso*

While CEOs have been considered as an important driver for firm innovation, current research has not gained many insights on whether CEO social networks can influence various innovation outcomes. In this paper, we integrate the upper-echelons perspective with social networks theory to examine the effects of structural attributes of a CEO's social network on exploratory innovation. Drawing from a structural embeddedness perspective, we predict that CEO network centrality has an inverted U-shape effect on exploratory innovation, whereas structural holes have a positive relationship with exploratory innovation. In addition, we hypothesize that structural holes reinforce the curvilinear effect of network centrality. We tested our hypotheses with a sample of 1,831 CEOs in the U.S. from 2000 to 2016. Our findings provided supports for our predictions. Our study contributes to strategic leadership and innovation research.

Paper is Available to Meeting Registrants Only.

STR: Board and innovation: A systematic review of the literature from a contingency perspective.  

Author: **Ranzi Belkacemi**, *Laval U.*
Author: **Sophie Veilleux**, *U. Laval*
Author: **Marie-Josée Roy**, *Laval U.*

The link between board of directors and innovation has received increasing interest on the part of the scientific community in recent years. Nevertheless, it remains poorly understood, in particular due to limitations in terms of analytical frameworks, theoretical foundations and methodology, as well as the absence of an approach that highlights the importance of contingencies. In this regard, a synthesis of the literature is required, not only to gain a better understanding of this link, but especially to lay a solid foundation on which to build future research. The approach used in this study has led to the emergence of an integrative conceptual framework from a contingency perspective and a promising research agenda. In doing so, this study provides contributions to both the scientific community and the managerial context.

Paper is Available to Meeting Registrants Only.

STR: Try to Do Something Creative: How CEOs' Creative Hobbies Affect Firm Innovation 

Author: **Chudi Yang**, *Guanghua School of Management, Peking U.*
Author: **Xuanming Wang**, *Peking U. Guanghua School of Management*
Author: **Weiguo Zhong**, *Peking U.*

The extant research has paid increasing attention to the off-the-job activities of corporate executives. However, most studies have focused on the risky hobbies and their effects on firm risk-taking while neglected important relationships between other kinds of hobbies and firm outcomes. This study highlights CEOs' creative hobbies and investigates their effects on firm innovation. Using a national survey on the various hobbies of CEOs across multiple industries, we obtain strong evidence that firms led by CEOs who have creative hobbies outperform those with CEOs without creative hobbies in innovation. These relationships become stronger when the CEO has to face higher job demand for innovation and engages in better behavioral integration with top management team members off-the-job. We contribute by opening a new arena and uncovering the relevance of CEO creative hobbies.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Entrepreneurship and Small Business

Digital Session Chair: **Jacob Waddingham**, *Auburn U.*

HR: **Screened Out: Recruiter Evaluations of Job Applicants with Prior Entrepreneurial Experience**

Author: **Jacob Waddingham**, *Auburn U.*

Author: **Miles A. Zachary**, *Auburn U.*

Author: **Harvell Jackson Walker**, *Auburn U.*

Best Student Paper Award for Human Resources-Entrepreneurship Research

A great deal of research on entrepreneurial exit focuses on the potential challenges that entrepreneurs may face when launching a new venture, but very little is known about those who choose to reenter the traditional workforce. It is commonly assumed that an entrepreneur can always “go back to work,” however, it is unclear whether entrepreneurial experience will help or hurt them on the job market. We attempt to answer this question by investigating how recruiters evaluate former entrepreneurs early in the selection process. Drawing on screening theory and attribution theory, we argue that, contrary to popular belief, former entrepreneurs are evaluated more negatively than their counterparts with traditional work experience. Additionally, we theorize that former entrepreneurs who close their business will face considerable difficulty reentering the traditional workforce compared to former entrepreneurs who sell their business. Results of two studies reveal that professional recruiters tend to screen out former entrepreneurs – both those who close and those who sell their ventures – from interview consideration in favor of applicants with traditional work experience. Our qualitative findings provide further support and insight into the attributions that recruiters make when considering former entrepreneurs as potential employees.

Paper is NOT Available. Please contact the author(s).

HR: **Can Becoming an Entrepreneur Shape Your Personality Traits? A Three-Wave Longitudinal Investigation**

Author: **Wen-Dong Li**, *Chinese U. of Hong Kong*

Author: **Jie Feng**, *Rutgers U.*

Author: **Kaili Yu**, *Chinese U. of Hong Kong*

Micro entrepreneurship research has predominantly adopted the dispositional perspective of personality traits, assuming that entrepreneurs possess certain personality traits that are distinctive from non-entrepreneurs, and interpreted the findings as personality traits driving individuals to become entrepreneurs, not vice versa. As such, micro entrepreneurship research has yet to examine the possibility that entrepreneurship experiences may foster personality development over time. Recent theory and research in personality psychology suggest that adult personality traits are both relatively stable, and subject to change as people transition into novel life roles. In this research, we adopt a role-based perspective and a quasi-experimental design to examine personality development of a group of individuals that transitioned from employees into entrepreneurship roles (i.e., self employment) in a three-wave longitudinal study across approximately twenty years and compared their personality development with an equivalent group of individuals (matched via propensity score matching) that remained as employees over time. We theorized that transitioning into entrepreneurship roles from employees may foster decreases in agreeableness and increases in neuroticism and conscientiousness. We found support for hypotheses on changes on agreeableness and neuroticism. This research advances entrepreneurship research on the causal interpretation of the relationship between personality and entrepreneurship status and offer practical implications for employees, entrepreneurs, and entrepreneurship training.

Paper is NOT Available. Please contact the author(s).

HR: **Hiring in Entrepreneurial Firms: Pre-Founding Affiliations & the Origins of Organizational Diversity**

Author: **Rhett Andrew Brymer**, *U. of Cincinnati*

Author: **Vera Rocha**, *Copenhagen Business School*

Best Paper Award for Human Resources-Entrepreneurship Research

New ventures typically have few resources and rarely have formal human resource processes, calling into question how these entrepreneurial firms find early employees critical to their success. Additionally, entrepreneurial hiring practices set the trajectory of how workforce composition is built in a growing organization. A common, informal tactic in young firms for finding workers is the use of incumbent workers’ prior affiliations (employment and educational), an expedient practice though one that may limit a new venture’s workforce diversity. Our study examines when young firms engage in such affiliation-based hiring and its implications for demographic diversity. Using a representative sample of new ventures drawn from Danish matched employer-employee data, we find that larger founding teams with greater internal social tie depth are more likely to hire from founders’ prior affiliations. Our results further suggest that affiliation-based hiring reinforces demographic homophily, contrasting with diversity imperatives as firms grow. Our work provides insights to hiring processes in entrepreneurial firms and the enigmatic origins of diversity differences between firms.

Paper is Available to Meeting Registrants Only.

HR: **Performance in Tourism SMEs: Alternative HRM Configurations**

Author: **Irene Zografou**, *Athens U. of Economics and Business*

Author: **Eleanna Galanaki**, *Assistant Professor Athens U. of Economics and Business*

Author: **Nikolaos Pahos**, *Athens U. of Economics and Business*

Author: **Ioanna Deligianni**, *Athens U. of Economics and Business*

The Human Resource Management (HRM) field has matured over the last 40 years and models of HRM practices that lead to high business performance in large businesses have been agreed upon in both scholars’ dialogue and practitioners’ application. In Small and Medium Enterprises (SMEs), however, because of the small volume of HRM activity, together with the resource scarcity, these models do not fully apply. With a focus on the hotel industry and drawing from 34 in-depth interviews with SME owners and managers, we conducted fuzzy set qualitative conditions analysis to identify 6 meaningful configurations of human resource management practices that lead to business performance. Aspects such as family involvement and size (micro, small, medium) appear to fully differentiate the HRM pathways to business performance, with high employee compensation and extensive training being the most common conditions of high performance.

Paper is Available to Meeting Registrants Only.

Author: **Brian Harney**, *Dublin City U.*

Author: **Na Fu**, *Trinity Business School, Trinity College Dublin*

Author: **Margarita Nyfoudi**, *U. of Birmingham*

.We still know little about employee's experience of HR practices in small firms, especially in the context of dramatic change such as restructuring and downsizing. In this study, we adopt an HR process lens and build on the theory of communicative action to examine how, and under what conditions, top-down communication of change relates to employee outcomes in the form of commitment and employee resilience. To explore our hypothesis, we draw on a unique sample of 2,131 employees from small firms that have experienced restructuring and downsizing. Our findings demonstrate that the degree to which change is communicated, and the quality of communication matter for small firms under turbulence. The benefits of communication about change operate through the mediator of employee relational climate and are differently moderated by the quality of information received, suggesting different paths to employee commitment and willingness to undergo further change. Our findings contribute to both the HR and small firm literature moving the focus beyond HR content, stable conditions and managerial perspectives to embrace HR process, turbulent contexts and employee experiences.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creating and Responding to Change

Digital Session Chair: **Ipek Koparan**, *Bentley U.*

STR: Dynamic Capabilities in Strategic Factor Markets: The Effect of Resource Rarity

Author: **Ipek Koparan**, *Bentley U.*

Author: **Gorkem Aksaray**, *Koc U., College of Administrative Sciences and Economics*

Dynamic capabilities are largely imprinted: they are built at the time of foundation and evolve over time. Firms bring in outside resources from the strategic factor markets (SFMs) to improve their operational efficiency and to gain a competitive advantage. Such resource acquisition activities require the abilities to discover, create, and exploit environmental opportunities, to value them accurately, and to successfully integrate the new resources into the organization. Taken together, these abilities constitute a type of organizational meta-capability that enables the organization to process information about its environment, to accurately assess the potential and compatibility of external resources, and then changing itself by reconfiguring and building new capabilities. In this paper, we conceptually explore the relationship between strategic factor market activities and dynamic capabilities. We argue that resource rarity determines this relationship. Strategic factor market and reconfiguring capabilities interactively function to create opportunities from 'common' resources, while strategic factor market and sensing and seizing capabilities complement each other to recognize and exploit opportunities from 'rare' resources. We finally devise an exemplar pathway that comprises systematic processes on how organizational change is implemented through interactions between strategic factor market and dynamic capabilities.

Paper is NOT Available. Please contact the author(s).

STR: The Design and Implementation of Novel Business Models in the Manufacturing and Services Firms

Author: **Rani Shahwan**, *an-najah national U.*

Author: **Raihana Bahemia**, *Newcastle U. Business School*

The current study focuses on the key antecedents to novel business model design in a comprehensive, empirically verified model. Utilizing the theory of dynamic capabilities, the results of our survey of manufacturing and services firms in the UK indicate that the design of a novel business model is a first-order dynamic capability that contributes to superior firm performance. Technological turbulence is found to be a significant contingency factor that strengthens the relationship between the design of novel business models and firm performance. A key implication of our research is that exploiting internal firm capabilities is important for the implementation of novel business models. We find that three second-order capabilities namely market orientation, entrepreneurial orientation, and technological orientation are drivers to the design of novel business models.

Paper is Available to Meeting Registrants Only.

STR: Nothing Permanent Except Change: Trade-Offs and the Substitution Paradox.

Author: **Jason Sigler**, *The Ohio State U. Fisher College of Business*

Author: **Jaideep Anand**, *Ohio State U.*

Inimitability and non-substitutability make a competitive advantage sustainable; however, they can also have trade-offs between them. The more inimitable a resource is, the more competitors will feel pressure to substitute around it. At the same time, we do not know if this trade-off is dynamic or static, nor do we know the contingencies as to when this trade-off occurs. We study this paradox using a natural experiment – the Biologics Price Competition and Innovation Act of 2009. We find that the substitution paradox is dynamic, and it is also subject to important boundary conditions. While firm characteristics help determine whether there is a trade-off, resource characteristics are unaffected by the exogenous shock. These results support our hypotheses while drawing important implications about the applicability of the VRIN framework.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethical consideration in Technology

Digital Session Chair: **Mingang K. Geiger**, *West Virginia U.*

TIM: Raising the Volume on Fairness in Speech Technology  

Author: **Mingang K. Geiger**, *West Virginia U.*
Author: **Mike Horia Teodorescu**, *Boston College*
Author: **Lily Morse**, *West Virginia U.*

Voice recognition has become the dominant tool for communication in our daily life by replacing the keyboard. Not surprisingly, however, this extraordinary technology comes with great risks and moral responsibilities. Over the past decade, the computer science literature has made great strides in advancing the accessibility and capability of speech technology, but lacks an understanding of the ethical implications of such tools for users and organizations. We argue that management scholars should consider how speech technology impacts fairness and ethical behavior in today's organizations. In this paper, we provide an ethical analysis of potential risks to fairness in speech technology in the workplace. By analyzing these risks through the lenses of behavioral ethics and three dimensions of organizational fairness – distributive, procedural, interactional – this paper identifies several concerns relevant to the use of speech technology. We discuss these concerns and provide practical recommendations for promoting fairness in this context. Keywords: speech technology; distributive fairness; procedural fairness; interactional fairness; biometrics; deep fakes

Paper is NOT Available. Please contact the author(s).

TIM: Mass Shootings and Peer-to-Peer Lending: How Do Local Shocks Affect Platform Lending Behavior?  

Author: **Sen Li**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Raffi Garcia**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Abdullah Mahmud**, *Brandeis U.*

This paper analyzes the effect of mass shootings on peer-to-peer lending behavior and credit access. The study uses data from a national gun violence tracker and a major peer-to-peer online lending platform for 2014-2018. We use a difference-in-differences methodology to exploit the quasi-experimental nature of mass-shooting incidents. The results show that relative to the control group (zip codes with no mass-shooting incidents), individuals from treatment zip codes (those with mass-shooting incidents) are approved for lower loan amounts, with higher interest rates, and shorter loan terms. Both principal and interest rates' repayment decreases immediately after a mass shooting relative to the control group, resulting in increases of charge offs for the lenders. Additionally, the interest rate spread increases, while volatility seems to decrease. These results are further amplified, the higher the severity level of the mass-shooting incidents. These results highlight that online credit marketplaces are reactive to random local shocks at the community level.

Paper is Available to Meeting Registrants Only.

TIM: Is Cyberloafing a Problematic Behaviour in the Organization?  

Author: **Tsz Chit Yui**, *PhD Student at National Sun Yat-Sen U.*
Author: **Chin Tung Stewart Ng**, *PhD Student at National Sun Yat-Sen U.*
Author: **Hsien Chun Chen**, *National Pingtung U. of Science and Technology*
Author: **Chiung-Ying Wu**, *PhD Student at National Sun Yat-Sen U.*

We have examined whether cyberloafing is a counterproductive work behaviour (CWB; Henle & Blanchard, 2008) in this study. It is done by studying the moderating role of cyberloafing and the mediating role of job stress between the association of one's ability to manage resource and job burnout. We sampled 207 full time working adults for the Taiwan population. Data were analysed using structural equation modelling and regression analysis. The result revealed that a compensation effect exists in cyberloafing and managing resources to reduce job burnout (via job stress). Importantly, we found that a small degree of cyberloafing in the workplace can help reduce employees' job burnout levels. We suggest that organisations review the current internet policy by allowing employee to cyberloafing during their office hour as a coping strategy to "take a short break" in the face of job burnout.

Paper is Available to Meeting Registrants Only.

TIM: From Iron Cage to Digital Cage: Platform Control in the New Gig Economy 

Author: **Jiahui He**, *Zhejiang U.*
Author: **Xiaoyun Xie**, *Zhejiang U.*
Author: **Wu Liu**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

This qualitative research challenges the underlying assumption of previous research on gig workers in the gig economy. Specifically, this study proposes that gig workers in technology-mediated platforms are not the "freelancers" who work with high autonomy as the literature indicates. Instead, due to advanced technologies such as digital equipment and algorithms, platforms often exert great controls over the gig workers of their ecosystem. Drawing on interviews with gig workers in one of the world's leading mobile transportation and local services platforms in China, this research reveals the control tactics and five characteristics of platform control in the new gig economy: opaqueness, imbalance, inessentiality, dehumanization, and spirality. Through the vivid depiction of technology-mediated platform control, our findings contribute new understandings of the new gig economy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1356** | Submission: **12567** | Sponsor(s): (AAT, OMI)
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 6:00PM - 7:30PMET (UTC-4)**

Organizational Implications of Artificial Intelligence *Organizational Implications of AI*



Organizer: **Deepika Chhillar**, *U. of Illinois at Urbana-Champaign*
Organizer: **Ruth V. Aguilera**, *Northeastern U.*
Discussant: **Robert Wayne Gregory**, *U. of Virginia*
Discussant: **Ivanka Visnjic**, *ESADE Business School*
Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Presenter: **Kirsten Edrie Martin**, *U. of Notre Dame*
Presenter: **Jochem T. Hummel**, *Warwick Business School*
Presenter: **Mikkel Flyverbom**, *Copenhagen Business School*

Algorithmic management has the potential to dramatically change the overall workforce structure and organizational control. Via this symposium, we aim to learn and discuss the importance of various organizational transformations that AI brings. The symposium has papers and discussants drawing on diverse disciplinary perspectives, that will help us gain a better understanding of these complex phenomena. Our goal is to push the boundaries of our collective understanding of the managerial implications of AI-adoption in organizations, and to that effect, our symposium is well aligned with this year's theme of bringing the manager back in management. In addition, we aim to discuss novel methods and theoretical perspectives in the field that may help in developing a better understanding of the adoption and spread of AI across organizations.

Addressing the Key Challenges of Developing Machine Learning AI Systems for Knowledge-Intensive Work

Author: **Zhewei Zhang**, *Temple U.*
Author: **Joe Nandhakumar**, *U. of Warwick*
Author: **Jochem T. Hummel**, *Warwick Business School*
Author: **Lauren Waardenburg**, *Vrije U. Amsterdam*

Who is Responsible for AI Decisions?

Author: **Kirsten Edrie Martin**, *U. of Notre Dame*

The Politics of Visibility: Digital Prisms and Coded Visions

Author: **Mikkel Flyverbom**, *Copenhagen Business School*
Author: **Frederik Schade**, -

Morality in the age of Artificially Intelligent Algorithms

Author: **Christine Moser**, *Vrije U. Amsterdam*
Author: **Frank Den Hond**, *U. of Amsterdam*
Author: **Dirk Lindebaum**, *Grenoble Ecole de Management*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Gender 4    

Digital Session Chair: **Soojin Oh**, *Pennsylvania State U.*

ENT: The Effects of Male Entrepreneurs' Prototypical Masculine Attributes on Venture Evaluation Outcomes

Author: **Soojin Oh**, *Pennsylvania State U.*

While past research has unequivocally established that female entrepreneurs are penalized because they do not fit these prototypes, it has not examined how and why male entrepreneurs are advantaged by evaluators' schema of 'the successful entrepreneur'. Specifically, it is not known how various sub-facets of masculine prototypes are evaluated within the category of male entrepreneurs. I identify two sub-facets of prototypes in the context of technology-oriented entrepreneurship: a context-specific 'nerd' prototype, reflecting expectations to be a highly work-focused and intellectually stimulated male, and a cross-context 'dominance' prototype, reflecting stereotypic expectations that males are aggressive, forceful and confident. Drawing from male-role socialization research and prototype theory, I propose that male entrepreneurs are evaluated based upon the extent to which they possess attributes that fit both these prototypes. Testing these predictions, I use a video-metric approach to study a sample of 143 male entrepreneurs who participated in TechCrunch Battlefield San Francisco from 2012 to 2019. I examine the effects of the prototypes on two venture evaluation outcomes – selection as pitch finalists and a total amount of investment funds raised over a firm's lifetime. The results showed that male entrepreneurs had a better chance to be selected as finalists and received greater amounts of funding when they possessed a higher level of context-specific nerd attributes; dominance among males did not have direct effects on outcomes. This main effect of nerd attributes was amplified by high levels of dominance attributes. The interaction was significant only for predicting investment funds.

Paper is Available to Meeting Registrants Only.

ENT: Boys don't cry: Entrepreneurial pitches in crowd-financing    

Author: **Jayaram Suryanarayana Uparna**, *Indian Institute of Management, Bangalore*
Author: **Dalhia Mani**, *Indian Institute of Management, Bangalore*

Crowd financing aims to address the needs of small low-growth entrepreneurs, the most critical and largest section of entrepreneurs. Past research on crowd financing shows that narratives that display negativity get faster funding because they evoke empathy in the lender. However, prior research on gender in the workplace shows that positivity/negativity and competence are interpreted differently based on gender. We bring together research on gender and on narratives and draw on theory on gender and role incongruity to predict that, in the crowd finance context, women whose narratives display positivity and competence get faster funding. We rely on a large dataset of 500,000 Kiva loans given to 1.2 million entrepreneurs and find that women get funded 11% sooner than men. In addition, women whose narrative pitches display positivity and competence are funded sooner, while men who display positivity and competence take the longest to get funded. We contribute to research on narratives, gender, and crowd financing.

Paper is Available to Meeting Registrants Only.

ENT: A Conceptual Model on Gender Biases and Discrimination in Entrepreneurial Resource Provision  

Author: **Vartuhi Tonoyan**, *California State U., Fresno*
Author: **Robert Strohmeyer**, *U. of Mannheim*

The entrepreneurship literature has provided mixed evidence as to whether various resource-providers —such as actual investors or hypothetical providers of financial capital, technology office licensers, consumers, as well as potential employees— discriminate against female-led innovative start-up ventures in their resource-commitment decisions in terms of the likelihood and terms of resource provision. While some studies revealed evidence indicative of negative discrimination against female entrepreneurs, others have provided evidence of positive discrimination. Yet, another set of studies suggested that entrepreneurial resource-providers are "gender-blind" in their evaluations after accounting for differentials in individual, organizational, and industry characteristics of female- and male-led ventures. These divergent findings point to the need for a more nuanced and integrative approach to studying gender biases in entrepreneurial resource provision, with greater attention paid to both moderating contingency factors and mediating mechanisms. We develop a conceptual model and empirically-testable propositions discussing when, how, and why entrepreneurial resource-providers are likely to undervalue, equvalue, and overvalue female-led innovative ventures. Our model discusses the importance of a key contingency that is likely to influence evaluations of female- and male-led innovative ventures by resource providers: the gender-typing of the entrepreneur's product or service offering. We further discuss the mediating channels through which gender stereotyping is likely to influence the valuation of female- versus male-led ventures. Our model develops a systematic framework and empirically-testable propositions for assessing the occurrence of gender biases in entrepreneurial evaluations and the ensuing resource provision to innovative start-up ventures. We conclude with implications for future entrepreneurship research.

Paper is NOT Available. Please contact the author(s).

ENT: Women Entrepreneurs and Their Gender Influence In Venture Capital Syndicate Formation (WITHDRAWN)

Author: **Lei Zhang**, *U. of South Florida*

Prior research suggests that women entrepreneurs are at disadvantage when seeking external funding. It is unknown if such disadvantage also exists in the selection of venture capital (VC) syndicate partners. In this paper, we propose that the gender impact can be on both sides. Women entrepreneurs' ventures are more likely to be invested by syndicates of VC partners who have older funds and who are geographically distant from each other; but they are also more likely to obtain syndicated investments from VC firms who have better track records. Using a unique dataset of Internet-specific ventures that received VC investments, we found general support to our hypotheses. By examining gender influence on syndicate composition, this paper makes important contributions to our understanding of gender equality and entrepreneur-investor relationships.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Internationalization 2

Digital Session Chair: **Ryan C. Bailey**, *U. of Oklahoma Price College of Business*

ENT: Evaluation of International Market Opportunities: A Creation Versus Discovery Perspective

Author: **Ryan C. Bailey**, *U. of Oklahoma Price College of Business*

In this article, I discuss two theories of opportunities—discovery and creation—as methods for entrepreneurs to evaluate international market opportunities under conditions of risk and uncertainty. I examine how dimensions of opportunities at the market, community, firm, and entrepreneur levels of analysis influence entrepreneurs' evaluations of discovery and creation opportunities. Lastly, I propose future research directions to expand the concept of international entrepreneurial opportunities and the implications for researchers.

Paper is Available to Meeting Registrants Only.

ENT: Fighting uncertainty with (dis)trust: entrepreneurial behaviour in a transitional context

Author: **Aron Perenyi**, *Swinburne Business School, Swinburne U. of Technology*

Author: **Julia Iy**, *Northeastern U.*

Author: **Joanne Larty**, *Lancaster U.*

Our research explores how entrepreneurs develop trust in the uncertain context of a transition economy. We build on social exchange theory to understand the experiences of entrepreneurs in post transition Belarus in the early 2000s, about building, maintaining and utilising networks, that benefit their business ventures. We interviewed entrepreneurs who were successful in this context, and found that entrepreneurs use relational trust with their in-groups and instrumental trust when facing representatives of the faceless and corrupt administrative nomenclature. They modify their approach based on the processes of monitoring and verification. We conclude the study by highlighting the usefulness of distrust in an uncertain environment.

Paper is Available to Meeting Registrants Only.

ENT: The Effects of Alliance on Foreign IPO Firms' Survivability in the United States

Author: **Sangyoun Lee**, *Sungkonghoe U.*

Author: **Eun-Jeong Ko**, *Fairleigh Dickinson U.*

Author: **Gilsoo Lee**, *Oregon State U.*

The purpose of this paper is to understand how foreign firms' alliances and the characteristics of those alliances (ties to a host country and alliance portfolio diversity) influence firms' survivability. Using data from 162 foreign firms that made IPOs in the U.S. financial market between 2000 and 2008, this study investigates how number of alliances, alliances with US firms, and alliance portfolio diversity post-IPO influenced the foreign firms' long-term survivability. Relying on the resource-based view, we hypothesized that number of alliances and alliances with US firms would have positive impact on survivability and that alliance portfolio diversity would have an inverse U-shaped relationship with survivability. The study finds that a greater number of alliances post-IPO has a positive impact on firm survivability, but ties with US firms do not have significant effect. Contrary to our expectation, the relationship between alliance portfolio diversity and survivability is U-shaped (not inverted). A moderately diverse alliance portfolio diminishes a firm's survivability, but a high level of alliance portfolio diversity has a positive impact on the firm's survivability. To the best of our knowledge, this is the first study to investigate the relationship between the alliances of foreign firms and survivability post-IPO. This study sheds new light on the implications of alliance building by foreign firms.

Paper is NOT Available. Please contact the author(s).

ENT: How Internationalization Intentions Trigger Action in Pre-Startup firms

Author: **Silvia Fernandes Costa**, *U. of Groningen*

Author: **Arjan Frederiks**, *U. of Groningen*

Author: **Paula Danskin Englis**, *Berry College*

Author: **Basil Englis**, *Berry College*

We propose that internationalization intentions already exist before a company is established and that different configurations of intentions may lead to different internationalization behavior. Using the Theory of Planned Behavior, this study extends our understanding of individual-level antecedents of internationalization by developing a taxonomy of entrepreneurial internationalization mindsets. Our results show that early internationalization mindsets are predictive of internationalization behavior two years later. These findings provide a starting point for theorizing on pre-venture antecedents of internationalization behavior, for exploring different configurations of individual-level antecedents, and for comparing how these may evolve into internationalization behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Culture, Autonomy, and Organizational Attachment



Digital Session Chair: **Erez Yaakobi**, *Ono Academic College*

OB: Moderating role of attachment in predicting performance with self and collective efficacies

Author: **Erez Yaakobi**, *Ono Academic College*
Author: **Jacob Weisberg**, *Bar Ilan U.*

The importance of individual and group resources for predicting performance is a well-known debate in the literature. This paper presents one of the first attempts to examine the concurrent and relative effects of internal (self) and external (collective) efficacies on performance. We argue that one of the underlying mechanisms that affect the importance of these resources depends on the individual's internal working model of attachment. Study 1 examined the moderating role of employees' attachment orientations in the relative importance they ascribe to self and collective efficacies for predicting performance. Study 2 examined the moderating role of managers' attachment orientations in the importance they attribute to employees' self and collective efficacies in predicting their subordinates' performance. Two samples of employees (N = 143) and managers (N = 132) in high-tech industries participated in these studies. Findings indicate that both employees and managers evaluated self-efficacy as a better predictor of performance than collective efficacy. Moreover, the analysis of both employees' and managers' attachment orientations illuminates how self vs. collective efficacy contribute to performance predictions. Findings also underscore the contribution of attachment theory to performance predictions in the workplace.

Paper is Available to Meeting Registrants Only.

OB: Empower Me or Not? Influence of Societal Culture

Author: **Jasenko Ljubica**, *National Research U. Higher School of Economics*
Author: **Romie Frederick Littrell**, *National Research U. Higher School of Economics*
Author: **Gillian Warner Soderholm**, *U. of South-Eastern Norway School of Business*
Author: **Inga Minelgaité**, *U. of Iceland*

Our review of the literature discussing cross-cultural studies of employee empowerment finds frequent theoretical and methodological flaws, leading to inconsistent and often contradictory findings. With these deficiencies in mind, we carry out an empirical study of the relationship between the late Geert Hofstede's seven-dimensional model of national culture and employee preferences for employee empowerment behaviors by managerial leaders. We employ data obtained from ten samples in eight countries, from a global study of preferred managerial leader behavior across cultures. Empirical analyses indicate that cultural value dimension predictor variables affect, but do not explain, employee preferences for leader empowerment behaviors in any of the societies studied. Our findings indicate the importance of engaging in future investigations of the dynamics among cultural, organizational, and personal values, and contingency factors, to advance the understanding of employee attitudes toward, and leader effectiveness of, empowerment styles across societal cultures.

Paper is Available to Meeting Registrants Only.

OB: Attack of the Robots: The Threat of Automation on Workplace Attitudes.

Author: **Fade R. Eadeh**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Sarah Lee**, *Dominican U. of California*

Workers are increasingly confronted with the prospect that millions of jobs will be lost to automation in the near future. This leads to a question: How do automation threats affect workplace attitudes? The current research examines this question, through the use of archival and experimental samples. In our archival study (N = 4,199), analyses indicated that individuals working in sectors with high automation potential reported lower levels of job satisfaction, and these effects were mediated by higher levels of job insecurity. We then used a highly powered experimental study (N = 547) to examine which affective components of job insecurity may be responsible for these findings. Given the past literature on sadness and situational control, we hypothesized that this emotion may play a role in reducing job attitudes. Analyses supported our hypothesis; threat-evoked (vs. control) sadness led to reduced levels of job satisfaction. In contrast, fear tended to increase support for job satisfaction and affective commitment. These findings provide a key insight to a particular type of emerging job insecurity (automation), with emphasis on further understanding the link between workplace threat, job insecurity, and the affective consequences of such feeling states.

Paper is Available to Meeting Registrants Only.

OB: Culture-informed Influence of Job Autonomy on Burnout: Power Distance Orientation as A Moderator

Author: **Wenjuan Guo**, *Valdosta State U.*
Author: **Julie Irene Hancock**, *U. of North Texas*
Author: **Danielle Cooper**, *U. of North Texas*
Author: **Miguel Caldas**, *U. of Texas at Tyler*

Job autonomy, as a job resource, is expected to yield beneficial effects for employees. We examine job autonomy's relationship to burnout and propose three mediators that explain its effect. Further, considering the diversified workplace, we argue that how job autonomy affects burnout depends on individuals' levels of power distance orientation (PDO). Tested with a combined sample of individuals from three countries – the U.S., China, and Brazil –, we found that job autonomy is generally beneficial to reducing burnout, but that individuals with lower PDO benefit more than individuals with higher PDO. More specifically, we found that PDO moderates the relationship between job autonomy and three role stressors – role conflicts, ambiguity and overload. In addition, our study found that people with different levels of PDO experience different processes of job autonomy – burnout relation. Supplemental analyses suggest that country contexts have significant influences on some of the hypothesized relationships.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1360** | Submission: **17451** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 6:00PM - 7:30PMET (UTC-4)**

Virtual Teams: Opportunities and Challenges for Organizations and Organizing



Digital Session Chair: **Jennifer Rhymer**, *Stanford*

OCIS: **Location-Independent Organizations: Designing Collaboration across Space and Time**

Author: **Jennifer Rhymer**, *Stanford*

OCIS Gerardine DeSanctis Dissertation Award

William H. Newman Award Nominee

Physical proximity has long been a key component of organizational collaboration. Even when organizations have team members spanning multiple locations, organizations frequently rely on their offices as a place in which employees gather and interact. Yet there are an increasing number of organizations, location-independent organizations, that exist without a physical office, where all work is distributed and yet still highly interdependent. I conducted an inductive multiple-case study to understand how these organizations collaborate. The findings reveal two emergent organizational design configurations, namely an asynchronous orientation and a real-time orientation. Additionally, I identify the set of practices which enable the asynchronous oriented organizations to collaborate with limited real-time interactions. Finding that they maintain an open single source of truth, utilize rich work trails, and rely on informed action-first iteration. The first two practices establish an infrastructure, of both breadth and depth while the third practice captures the authority granting behavior of organizations. This set of practices contrasts with the real-time organizations which leverage technology to substitute for physical proximity. The findings contribute to organizational theory by explicitly recognizing both physical and temporal distance in organizational designs and therefore identifying multiple design configurations of distributed work and their enabling practices.

Paper is NOT Available. Please contact the author(s).

OCIS: **Cultural Intelligence and Employee Engagement in Global Virtual Teams**  

Author: **Farheen Fathima Shaik B**, *Indian Institute of Management, Tiruchirappalli*

Author: **Upam Pushpak Makhecha**, *Indian Institute of Management, Tiruchirappalli*

Author: **Sirish Gouda**, *Indian Institute of Management, Tiruchirappalli*

Author: **Biju Varkkey**, *Indian Institute of Management, Ahmedabad*

The extant literature has been elaborate on multiple conceptualizations of employee engagement. However, there is dearth of literature which addresses employee engagement in varied organizational contexts, one such being the context of global virtual teams (GVTs). The practitioner literature reports reduced levels of employee engagement in members of GVTs. Furthermore, it has been proposed in scholarly literature that the drivers of employee engagement might change in the context of GVTs. One such significant driver influencing employee engagement in GVTs was found to be 'cultural intelligence' of the GVT members. In this study, we intend to study the influence of cultural intelligence on employee engagement by testing the relationship at GVT member level and team level. The research site for this study was a global engineering, and digital technology solutions company, Cyient Ltd., headquartered in Hyderabad, India. Cyient uses GVTs to organize its work and at the time of study it had around 1500 GVTs functioning in diverse geographic locations. Data for this study was collected through a survey across Communications Business Unit of Cyient. The survey was administered to 3500 employees across several locations of which we received 827 valid responses from across 102 teams. In this study, it was found that the levels of trust in a team (both at individual and team level) partially mediated the relationship between cultural intelligence and employee engagement. It meant that apart from cultural intelligence other factors might also be effecting employee engagement in GVTs both at individual and team levels. This study empirically evaluates the relationship between cultural intelligence and employee engagement both at GVT member and GVT levels using a multilevel modeling technique.

Paper is Available to Meeting Registrants Only.

OCIS: **The Impact of Job Need for Human Proximity and Communication Technologies on Remote Work Efficacy** 

Author: **Nikhil Madan**, *Indian School of Business*

Author: **Deepa Mani**, *Indian School of Business*

Author: **Madan M Pillutla**, *London Business School*

Media reports and large-scale surveys have documented significant heterogeneity in employees' experience with COVID-19 necessitated remote work arrangements. Prior academic research is limited in the extent to which it can account for this heterogeneity because (1) it has evaluated effects of remote work on workers and organizations that have self-selected into remote work arrangements, and (2) has paid little attention to the role that job characteristics play in determining the impact of remote work. This research note overcomes these limitations and explicates factors that account for the diverse impacts of remote work arrangements. We utilize the context of exogenously imposed remote work arrangements during the COVID-19 pandemic to evaluate whether effects of remote work on employee outcomes differ systematically based on the extent to which employees' work-related tasks are characterized by the need for human proximity (NHP) and whether the use of information and communication technologies (ICTs) have differential impacts on employee outcomes in low and high NHP jobs. Analysis of a multi-source dataset consisting of NHP scores for 107 job types estimated before the COVID-19 induced country-wide lockdown in India (N=3,099) and a survey of employees' experience working remotely conducted during the lockdown (N=403) reveals that employees working in jobs that entail high NHP are both less productive and experience greater isolation than those working in jobs with low NHP. Although the use of videoconferencing technologies compensates for the relatively lower productivity of employees in jobs with high NHP, it doesn't similarly reduce the extent to which they experience isolation. These findings generate several important implications for organizational and governmental policy and make important theoretical and methodological contributions to prior research on remote work.

Paper is Available to Meeting Registrants Only.

Author: **Sut I Wong**, *BI Norwegian Business School*

Author: **Elizabeth A. Solberg**, *Institute for Energy Technology*

Author: **Laura E. Mercer Traavik**, *Kristiania U. College*

The present study investigates the relationship between virtual team members' digital mindset beliefs (beliefs about personal- and organizational resources as work becomes more digitalized) and their experiences of helplessness. Furthermore, we consider how the relationship between virtual team members' digital mindsets beliefs and their experience of helplessness could be intensified under conditions of perceived HRM misalignment. We find, based on a time-lagged survey of 153 virtual team members, that virtual team members having high fixed digital mindset beliefs related to the malleability of personal resources and expandability of organizational resources experience higher levels of helplessness than those with low fixed digital mindset beliefs. Furthermore, we find that having a fixed digital mindset about the expandability of organizational resources is positively related to experienced helplessness when team members perceive that the broader HRM system is misaligned with virtual teamwork arrangement. On the other hand, we find that having a fixed digital mindset about the malleability of personal resources is positively related to experience helplessness when team members perceive that the broader HRM system is aligned with virtual teamwork arrangements. Theoretical and practical implications for virtual team work are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

Green HRM

Digital Session Chair: **Mengwei Li**, *U. of Kansas*

HR: Why Go Green? Exploring Antecedents of Implementing Green HRM

Author: **Mengwei Li**, *U. of Kansas*

Author: **Javier Martínez-del-Río**, *U. of Almeria*

Author: **Pingshu Li**, *U. of Texas Rio Grande Valley*

Author: **James P Guthrie**, *U. of Kansas*

Green HRM (GHRM) is an emerging research topic linked to organizations' efforts to manage environmental issues, which are critical parts of corporate social responsibility. Given the scarcity of empirical research, we first developed a measure of GHRM and explored its internal structure. We next invoked the behavioral and upper echelons perspectives to consider the influence of proactive green strategies, high performance work systems (HPWS), and plant managers' perceptions of discretionary slack on the implementation of GHRM. We also examined the interactive effect of proactive green strategy and HPWS as well as the interaction between prior emission and plant managers' perception of discretionary slack. We tested our hypotheses in 129 Spanish plants using phone surveys and a secondary archival database. Our data suggests GHRM to be a two-factor construct consisting of what we label as branding-oriented GHRM and high investment GHRM. Proactive green strategy predicted both dimensions while HPWS was only associated with the adoption of high investment GHRM. Proactive green strategy and HPWS had opposite interactive effects on the two types of GHRM. Prior emissions enhanced the relationship between plant manager's perception of discretionary slack and high investment GHRM.

Paper is Available to Meeting Registrants Only.

HR: Green HRM System and Green Culture: A Conceptual Model Towards Green Competing Values Framework

Author: **Sudhanshu Maheshwari**, *Indian Institute of Management, Ahmedabad*

Author: **Ashneet Kaur**, *Doctoral Student at IIM Ahmedabad*

The study expands our understanding of the linkage between the green human resource management (GHRM) system, green culture and environmental performance of the firm. The paper builds upon the popular work of Quinn & Rohrbaugh's (1983) competing values framework (CVF) and probes the CVF in the green context. We propose a Green CVF (GCVF) that entails four green cultures referred as (1) green clan, (2) green adhocracy, (3) green hierarchy, and (4) green market that are positively shaped through practices corresponding to a specific GHRM system. The GCVF model highlights respective green beliefs, core values and green behaviours formed via particular GHRM system that materializes each of the green cultures. Further, the proposed model states the particular environmental performance effectiveness criteria for the respective green culture. The study adopts the theoretical lens of the resource-based view to explain the conceptual model. After discussing the theoretical and practical implications of the study, we state the future directions for researchers working in the sustainability and GHRM realm.

Paper is Available to Meeting Registrants Only.

HR: What Makes Employees Green Advocates? Exploring the Effects of Green Human Resource Management

Author: **Yufei Cheng**, *School of Management, Shandong U.*

Author: **Yiwei Yuan**, *School of Business, Renmin U. of China*

Author: **Huanxin Liu**, *Shandong U., China*

Author: **Ji Haochen**, *Boston U.*

Author: **Jinguo Zhao**, *School of Management, Qilu U. of Technology*

Green advocacy has been the focus of both practitioners and theorists for decades. However, little attention has been paid to green advocacy within organizations despite its significance to employees' green behaviors and organizations' environmental sustainability. In an effort to contribute to this nascent field, this study investigates what promotes green advocacy within organizations and its psychological mechanisms. Based on cognitive consistency theory, we propose that green human resource management can influence employees' organization-based self-esteem, which motivates them to engage in green advocacy within organizations to sustain their positive self-image and avoid possible cognitive disorders. Data from a sample of 135 organizations supported our hypotheses. We discussed the theoretical and practical implications of our findings.

Paper is Available to Meeting Registrants Only.

HR: Commitment or Exhaustion? Effects of Green Human Resource Management on Employee Green Behavior

Author: **Yiwei Yuan**, *School of Business, Renmin U. of China*

Author: **Shuang Ren**, *Deakin U.*

Author: **Ji Haochen**, *Boston U.*

Author: **Guiyao Tang**, *Shandong U.*

Green human resource management (GHRM), a set of human resource management practices targeted at environmental goals, has been proposed as the key to achieve sustainable organizational development. However, the mechanisms through which GHRM influences pro-environmental employee behavior are not yet understood fully. Drawing on the conservation of resources (COR) theory, this study presents an integrated model linking GHRM to employees' voluntary workplace green behavior (VWGB) via employee environmental commitment and emotional exhaustion. Path analysis based on data from 396 employees partly supported our hypotheses. Specifically, GHRM was found to positively influence employees' VWGB through environmental commitment, while simultaneously enhancing employee emotional exhaustion, thus decreasing their VWGB. Meanwhile, supervisory support for environmental behavior was found to mitigate the impact of GHRM on emotional exhaustion as well as the relationship between GHRM and employee VWGB via emotional exhaustion. This study contributes to the GHRM literature in particular and to organizational environmental management in general.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Open Innovation

Digital Session Chair: **Yeolan Lee**, *U. of Alabama, Huntsville*

TIM: Technological similarity and market entry as antecedents of inbound open innovation 

Author: **Yeolan Lee**, *U. of Alabama, Huntsville*
Author: **Eric Fong**, *U. of Alabama, Huntsville*

This paper investigates resource-based, market-based, and imitation-based motives in open innovation (OI) technology sourcing decisions. Using the theoretical foundations of these diverse motives, we identify antecedents related to whether firms source technology from science-based organizations (i.e., universities, government and research institutes) and competitors. Using 307 patent licenses, we found that technological similarity has differing impacts on the choice of science-based organizations and competitors. Our results show that there is an inverted U-shaped relationship between technological similarity and choice of competitors while a U-shaped relationship exists between technological similarity and choice of science-based organizations. We find that when there are a large number of product market entries, firms tend to source technology from competitors. These results confirm that OI partner selections differ based on the firm's motives.

Paper is Available to Meeting Registrants Only.

TIM: Measuring Open Innovation Practices: How Openness Relates to Firm Performance

Author: **Qinli LU**, *HSG U. of St. Gallen*
Author: **Henry Chesbrough**, *U. of California, Berkeley*

Despite the popularity of open innovation in recent years, performance results from the practice of open innovation have been mixed. Previous empirical work on open innovation practices is usually done either in isolation, such as studying a single open innovation practice, or in aggregate, such as employing a proxy measure. To avoid the limitations of these approaches, we employ an unsupervised learning technique (i.e. topic modelling) that utilizes natural language processing to extract information on companies' open innovation practices from their annual reports, creating an initial key-word basket for future development. We then evaluate the relationship between our derived open innovation practices and the business performance of firms. Our empirical results show that a firm's use of open innovation practices is associated with its improved business performance. Our approach allows us to develop more granular practices within open innovation, and our results show that these practices vary in their impact on business performance. Open innovation practices regarding customer engagement have a particularly significant positive association with firms' growth potential, compared to other open innovation practices. The salience of these derived open innovation practices also varies by sector. We relate our results back to the mixed findings on open innovation and firm performance, and conclude that there is no One Size Fits All, or a uniform set of Best Practices, to practice open innovation.

Paper is Available to Meeting Registrants Only.

TIM: The Direction and Form of Openness: Homogeneity of Openness Strategies and Innovation Novelities

Author: **Hamdy Abdelaty**, *Freie U. Berlin*

Open innovation model spurred considerable research endeavors in scrutinizing how openness toward external sources of knowledge influences firms' innovation performance. We argue that external sources are heterogenous concerning their knowledge novelty and knowledge accessibility. Accordingly, firms have to consider those two aspects when choosing the direction of openness (i.e., market sources or science sources) and the form of openness (i.e., search or collaboration strategy). The combination of both aspects results in four different openness strategies, namely, market-driven search, market-driven collaboration, science-driven search, and science-driven collaboration. We hypothesize that each external openness strategy influences the firms' innovation novelties (i.e., firm-novelties or market-novelties) differently. Our empirical analysis relies on a sample of 4457 German firms that participated in the German community innovation survey CIS in 2005, 2009, 2013, and 2017. Our findings show that a market-driven search strategy is strongly correlated to firm-novelty than to market novelty. Using a collaboration form of openness with the market sources does not enhance innovation novelty. In contrast, a science-driven collaboration strategy is strongly associated with market-novelty than firm-novelty, and that deploying a search form of openness with the science-sources has no influences on innovation novelties. We draw practical implications for managers based on those results.

Paper is Available to Meeting Registrants Only.

TIM: Can free innovation create value? Stock market reactions to firms' releases of open technologies 

Author: **Wei Yang**, *China Europe International Business School*

This study examines whether and how firms create value by making their innovations free and non-proprietary, a possibility that runs counter to the central tenet in strategy regarding the control of private knowledge as a key to profiting from innovation. In exploring this counterintuitive conjecture, we focus on the stock market reactions as a forward-looking indicator of value creation and connect the literature of innovation ecosystems with investors' reactions to firm strategies. More specifically, we argue that the stock market positively reacts to firms' release of innovation as open technologies, because it constitutes an effective ecosystem disclosure strategy that not only enables investors to fully evaluate the value of the underlying innovation ecosystem, but also creates new opportunities for ecosystem expansion and maintaining more efficient coordination and collaboration in ways that creates value. In turn, we further argue that stock market reactions to the disclosure of open technologies are positively influenced by a firm's proprietary innovations that ease the value capture within an ecosystem, while they are negatively affected by the potential of non-proprietary open collaboration opportunities that present high opportunity cost in the process of value appropriation through ecosystem collaboration. We also propose that the effect of those drivers would be accentuated by the technological interdependencies of the released technology. Those arguments are fully supported in our empirical analysis of 2,738 release of open-source software programs by 132 public companies in the software development industry. Our analysis shows that, on average, a release of innovation as open technologies created a 0.34% cumulative abnormal return for the disclosing company. We discuss implications for the understanding of innovation ecosystems and the development of value creation of open technologies.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Bringing the Manager Back in Strategic HRM: Redefined and Enhanced Roles of Managers in HRM

Bringing the Manager Back in Strategic HRM



Organizer: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Organizer: **Joonyoung Kim**, *Cornell U.*
Discussant: **Patrick Wright**, *U. of South Carolina*
Participant: **Clint Chadwick**, *U. of Kansas*
Presenter: **Jinhwan Jo**, *Wright State U.*
Presenter: **Frederick Scott Bentley**, *Binghamton U.-State U. of New York*
Participant: **Joo Hun Han**, *Rutgers U.*
Participant: **Anwasha Choudhury**, *Binghamton U.-State U. of New York*
Presenter: **Riki Takeuchi**, *U. of Texas at Dallas*
Participant: **Byron Y. Lee**, *China Europe International Business School (CEIBS)*
Participant: **Kaifeng Jiang**, *Ohio State U.*
Participant: **Zhiqiang Liu**, *Huazhong U. of Science and Technology*

Strategic human resource management (SHRM) scholars and practitioners have long recognized the importance of HRM as a source of competitive advantage (e.g., Boxall, 1998; Coff, 1997; Wright, McMahan, & McWilliams, 1994), demonstrating that systems of effective and interconnected HR practices enhance the abilities, motivation, and opportunities of employees to meaningfully contribute to value creation in their employing organizations (Jiang, Lepak, Hu, & Baer, 2012; Lepak, Liao, Chung, & Harden, 2006). This literature has traditionally focused on the link between HRM and organizational performance, with a frequent emphasis on the alignment of HR practices – or HR content – as a coherent system (i.e., horizontal alignment) that supports the requirements of an organization’s environment (i.e., vertical alignment). It has been more recently that some SHRM scholars have begun to explicitly examine additional influences on the effectiveness of HRM, including HR process within the focal organization (e.g., Bowen & Ostroff, 2004), key organizational members (e.g., Jackson & Schuler, 2003) and changes in the external environment (e.g., Combs, Liu, Hall, & Ketchen, 2006). One key insight that has emerged from these research efforts has concerned the important role of managers – whether at the frontline, middle, or executive level, or at the organizational or functional level – in organizations’ efforts to achieve competitive advantage through HRM. The purpose of the present symposium is to build on this insight by bringing together research that explicitly investigates the redefined and enhanced roles of managers in human resource management and, in so doing, furthers our understanding of how, when, and by whom HRM contributes to competitive advantage. Our symposium is comprised of papers examining a broad range of such topics, including the roles of the dynamics characterizing organizational environments, internal HR actors, and the interaction between HR systems and managers as they contribute to (or hinder) organizations’ abilities to achieve a human resource-based competitive advantage. The benefits of such a symposium are two-fold. First, this symposium will allow for a richer discussion regarding the roles of managers and the contexts and mechanisms through which HRM creates and maintains the competitive advantage of organizations. Specifically, the papers in this session span research concerning the achievement of HR alignment via an agentic and process-based model (Kim), the value and benefits of HR functions and HR executives (Bentley, Han, & Choudhury; Chadwick & Jo), and the influence of HR systems and managers on employee creativity (Takeuchi, Lee, Kim, Jiang, & Liu). We aim to transcend the HR practice-oriented perspectives adopted in prior studies by highlighting the roles of managers in human resource management.

Focusing on the “How” of HR Alignment: An Agentic and Process-based Model

Author: **Joonyoung Kim**, *Cornell U.*

The Strategic Value of the Formal HR Function

Author: **Clint Chadwick**, *U. of Kansas*
Author: **Jinhwan Jo**, *Wright State U.*

When and How Firms Benefit from Having an HR Executive: A Longitudinal Analysis

Author: **Frederick Scott Bentley**, *Binghamton U.-State U. of New York*
Author: **Joo Hun Han**, *Rutgers U.*
Author: **Anwasha Choudhury**, *Binghamton U.-State U. of New York*

High-Investment HR Systems and Employee Creativity: A Multilevel, Integrative Perspective

Author: **Riki Takeuchi**, *U. of Texas at Dallas*
Author: **Byron Y. Lee**, *China Europe International Business School (CEIBS)*
Author: **Kaifeng Jiang**, *Ohio State U.*
Author: **Zhiqiang Liu**, *Huazhong U. of Science and Technology*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Board Diversity and Outcomes

Digital Session Chair: **Claire Wright**, *McQuarrie U.*

GDO: Capturing cohesion: Integrating network and life history approaches for Australia's corporate elite

Author: **Claire Wright**, *McQuarrie U.*
Author: **Corinne Cortese**, *U. of Wollongong*
Author: **Abdulla Al Mamun**, *U. of Wollongong*
Author: **Searat Ali**, *U. of Wollongong*

How cohesive is Australia's corporate elite? To demonstrate the interrelatedness of board members of the ASX50, we integrate the analysis of directors' structural connections (through interlocking directorates) with a detailed examination of their life histories to reveal a closely connected and homogenous group of participants. By applying institutional theory, we account for the structure and composition of the elite, particularly the way various isomorphisms have reinforced and disrupted the status quo. Our study offers an innovative methodological and theoretical contribution to understanding diversity in corporate leadership, and provides a point of comparison to other studies that investigate board diversity.

Paper is NOT Available. Please contact the author(s).

GDO: Predictors of Board Gender Diversity: A Systematic Review and Meta-analysis

Author: **Shasanka Chalise**, *PhD Candidate, Memorial U., NL, Canada*
Author: **Kara Anne Arnold**, *Memorial U. of Newfoundland*
Author: **Catherine Loughlin**, *St. Mary's U.*
Author: **Cara-Lynn Scheuer**, *Coastal Carolina U.*
Author: **Corinne McNally**, *Saint Mary's U., Canada*
Author: **Danielle Mercer**, *Acadia U.*

Drawing on macro (country), meso (industry and organizational), and micro (board) level literature related to board gender composition, we provided a systematic review and meta-analysis of factors predicting gender diversity on boards (k = 62 independent samples; N = 632,185 firm-year observations). Results showed that at the macro-level, representation of women on boards is lower in countries that place higher value on masculinity ($r = -0.30$), have greater power distance ($r = -0.15$), and higher levels of religiosity ($r = -0.30$). The presence of women in politics and government rankings was also positively associated with increased board gender diversity ($r = 0.47$). Positive associations were also found between board gender diversity and meso-level factors which included female work-force participation ($r = 0.18$), firm size ($r = 0.20$), board size ($r = 0.22$) and ownership structure ($r = 0.23$). At the micro-level, we found positive associations between board gender diversity and the presence of network opportunities and mentoring ($r = 0.25$), board development practices ($r = 0.29$), chair of the board being a woman ($r = 0.26$), and female presence on board nomination committees ($r = 0.23$). Overall, findings address the previous calls for research investigation (e.g., Hillman, Shropshire, & Cannella, 2007; Terjesen & Singh, 2008) of the endogenous causes of underrepresentation of women on boards.

Paper is Available to Meeting Registrants Only.

GDO: The Differential Impact of Risk Preferences of Board on Ownership Decisions in Foreign Acquisitions

Author: **Fatemeh Askarzadeh**, *Old Dominion U.*
Author: **Krista Lewellyn**, *Florida Southern College*
Author: **Habib Ashrafal Islam**, *Old Dominion U.*
Author: **Kaveh Moghaddam**, *U. of Houston, Victoria*

Drawing on gender role theory and the information economics perspective, we aid in contributing to the ongoing debate of the risk preferences of female directors. Thus we distinguish between types of risk and take the position that the concept of risk is not a monolithic one. By decomposing acquisition risk into ex-ante and ex-post hazards, this cross-national study investigates how female representation on acquirers' boards affects the level of ownership in foreign acquisitions. We further test how the relationship is moderated by institutional distance. Using a sample of 1,118 firm-year observations in 48 countries from 1997-2016, we find that greater female representation is associated with lower levels of ownership. We also find that institutional distance between home and host countries magnifies this relationship. Our findings support our arguments that female directors prefer different types of risk than their male counterparts, which drives choices about the appropriate level of ownership. We challenge the assumption of rational-risk assessment and unidimensional risk attitudes of female directors, offering unique theoretical implications. Recognizing that the presence of female directors influences the type of preferred risk in acquisitions provides insights that may help match board composition to the optimal risk profile of a firm.

Paper is Available to Meeting Registrants Only.

GDO: Board of Directors' Knowledge Heterogeneity: A Literature Review and Multi-Domain Research Agenda

Author: **Louisa Selivanovskikh**, *National Research U. Higher School of Economics*
Author: **Virginia Bodolica**, *American U. of Sharjah*

The objective of this paper is to systematically review and critique the literature on corporate board of directors' knowledge heterogeneity. Based on the analysis of corporate governance and management research articles published over the past 30 years in leading peer-review journals, we aim to conceptualize knowledge heterogeneity in a corporate board setting, disentangle the heterogeneity effects, and model the process of knowledge heterogeneity of corporate directors. Finally, we advance a multi-domain research agenda to encourage scholars to engage with the topic in new and not previously considered ways.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Turnover

Digital Session Chair: **Syed Shah**, *Macquarie U.*

OB: Polychronicity Fit and Turnover Intentions: The Mediating Roles of Exhaustion and Work Overload

Author: **Syed Shah**, *Macquarie U.*
Author: **Denise Mary Jepsen**, *Macquarie Business School*
Author: **Sarah Bankins**, *Macquarie U.*

Despite the deployment of state-of-the-art methodologies for project management, employee turnover in projects remains high. Such turnover has significant costs in terms of replacing personnel, potential deadline over-runs, and financial expense. One reason turnover may be high in project contexts relates to timing issues associated with multiple parallel projects and short deadlines. Using person-environment fit and time congruence theory, this research examines the relationship between individual-organizational (I-O) polychronicity fit and employee turnover intentions in projects. I-O polychronicity fit is the degree to which there is a match between individuals' and organizational preferences for focusing on multiple tasks at the same time. It was hypothesized that I-O polychronicity fit (misfit) will be related to employees' turnover intentions. The mediating roles of exhaustion and perception of work overload were also examined. Hypotheses were tested using polynomial regressions and response surface modelling. Survey data from 309 Pakistani software project employees found I-O polychronicity fit was related to turnover intentions. I-O polychronicity fit leads to increased exhaustion and overload which increase employee's intention to quit. These findings contribute to the academic literature on effective project management and carry practical implications for retaining valuable project employees.

Paper is Available to Meeting Registrants Only.

OB: The Double-edged Sword Effect of Inclusive Leadership on Employee Presenteeism

Author: **Dongdong Wang**, *Nanjing U. of Finance and Economics*
Author: **Zhichao Qian**, *Leicester U.*
Author: **Chen Hanhan**, *School of Business, Renmin U. of China*
Author: **Yan Yanhua**, *China National Institute of Standardization*

Prior studies commonly believed that inclusive leadership is of considerable benefit to employees but rarely discussed its potential downsides. To address this issue, this study explores why and when inclusive leadership promotes and inhibits employee presenteeism. Based on a sample data of 373 employees from three manufacturing enterprises in China, the empirical result shows that inclusive leadership may reduce employee presenteeism by enhancing their psychological safety on the one hand and foster it by promoting their felt obligation on the other. In addition, power distance orientation negatively moderates the relationship between inclusive leadership and employee's felt obligation. The study also finds that power distance orientation moderates the indirect effect of felt obligation in the relationship between inclusive leadership and employee presenteeism, such that the indirect effect of felt obligation is significant only when power distance orientation is low. Finally, the theoretical and practical implications of these findings are discussed.

Paper is Available to Meeting Registrants Only.

OB: Why Do Middle Managers Leave? Middle Managers' Trust in Supervisors and Turnover Intention

Author: **Ho Wong**, *Hong Kong Baptist U.*
Author: **Guohua Huang**, *Hong Kong Baptist U.*

This study focuses on the role of trust in supervisor in shaping middle managers' turnover intention. We develop a theory-based model to explain that cognition-based trust in supervisor generates a sense of job security and affect-based trust generates a sense of fit in the organization which in turn decrease turnover intention, and such effect is stronger for middle managers than for employees at lower or higher levels. A three-phase longitudinal quantitative research is used to test the research model. The results from 162 participants in Hong Kong support most of the model, showing that job security and person-organization fit mediate the relationship between trust in supervisors and turnover intention. In addition, the affect-based trust in supervisors and person-organization fit relationship is stronger for middle managers. The implications of the findings for future research and management practice are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Impact of Job Crafting and Career Expectations on the Dysfunctional Outcomes of Amotivation

Author: **Huda Masood**, *York U., Toronto*
Author: **Leonard Karakowsky**, *York U.*
Author: **Mark Podolsky**, *York U.*

The lack of motivation towards an activity also known as amotivation (Gagné et al., 2015) has been found to impact a range of significant employee outcomes, including emotional exhaustion, burnout, and turnover, etc. Nonetheless, the existing organizational behavior scholarship has paid little attention to amotivation as a determining factor of important work behaviors such as workplace deviance and turnover intentions. Given that the latter behaviors tend to co-occur, the aim of this study was to examine their relationship with amotivation and explore the plausible boundary conditions that can attenuate this relationship. We conducted a multi-method study in order to examine the influence of proactive job redesign and career outcome expectations on the link between amotivation, deviance, and turnover intentions. First, our findings offered support for the assertions that amotivation can be antecedent to both workplace deviance and turnover intentions. Second, we found evidence that this link can be negatively impacted by job crafting and career outcome expectations. This paper concludes with a discussion of both the practical and theoretical importance of these findings.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Antecedents of Creativity

Digital Session Chair: **Cayrol Alex**, *Grenoble Ecole de Management*

OB: The effect of expression of ambivalence and happiness on creative performance

Author: **Cayrol Alex**, *Grenoble Ecole de Management*
Author: **Thomas Gillier**, *Grenoble Ecole de Management*

Leaders frequently assign creative tasks to their employees. Surprisingly, the effect of the emotions that leaders can express during task instructions has been poorly explored by the literature. Using the EASI (Emotion As a Social Information) theory, this paper aims at better understand how the emotions that a leader expresses during task instruction influence the creative performance of the employee. More specifically, this study aims at comparing the effect of expression of ambivalence, happiness and anger. Two laboratory experiments show that in terms of quantity of ideas, an angry leader significantly triggered better results than a happy leader, who triggered better results than an ambivalent leader. In terms of quality of ideas (i.e. their originality and their novelty), there was no difference between a happy and an ambivalent leader. However, a happy leader triggered better ideas than an angry leader. Future studies can explore the mechanisms mediating the effect of expression of emotions on creative performance. This paper extends the EASI theory (Van Kleef, 2009) with the exploration of the effect of expressing mixed emotions (ambivalence) in task instructions.

Paper is NOT Available. Please contact the author(s).

OB: The relationship between activated resource-based faultlines and team creativity

Author: **Jin Yao**, *Xi'an Jiaotong U.*
Author: **Xinmei Liu**, *Xi'an Jiaotong U.*

This study proposes a conceptual model that examines whether, how and when activated resource-based faultlines affects team creativity. Based on the social information processing theory, this study explains how activated resource-based faultlines influence team creativity via team open communication and verify humble leadership as a moderator of such mediation relationship. We conducted a multiple-source (from both team members and their team leaders), time-lagged (separated by four months) research design to collect survey data from 70 teams and test the research model. The empirical results show that activated resource-based faultlines are negatively related to team creativity and such impact is mediated by team open communication. The moderated mediation analyses also prove that team open communication mediate the negative impacts of activated resource-based faultlines on team creativity only in teams with low humble leadership. Finally, we discuss the theoretical and practical implications of our research.

Paper is NOT Available. Please contact the author(s).

OB: How Status Diversity Fosters Team Innovation? The Role Of Behavior Integration And Empowering Leader

Author: **YUPING XU**, *Huazhong U. of Science and Technology*
Author: **YANYI HUANG**, *Huazhong U. of Science and Technology*
Author: **Yuqi Huang**, *13174*
Author: **KangHui Chen**, *Huazhong U. of Science and Technology*
Author: **Kong Zhou**, *School of Management, Huazhong U. of Science and Technology*

Although status diversity has emerged as an important concept, it is still relatively understudied in organizational behavior research, especially in team innovation research. By taking a behavior integration perspective, we propose that team status diversity has a curvilinear relationship with team members' behavior integration that promotes team innovation. Furthermore, we argue that the relationship between status diversity and behavior integration is moderated by empowering leadership, i.e., team members tend to achieve a higher level of behavior integration and team innovation at slightly low and medium level of status diversity when empowering leadership is high. Results from a multisource field study support all of our hypotheses. The findings provide new insights into the team innovation research.

Paper is Available to Meeting Registrants Only.

OB: Do Multiple Identities Holders Create More? The Role of Ambivalence and Mindfulness

Author: **Yangxin Wang**, *Chinese U. of Hong Kong*
Author: **Dora C. LAU**, *Chinese U. of Hong Kong*
Author: **Youngsang Kim**, *Sungkyunkwan U.*

It is prevalent for individuals in organizations to define themselves according to simultaneous, multiple, salient identities. When individuals adopt multiple identities, they have several cognitive frameworks in which to interpret a single event, resulting in ambivalent attitudes towards a single target. Similarly, identity plays a central role in arousing emotional reactions and individuals with multiple identities may have different reactions to a single event and thus have ambivalent emotions. Drawing on the ambivalence and identity literature, we propose that multiple identities (versus a single identity) would be positively related to individuals' attitudinal and emotional ambivalence. As ambivalence has the potential to broaden one's thinking and lead to cognitive flexibility, we further suggest that ambivalence may mediate the relationship between multiple identities and individual creative performance. We also suggest that individuals' mindfulness may strengthen the relationship between ambivalence and creative performance and therefore strengthen the indirect effect of multiple identities on creative performance. The results from two multi-wave, multi-source survey studies confirmed our hypotheses. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Platforms and Ecosystems: Formation and Governance

Digital Session Chair: **Ganqi Tang**, *U. of Fribourg*

STR: Platforms, Blockchains, and Hybrids: Digital Governance of Interorganizational Networks

Author: **Curtis Goldsby**, *Erasmus U. Rotterdam*
Author: **Marvin Hanisch**, *U. of Groningen*

Digital platforms and blockchains have gained increasing attention as viable governance instruments for interorganizational networks. Research has juxtaposed these two instruments by emphasizing that platforms achieve network governance through intermediation, whereas blockchains do so through disintermediation. Extending this theoretical groundwork, we propose that platforms and blockchains can blend into hybrid forms with characteristics of both intermediation and disintermediation. Since this phenomenon has received scarce scholarly attention, we develop a rich, grounded theory of network-level interorganizational governance choices and transitions. We seek to better understand these complex governance phenomena with a focus on supporting trust and control mechanisms. Our model emerges from a longitudinal, qualitative analysis of Global Commerce Portal (pseudonym), a world-leading, industry-spanning global trade network. By highlighting how network governance transitioned from an intermediated, platform-based governance mode to a disintermediated, blockchain-based governance mode, we integrate and extend previously disparate scholarly conversations.

Paper is NOT Available. Please contact the author(s).

STR: Interdependency, business model design, and new stakeholder introduction in nascent markets

Author: **Ganqi Tang**, *U. of Fribourg*

Business model design involves configuring what activities organizational actors perform, how activities are distributed among actors, and how activities are interconnected in a value-creating activity system. One way to design innovative business models is to introduce new actors to take over activities that were previously conducted by other existing actors. Such innovation can create difficulties for executives of a focal firm to understand system dynamics and to design an effective business model accordingly. The current study investigates how executives of an entrepreneurial firm design its business model to introduce a new business model stakeholder into a nascent market. Through the lens of interdependency, I ask 1) whether introducing new business model stakeholders generates challenges concerning interdependencies in an activity system, and 2) if so, what actions executives of a focal firm takes in business model designing in response these interdependency challenges. Based on an in-depth longitudinal case study of a start-up company that provided crowdsourcing-based online laundry service, I develop a theoretical model to answer the above questions. The data reveal that three specific forms of interdependency (i.e., role, epistemic, and goal interdependence) drive business model design when executives introduce a new business model stakeholder in an entrepreneurial firm in a nascent market. In response to challenges concerning these forms of interdependency, executives of the focal firm design their business model with four actions: Delineating roles, instilling knowledge, constructing goals, and tuning interfaces. This business model design process resembles the process of plant grafting to create graft-chimeras—i.e., symbiotic combinations of new and existing parts, ensuring the interconnectedness between the new actor (the “scion”) and the existing actor (the “stock”) and thus strengthening the vigorous cohabitation of both. The study contributes primarily to the literature on business model, by incorporating theories of organization design and documenting a transitional process from novelty-based to lock-in-based business model design.

Paper is NOT Available. Please contact the author(s).

STR: To Be or Not To Be (on The Platform): Offline complementors' decision to join entrant platforms

Author: **Christine Choi**, *U. of Michigan*

Existing studies on platform competition have emphasized the importance of complementors on platform success but paid little attention to complementors' heterogeneous decisions to collaborate with a particular platform. Building on the literature on adjustment costs, this paper examines how complementors' organizational attributes influence their decisions to adopt an entrant platform. My preliminary results based on U.S. restaurant industry data show that restaurants that had already partnered with at least one incumbent food delivery platform were more likely to adopt an entrant platform. However, this positive relationship was weaker for complementors that had (1) a higher capacity utilization rate and (2) more than one organizational unit. This paper provides implications on how entrant platforms can establish an initial population of complementors, preparing the ground to compete with incumbent platforms.

Paper is NOT Available. Please contact the author(s).

STR: Platform Competition and Strategies of Third-Party Complementors: Evidence from an E-Commerce Market

Author: **Ziyi Chen**, *HKUST*

Platform ecosystems are characterized by a cooperation tension between platform owners and complementors. In this study, we first document a large difference between the performance of first- and third-party complementors using data from JD.com, a leading e-commerce platform in China. Building on the cooperation framework, we propose and empirically evaluate two strategies third-party complementors can take to close the performance gap. The first is to collaborate with the platform owner by making platform-specific investments such as using the platform's logistics services, which will increase the common benefits on the platform and show their commitment. The second is to affiliate with high-end brands, which have both the incentive and capability to maintain a balance between the digital platform and agents in their established distribution network. We further examine how the behavior of third-party complementors changes as the cooperation landscape between first- and third-party sellers alters. We hypothesize and find evidence that third-party complementors offer greater price discounts when competing with first-party complementors in the same product space, but are less likely to do so under greater threat from the platform. Contributions to the platform and cooperation literature are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Strategic Foresight and Cognitive Representations

Digital Session Chair: **Mana Heshmati**, *U. of Michigan*

STR: Learning Strategic Representations: Exploring the Effects of Taking a Strategy Course      

Author: **Mana Heshmati**, *U. of Michigan*
Author: **Felipe Csaszar**, *U. of Michigan*

Despite the popularity of strategy courses and the fact that managers make consequential decisions using ideas they learn in such courses, little is known about the effects of taking a course in strategy. This paper is the first large-sample study of the effects of taking a strategy course. We examine how 2,269 MBA students analyze real-world video cases before and after taking the MBA strategy core course at a large US business school. We document several changes in terms of students' performance, mental representations, and self-perceptions. Among other findings, we show that taking a strategy course improves strategic decision-making performance, increases the depth of mental representations as well as the attention paid to broader industry and competitive concerns, and boosts students' confidence while making them more aware of the uncertainty that pervades strategic decisions.

Paper is Available to Meeting Registrants Only.

STR: Simple Rules: An Exploration of Contextual Contingencies on Competitive Performance

Author: **George A. Shinkle**, *UNSW Sydney*
Author: **Angel Sharma**, *UNSW Business School, Australia*
Author: **Steven Siu-Yun Lui**, *U. of New South Wales*
Author: **Salih Zeki Ozdemir**, *U. of New South Wales*
Author: **Christopher Jackson**, *U. of New South Wales*
Author: **Benjamin Walker**, *Monash U.*

We investigate the performance efficacy of simple rules under four theoretically anticipated contextual contingencies: environmental uncertainty, technology intensity, firm age, and firm size. Our theorizing is based on the efficiency-flexibility balance that underpins simple rule logic as well as notions from contingency theory. We use a unique survey dataset of 254 US-based executives to test our hypotheses. We find that simple rule usage is broadly beneficial to competitive performance. Counterintuitively, we find that environmental uncertainty does not moderate the simple rule usage – competitive performance relationship. We find that simple rule usage is associated with competitive performance in firms with high technological intensity but does not offer differential benefit based on firm age or size. Post-hoc analysis indicates that managers tend to limit usage of simple rules in uncertain environments (mismatching with performance indications) and promote usage in firms with high technological intensity and large size. Broadly, we contribute to the simple rules literature by highlighting the boundary conditions under which simple rules are effective for competitive performance.

Paper is NOT Available. Please contact the author(s).

STR: Shifting the Bounds on Rationality: Artificial Intelligence and Organizational Search

Author: **Sebastian Raisch**, *GSEM - U. of Geneva*
Author: **Kateryna Fomina**, *GSEM - U. of Geneva*

The behavioral search model explains how organizations embrace new things considering the nature and limitations of the human agents who constitute them. However, research on artificial intelligence (AI) suggests that organizations increasingly use machine search, which could enable them to overcome their human search limitations. Despite its theoretical and practical importance, surprisingly little research has explored the role of advanced technology use in the search process. To address this gap, we initially describe organizations' traditional technology use to enable human search, which is consistent with behavioral theory's assumptions of bounded rationality and local search. Against this baseline, we then contrast three distinct and novel applications of AI-based machine search in organizations (i.e., machine creation, machine prediction, and machine recombination) and compare their effects on search outcomes. We theorize that organizations using machine search can overcome their human search limitations, or reinforce them further, contingent on how human and machine agents combine their distinct cognitive abilities in the search process. With our conceptual model, we extend existing behavioral search theories from a human-centric perspective to an augmented search perspective, which takes account of the interaction between human search and machine search in organizations.

Paper is NOT Available. Please contact the author(s).

STR: Feedback and Foresight: Adapting to the Asymmetric Ratcheting of External Goals  

Author: **Oliver Baumann**, *U. of Southern Denmark*
Author: **Matthias D. Mahlendorf**, *Frankfurt School of Finance and Management*
Author: **Zhiyan Wu**, *Erasmus U. Rotterdam*

We study how firms adapt to the dynamics of external goals, i.e., relevant performance expectations by external parties that are beyond firms' direct control. Using analyst forecasts as a proxy, we (1) provide evidence for "asymmetric ratcheting" – upward goal adjustments following over-achievements are larger than downward adjustments following under-achievements of the same magnitude, and (2) test competing hypotheses regarding the adaptive responses to these dynamics: that firms increase search to identify novel long-run bases of performance; or that they reduce search to control the goal through lower performance variability. We find support for the latter, suggesting that learning in the presence of external goals is driven by both feedback and foresight: firms respond to the goal dynamics they experience, but anticipate potential future goal adjustments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Innovative Ecosystems

Digital Session Chair: **Mara Guerra**, *ETH Zürich*

TIM: Orchestrator legitimacy in a nascent ecosystem: The case of Atos and fintechs

Author: **S. James Ellis**, *Radboud U. Nijmegen*
Author: **Saeed Khanagha**, *Vrije U. Amsterdam*
Author: **Philipp Tuertscher**, *Vrije U. Amsterdam*

In ecosystems where collaboration between firms is advantageous or even necessary to progress firm innovation, buy-in must be won from stakeholders to enable operative actors to do so. Flashy ideas and big promises may carry weight in the process of winning them over, but convincing stakeholders of the legitimacy of the proposed collaboration is paramount. In this paper, we investigate how actors within a firm engage in a bifurcated legitimacy campaign to coerce internal and external stakeholders into supporting an innovating orchestration system. Drawing on a unique case study at one of Europe's leading IT service integrators, and drawing on institutional theory and ecosystems literatures, we specifically look at shifting motives, expectations, and legitimacy-building strategies through a process lens to shed light on how an incumbent's internal and external stakeholders can be cleverly made to work for each other.

Paper is Available to Meeting Registrants Only.

TIM: Failing To Emerge: An Empirical Investigation Of Why Industries Do Not Succeed

Author: **Mara Guerra**, *ETH Zürich*
Author: **Rajshree Agarwal**, *U. of Maryland*

Scholars have long investigated how industries emerge. Yet, extant work largely suffers from a success bias in that much of existing research has focused on cases in which industries were able to transition across all milestones of commercialization, firm takeoff and sales takeoff to successfully reach commercial sustainability. We use detailed quantitative and qualitative evidence from the US solar PV industry and its thin film technology to examine the factors that prevent industry's success. Our study systematically explores the technical, institutional, demand and ecosystem dimensions of the industry and show the role of demand and ecosystem dimensions for sales takeoff. We further illuminate the critical role played by bottlenecks emerging at the intersection of different dimensions to create a vicious cycle preventing sales takeoff. We juxtapose our stylized findings to received wisdom to generate new theoretical insights and set the stage for further work on industry failure.

Paper is Available to Meeting Registrants Only.

TIM: The Role of Place in Emerging Fields: A Comparative Study of ICT Entrepreneurial Ecosystems in Japan

Author: **Agata Kapturkiewicz**, *School of Commerce, Waseda U.*

This paper highlights how place matters for the development of smaller entrepreneurial ecosystems (EEs), developing in a situation when a dominant EE is already present within given national institutional boundaries (here: Japan). The findings show that smaller EEs of Osaka-Kyoto and Fukuoka have similar institutional gaps in their institutional infrastructure (e.g. gaps in funding, and in the access to information and expertise from successful startups), and in response their stakeholders engage in similar types of actions to obtain the missing elements. However, the existing and expected outcomes of these actions are found to be moderated by certain elements underlying the EEs' institutional infrastructure – local resources (stronger in Osaka-Kyoto), and place cohesion (stronger in Fukuoka). The latter is a concept newly identified and defined in the paper. The findings of this paper have theoretical implications for research about EEs and for comparative study of organisational fields.

Paper is Available to Meeting Registrants Only.

TIM: China's Mobile Payments in Complementary Multiplatform Ecosystems

Author: **Marina Yue Zhang**, *Swinburne Business School, Swinburne U. of Technology*

Using a longitudinal case study this paper aims to demystify how China developed the world's largest mobile payment market based on a backward technology and in a rigid institutional environment. We find that, different from multi-sided platform ecosystems, complementary multi-platform ecosystems are critical in the success of China's mobile payments. In such ecosystems, mobile payment platforms – a nascent field at the convergence of mobile communications and payment industries – are a type of 'platform of platforms' intermediating multilateral interactions across multiplatforms. We expanded the scope of complementarity in ecosystems from multi-sided platform ecosystems to multi-platform ecosystems. The findings enrich our theoretical understanding of the effects of multi-platform ecosystems on individual platforms, not only on nurturing a nascent field (i.e., mobile payments) by enacting a value co-creation and co-capture environment for sharing, but also on signalling their legitimacy in a country where institutional settings are generally rigid. The lessons also carry practical and policy implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Employee Job Crafting

Digital Session Chair: **Stefan Jooss**, *U. College Cork*

HR: Frequent Changes Undermine Employee Adaptivity: The Importance of Job Crafting and Personal Needs

Author: **Kaixuan Tang**, *U. of Electronic Science and Technology of China*
Author: **Lu Chen**, *U. of Electronic Science and Technology of China*
Author: **Yilin Xiang**, *U. of Electronic Science and Technology of China*

Drawing on the transactional theory of stress and self-regulation theory, we propose a conceptual framework examining how change frequency relates to approach or avoidance adaptations. Multiwave, multisource data from 424 subordinate-supervisor dyads indicate that (1) approach and avoidance crafting mediate the negative relationship between change frequency and adaptivity; (2) need for human connection weakens the relationship between change frequency and approach-avoidance crafting; (3) need for control strengthens the relationship between change frequency and approach-avoidance crafting; (4) change frequency has a weakened (strengthened) indirect effect on adaptivity via approach crafting and avoidance crafting when employees have high needs for human connection (for control). The study expands research on job crafting and adaptivity, and provides practical implications for organizations undergoing or soon to undergo changes.

Paper is NOT Available. Please contact the author(s).

HR: Discretion as a Double-edged Sword in Global Work: The Perils of International Business Travelers

Author: **Stefan Jooss**, *U. College Cork*
Author: **Kieran Michael Conroy**, *Queen's U. Belfast*
Author: **Anthony McDonnell**, *U. College Cork*

International business travelers have become omnipresent in multinational enterprises, and yet we know little on how they manage the inherent complexities of their global work. Through a qualitative research design, our study reveals a perturbing job demands-resources mismatch faced by these individuals. They are afforded substantial discretion with respect to how they carry out their global work which enables engagement in a series of job crafting actions. These inadvertently intensified rather than eased the demands-resources mismatch they confronted. We advance job crafting theory through unpacking the potentially dysfunctional nature of job crafting in a global work context and in doing so, challenge the overwhelmingly positive benefits commonly outlined. Our findings lead us to call for greater organizational oversight and configuration of support structures for business travel, alongside increased virtual working.

Paper is Available to Meeting Registrants Only.

HR: Bright sides of boredom at the workplace: A theoretical framework

Author: **Caroline Fischer**, *U. of Potsdam*
Author: **Carina Schott**, *Utrecht U., School of Governance*

The management literature describes workplace boredom and related behaviors mostly as counterproductive and deviating, leading to negative outcomes at the individual and organizational level. However, psychological literature suggests boredom to be a functional emotion. This article introduces this positive approach towards boredom to the management literature. Specifically, we provide a comprehensive theoretical model of the positive effects of employees' boredom at the workplace, providing testable propositions. Based on the job-demands resources model, we argue that boredom can constitute a challenging demand leading to three approach-oriented coping behaviors (task-unrelated thought, changing task engagement and other task engagement), which in turn, lead to positive work-related outcomes, such as creativity, learning and own development (individual level), innovation, higher performance through taking on additional tasks, more challenging tasks or varying tasks, helping and network building (organizational level) and general pro-social behavior (societal level). We identify personal and job resources, which potentially foster these approach-oriented coping behaviors against boredom, namely different characteristics of an individual's personality (personal resources), as well as adhocracy culture and empowering leadership styles (job resources).

Paper is Available to Meeting Registrants Only.

HR: When does job crafting work? A person-job fit approach to effective job crafting

Author: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*

Job crafting (i.e. employees proactively altering their own work design) has garnered scholarly attention as job design researchers have shown benefits to performance, job attitudes, and well-being from bottom-up work redesign. Interestingly, research has neglected to differentiate between engagement in job crafting and effectiveness in job crafting, and therefore few studies examine the outcomes of crafting efforts that lead to real changes in work experience relative to those that do not. Resultant from this gap is a paucity of study on outcomes of failed job crafting efforts, theoretical confusion as to why job crafting has certain effects, and little guidance for practitioners on how to craft jobs effectively or manage subordinate job crafting. To address this issue, we introduce a construct, job crafting effectiveness, defined as the extent to which crafting improves person-job fit, and propose relationships between effective and ineffective crafting, individual work outcomes (performance, job attitudes, well-being) and others' work outcomes. Implications for theory and practice are discussed, including potential for the development of interventions that train workers on how to be effective and ethical job crafters, and a research agenda to inform these interventions.

Paper is Available to Meeting Registrants Only.

Author: **Shunhong Ji**, *Shanghai U. of Finance and Economics*

Author: **Zhijun Chen**, *Shanghai U. of Finance and Economics*

In this research, we extend job crafting behaviors to the job market and explore whether candidate's job crafting work experiences influence recruiter's hiring evaluation. Using data from two pilot surveys and another two studies with different working samples, we found that candidates presenting approach job crafting work experiences were more likely to gain higher levels of hiring recommendation than those with avoidance job crafting, and this association was significantly driven by recruiter's fit perception. Moreover, due to the role congruity, we predict that job crafting work experiences are stereotypically ascribed to different genders in the decision-making. Results of Study 1 and Study 2 revealed the interaction between candidate's job crafting work experiences and their gender, such that male candidates who showed approach job crafting work experiences in the resume received higher levels of hiring recommendation via recruiter's fit perception, compared to female candidates. Taken together, these studies highlight an unidentified recruiting discrimination caused by the combination of group-based bias and work behavior-based traits in the selection.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Effects of Leadership on Creativity

Digital Session Chair: **Vahid Mehraein, U. of Udine**

OB: The Dark Side of Leadership and Workplace Mistreatment: A review of Creativity and Innovation

Author: **Vahid Mehraein, U. of Udine**

The critical role of social influence in determining creativity and innovation is undisputed in the scientific circles of organizational behavior. Research has typically tended to focus on positive leader behaviors and positive social influences on creativity and innovation and has generally concluded that such behaviors promote these often-desired outcomes. In contrast, our work takes an unorthodox approach by bringing together research on the dark side of leadership and workplace mistreatment to join the conversation of creativity and innovation with darker perspectives of leadership and organization. In this study, we begin by defining the dark side of leadership and then provide a comprehensive systematic review of 163 empirical studies that address this topic. These studies address 35 leadership and workplace variables (abusive supervision, authoritarian leadership, aversive leadership, close monitoring, coercive power, conflict with co-worker, controlling supervision, counterproductive work behavior, defensive silence, despotic leadership, destructive leadership, directive leadership, hubristic leadership, incivility, jeer pressure, knowledge hiding, laissez-faire leadership, linguistic ostracism, Machiavellian leadership, management by exception (active), management-by-exception, management-by-exception (passive), mobbing, narcissistic leadership, organizational politics, ostracism, overconfident leadership, passive leadership, psychopathic leadership, relationship conflict, self-serving leadership, sexual harassment, supervisor undermining, workplace bullying, workplace deviant behavior) known to predict negative employee and organizational outcomes. This paper reports the main effects but also summarizes the results of mediating and moderating variables and provides useful taxonomies. Finally, recommendations for future research directions provide insights into areas worth considering.

Paper is Available to Meeting Registrants Only.

OB: Does Contingent Reward Leadership Enhance or Diminish Team Creativity?

Author: **Debjani Ghosh, Indian Institute of Management, Ranchi**
Author: **Eric Kearney, U. of Potsdam**
Author: **Martin Buss, U. of Potsdam**
Author: **Amita Shivhare, Narsee Monjee Institute of Management Studies, Mumbai, India**

Although prior research has shown that contingent reward transactional leadership is, on average, nearly as highly related to team outcomes as is transformational leadership, few studies have examined the mechanisms whereby and the conditions under which contingent reward leadership is related to team creativity. Drawing on social exchange theory, we argue that contingent reward leadership can enhance team knowledge sharing and, in turn, team creative performance because it specifies effort-reward contingencies for knowledge sharing and because it motivates team members to reciprocate for consistency and transparent treatment their leader exhibits towards them. Moreover, we propose that this relationship is moderated by leader unpredictability, which can undermine the otherwise positive effects of contingent reward leadership. In a two-source, lagged design (three-wave) field study with data from 70 organizational teams, we found a conditional indirect (moderated mediation) effect of contingent reward leadership on team creative performance through team knowledge sharing. This conditional indirect effect was positive when leader unpredictability was low, and negative when leader unpredictability was high. Our research suggests that consistent and predictable contingent reward leadership can be an effective tool for leaders to foster creativity in teams.

Paper is Available to Meeting Registrants Only.

OB: Temporal Leadership and Team Creativity: A Curvilinear Relationship

Author: **Chenggang Duan, Xi'an Jiaotong U.**
Author: **Melody J. Zhang, City U. of Hong Kong**
Author: **Xinmei Liu, Xi'an Jiaotong U.**

Modern organizations increasingly rely on project teams to provide creative solutions (e.g., products and services) in a timely manner. Team temporal leadership has thus gained substantial interest in the assumption that it is beneficial for team effectiveness. However, we advocate a second thought on temporal leadership's influence on team creativity. Building on the nature of team creativity and paradox theory, we proposed an inverted U-shaped relationship between temporal leadership and team creativity and the moderating roles of team knowledge complexity and team learning goal orientation. Analyses of multisource data from 68 R&D project teams with 374 team members supported our theorized inverted U-shaped relationship: teams exhibited higher team creativity at a moderate level, compared with low or high levels, of temporal leadership. The results further showed that this inverted U-shaped relationship was more prominent for teams with high knowledge complexity and learning goal orientation. The theoretical and practical implications of these findings are discussed.

Paper is Available to Meeting Registrants Only.

OB: Role Modeling Effects: The Influence Mechanism of Team Leader's Job Involvement on Team Creativity

Author: **Dongqing Hu, Antai College of Economics and Management, Shanghai Jiao Tong U.**
Author: **Qinxuan Gu, Antai College of Economics and Management, Shanghai Jiao Tong U.**
Author: **Yinxuan ZHANG, Antai College of Economics and Management, Shanghai Jiao Tong U.**

Researchers have examined the effects of multiple leadership styles on team creativity but have yet to examine how team leader's work attitudes would influence team creativity. Drawing on social learning theory, we explored how team leader's job involvement would enhance team creativity through improving team members' average job involvement. Using a sample of 101 knowledge-based teams from a Chinese state-owned media technology company, we found that team leader's job involvement could promote team members' average job involvement, and then enhance team creativity. In addition, team leader's prosocial motivation and mean leader-member exchange (LMX) could strengthen the positive relationship between team leader's job involvement and team members' average job involvement, and also strengthen the indirect positive relationship between team leader's job involvement and team creativity via team members' average job involvement. The theoretical and practical implications of these findings are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

**Crisis, Culture, Leader and Interaction History: Contextual Effects on
Unethical Prosocial Behavior**
Contextual Effects On UPB



Organizer: **Liuba Belkin**, *Lehigh U.*
Organizer: **Dejun Kong**, *U. of South Florida*
Organizer: **Elizabeth Eve Umphress**, *U. of Washington*
Discussant: **Marshall J. Schminke**, *U. of Central Florida*
Presenter: **Mo Chen**, *U. of Science and Technology of China*
Presenter: **Matthew Lupoli**, *Monash U.*
Presenter: **Shenjiang Mo**, *Zhejiang U.*
Presenter: **Elizabeth Eve Umphress**, *U. of Washington*
Presenter: **Dejun Kong**, *U. of South Florida*

A large body of management research have traditionally examined individual prosocial behaviors that benefit others via ethical means (individuals, organizations, larger social groups) (Penner, Dovidio, Piliavin & Schroeder, 2005). Fairly recently, organizational scholars working in this area have examined unethical pro-social behaviors (UPBs) - unethical behaviors intended to benefit “in-group” others - individuals or entities (e.g., group, organization) (Chen, Chen & Sheldon, 2016; Umphress & Bingham, 2011; Umphress, Bingham & Mitchell, 2010). However, so far this literature has mainly focused on individual-level attitudes predicting UPB, leaving the role of contexts largely unexamined. UPBs occur within the employment context, and for a better understanding of this construct, it is important to understand how UPBs are influenced by contextual influences such as exogenous crises, cultures at various levels, leadership influences, and interaction history. To advance this body of literature, this symposium is designed to investigate how these contextual factors influence UPBs. The five papers included in the symposium examine how UPB engagement or disengagement is bounded in the ongoing global crisis (i.e., COVID-19 – Chen & Chen), ethical culture (Lupoli, Mount, Newman, & Schwartz), leadership influences (Mo & Song), and interaction history (Umphress, Dang & Paskill; Kong & Belkin). Collectively, these featured papers use a variety of research designs, study populations, and analytic methods to provide insights on this topic and shift attention to contextual influences.

Customer Treatment Before and After the COVID-19 Breakout

Author: **Mo Chen**, *U. of Science and Technology of China*
Author: **Chao Chen**, *Rutgers U.*

Loyalty at the Expense of Others

Author: **Matthew Lupoli**, *Monash U.*
Author: **Matthew Mount**, *Deakin U.*
Author: **Alexander Newman**, *Deakin U.*
Author: **Gary Schwarz**, *Queen Mary U. of London*

Performance Goal Orientation and Unethical Pro-Organizational Behavior

Author: **Shenjiang Mo**, *Zhejiang U.*
Author: **Yifan Song**, *Temple U.*

Systematic Injustice and Preference for Unethical and Ethical Leaders

Author: **Elizabeth Eve Umphress**, *U. of Washington*
Author: **Carolyn Thi Dang**, *Pennsylvania State U.*
Author: **Kaitlyn Paskill**, *U. of Washington*

Gratitude Expression as a Driver of Unethical Behavior in Triadic Social Exchanges

Author: **Dejun Kong**, *U. of South Florida*
Author: **Liuba Belkin**, *Lehigh U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1373** | Submission: **17452** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:00PM - 11:30PMET (UTC-4)**

Work, Organization and Technology: Contemporary challenges



Digital Session Chair: **Rui Zhang Sundrup**, *U. of Louisville*

OCIS: **Mitigation of Work-Family Frustration in Dual-Earner Couples during COVID-19**  

Author: **Rui Zhang Sundrup**, *U. of Louisville*

Author: **Manju K. Ahuja**, *U. of Louisville*

Author: **Massimo Magni**, *Bocconi U.*

In this paper, we develop and test a framework of work-family frustration in live-in, dual-earner couples in the context of COVID-19 which acts as a work-life shock event. We tested the model using a 10-day diary study of dual-earner couples in live-in partnerships. The paper contributes to the literature on work-from-home (WFH) phenomenon, which has been enabled by advanced information and communication technologies (ICTs) such as email, messaging, and video conferencing (such as Google Meet and Zoom). We posit that given the human limitations of cognitive and emotional resources, the ICT permeability in WFH situations can favor the emergence of a state of frustration leading to potential conflicts between partners as they deal with coordination issues with work, with each other and if they have children, with the demands of caring and home schooling. We also examine the moderating effect of gender on this relationship, given the recent reports showing that women are carrying a higher proportion of domestic responsibilities even as they meet the demands of their own employment. Further, we investigate planning as a mitigating behavior that interrupts the pattern of permeability creating frustration and conflict. We find strong support for our model, providing empirical evidence of psychological costs and alleviating strategies for employees who have made an unanticipated switch to WFH with ICTs.

Paper is Available to Meeting Registrants Only.

 OCIS: **The Vitality Paradox: Rising Tensions between Individual- and Team Coping during Forced Virtual Work**

Author: **Emma S. Nordbäck**, *Hanken School of Economics*

Author: **Niina Nurmi**, *Aalto U. School of Business*

Author: **Jennifer Gibbs**, *U. of California, Santa Barbara*

Author: **Maggie Boyraz**, *California State U. San Bernardino*

Author: **Minna Kristiina Logemann**, *City U. of New York, Baruch College*

OCIS Best Paper Award Finalist

The COVID-19 pandemic has forced office-based teams to shift to remote work for an indeterminate time. The demands of forced virtual teamwork and “social distancing” create stress among entire organizational teams and their members. We study how teams and their members cope with forced virtual work during the office-lockdown from March to August in 2020, as well as the impact on vitality, in a longitudinal qualitative multi-case study of twelve office-based teams. Our findings reveal that the needs of teams and individuals are sometimes in conflict, such that attempts to cope end up enhancing vitality on one level while undermining it on the other. We call this phenomenon the vitality paradox. We find that the composition of individual coping approaches on the team level explains this paradox, and that only teams that actively apply both individual- and team-focused coping thrive. The present study extends coping theory by viewing coping as a multilevel process with both team-level and individual-level outcomes, and by elucidating the paradoxical ways in which virtual team processes and well-being are interrelated.

Paper is NOT Available. Please contact the author(s).

OCIS: **Is it a Matter of Trait or State? Understanding IT-mediated Learning Effectiveness During COVID-19** 

Author: **Anuragini Shirish**, *U. Paris-Saclay, U. Evry, IMT-BS, LITEM, Evry-Courcouronnes, France*

Author: **Shalini Chandra**, *S P Jain School of Global Management, Singapore*

Author: **Shirish Chandra Srivastava**, *HEC Paris*

Despite the many expected positives of online learning, during the current COVID-19 impacted scenario, students have reported mixed-outcomes. While some students could adapt to the increased IT demands for learning, others struggled to adjust to this sudden transformation. Grounding our work in IT mindfulness literature, we theorize a differential in the students’ learning effectiveness based on the level of their IT mindfulness trait. Further, leveraging the “mindfulness to meaning” theory, we hypothesize the mediating role of techno eustress in the relationship between student IT mindfulness and the two learning effectiveness outcomes of productivity-in-learning and creativity-in-learning. The theorized model is tested via data collected from a two-wave survey among graduate students who had to abruptly switch to an exclusive IT-enabled learning environment during the pandemic lockdown period. Results show that IT mindfulness has a significant positive relationship with both the learning effectiveness outcomes and these relationships are mediated by the students’ techno eustress perceptions. The emerging theoretical and practical implications are also discussed.

Paper is NOT Available. Please contact the author(s).

 OCIS: **More than Temporal Control: Forms of Agency That Matter to High-Skilled Independent Workers**

Author: **Hillary Abraham**, *U. of California, Irvine*

Author: **Margaret Jack**, *Syracuse U. School of Information*

Author: **Melissa Mazmanian**, *U. of California, Irvine*

Author: **Charis Asante-Agyei**, *Syracuse U.*

Author: **Ingrid Erickson**, *Syracuse U. School of Information*

Author: **Jina Hong**, *U. of California, Irvine*

OCIS Best Paper Award Finalist

Nearly one third of U.S workers are self-employed or independent contractors. Autonomy has long been identified as a driving motivation for independent workers, but it remains unclear how these workers experience agency in their day-to-day lives. In an interview and diary study with highly-skilled independent workers, we find that “autonomy” is not a monolithic or unidimensional experience; rather, there are multiple forms of autonomy, that we label “agencies” that workers value. In addition, the experienced value of these agencies generally supersedes the uncertainties associated with independent work, even during the unprecedented COVID-19 pandemic. By creating a framework of experienced agencies in independent work, this paper expands our understanding of how autonomy is experienced in practice and the tradeoffs that independent workers make in service of seeking various forms of agency. For, we find that only when experienced agency disappears entirely, with little hope of returning, do these highly-skilled workers consider abandoning independent work and contemplate working for a traditional organization.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Corruption and Wrong Doing

Digital Session Chair: **Evelina Gillard**, *Cesar Ritz Colleges*

SIM: Procedural corruption strategies in public service

Author: **Evelina Gillard**, *Cesar Ritz Colleges*

The Opportunity-Motivation-Justification model explaining the organizational corruption antecedents conceptualizes procedural corruption as the abuse of legal-rational authority based on formal rules. Yet, the link between the procedural offences and public service remains underexplored, despite severe damages to equal access to market, competition and government legitimacy that corrupt transactions between business managers and public officials might cause. This paper uses a multiple case study strategy to investigate critical incidents of bribery of the public officials in return for business as procedural outcomes. Insights into explanations regarding the legal-rational authority abuse by managers that intend to corrupt the public officials is obtained from the cases of the Foreign Corrupt Practices Act (FCPA) violations formalized from 2013 to 2017. The data includes the US Securities and Exchange Commission proceedings, US Department of Justice communications, and corporate press releases regarding five North American and five European firms publicly traded on the US Stock Exchange. The findings suggest that the business managers may engage in different procedural corruption strategies, depending on the extent to which they interact with formal rules as the base of their legal-rational authority. The four proposed procedural corruption strategies include ignoring, minimizing, denigrating, and constructing.

Paper is Available to Meeting Registrants Only.

SIM: Approach-oriented versus avoidance-oriented bribery: The effects of bribery on firm performance

Author: **Zhexiong Tao**, *U. of International Business and Economics*

Author: **Jiasi Fan**, *U. of International Business and Economics*

While extant theory suggests that bribery is related to firm performance, empirical research has produced inconclusive results. Drawing on the approach-avoidance motivation theory, we reconcile the mixed findings by establishing a motivation-oriented framework. Under the framework, we argue that firms pay bribes with different motivations, and for that matter, differ in performance results achieved through bribery. Specifically, we distinguish between two types of firm bribery. While approach-oriented bribery involves firms using the temptation of payments to engage government officials in order to get rewarded, avoidance-oriented bribery occurs when firms feel that they have to pay bribes to government officials to avoid being punished. Hypotheses pertaining to the effects of approach-oriented and avoidance-oriented bribery on firm performance are developed and tested using a unique database of 2930 firm-year observations from 1465 firms based in 30 countries. Our findings indicate that approach-oriented bribery promotes firm performance, whereas avoidance-oriented bribery dampens firm performance. Our results also show that political constraints can negatively moderate the positive relationship between approach-oriented bribery and firm performance. The results are consistent across diverse performance indicators.

Paper is Available to Meeting Registrants Only.

SIM: Is bribery a managerial myopia? A denial from the perspective of CEO career horizon

Author: **Jiasi Fan**, *U. of International Business and Economics*

Author: **Zhexiong Tao**, *U. of International Business and Economics*

As bribery costs and pays, it can be considered as a corporate investment that relies on time horizon. We follow this logic and investigate the impact of CEO career horizon on corporate bribery. While most research tends to believe that bribery is an opportunistic behavior that is short-term oriented, bribery may be implemented as a relational strategy with long-term incentives in emerging markets. As such, CEOs with longer rather than shorter career horizons are prone to make bribery investment because they are able to achieve paybacks during their incumbency. Testing the hypothesis on a sample of 2,915 Chinese listed companies during the period from 2010 to 2018, we find that CEOs with longer career horizons are more likely to engage in corruption. Further, this relationship is weaker for state-owned companies and companies in more market-oriented regions.

Paper is NOT Available. Please contact the author(s).

SIM: The cost of corrupt lobbying and the role of institutional correction for bystander firms

Author: **Minjung Lee**, *U. of Texas at Dallas*

Author: **Seung-Hyun Lee**, *U. of Texas at Dallas*

This research combines legitimacy theory with expectancy violation to argue that when salient wrongdoing outside a firm is associated with a strategic behavior of bystander firms, the stakeholders show a negative reaction to those firms as this strategic action lost legitimacy and failed to meet the stakeholders' expectancy for conformation to social norms and laws. Moreover, within-category variation in the engagement of suspicious strategic behavior is associated with the bystander firms' level of culpability. We also show that correction by a trustworthy third party, such as the government, enables bystander firms tainted by the focal wrongdoing to restore their legitimacy by ensuring that their future activities will meet the stakeholders' expectancy. Using the most notorious corrupt lobbying case in United States history and the related legislation that followed, we show that the more bystander firms lobby, the more these firms are penalized by stakeholders at the time of any focal corrupt lobbying disclosure. This penalty intensifies when these firms hire more lobbyists with close connections to politicians and government officers, thus using revolving-door lobbyists. However, when new laws requiring higher transparency are stipulated, those bystander firms that lobbied the most and were penalized the most recover their value most.

Paper is NOT Available. Please contact the author(s).

Author: **Renato Chaves**, *HEC Montreal*

Author: **Emmanuel Raufflet**, *HEC Montreal*

Compliance programs are promoted as effective solutions to corruption in organizations. Compliance programs, also known as ethics and compliance programs, ethics programs, and integrity programs, are widely adopted by organizations across the world, but their ability to effectively curb corruption is largely disputed. Current research mainly focuses on compliance programs as sets of organizational self-regulatory practices dissociated from wider country and sectoral anti-corruption initiatives. This article reviews and critiques the multidisciplinary literature on compliance programs. The literature reveals that anti-corruption regulation is the main driver of compliance programs, but little attention is paid to corruption as the organizational issue that compliance programs are expected to solve. This review discusses how compliance practices are informed by two dominant theoretical approaches to explaining corruption (based on principal-agent theory and collective action theory) and the implications for research and organizational practice. This review concludes by proposing a shift towards situated, problem-driven organizational strategies that take into account the challenge to tackling specific instances of corruption, the processual character of compliance programs, and the interplay of social structure and individual agency in different phases of the process of design, implementation, and maintenance of such programs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation Strategy

Digital Session Chair: **Tobias Baehr**, *Chair of Innovation Management, TU Dortmund U.*

TIM: Exploring The Antecedents of Digital Orientation: The Role of Dynamic Managerial Capabilities 

Author: **Tobias Baehr**, *Chair of Innovation Management, TU Dortmund U.*

A digital orientation increases firm performance and builds the foundation for a successful digital transformation. However, little is known on why some firms dedicate more time and resources on digitalization initiatives than other firms do. In our study, we empirically provide first determinants for the novel construct of digital orientation by utilizing a panel dataset with 3,595 firm-year observations between 2006 and 2018 on large firms in the United States. We model R&D search intensity as a dynamic managerial capability and reveal that it is positively related to a digital orientation. We demonstrate that competitive intensity as well as the presence of a digital executive interact with this relationship. We also find a three-way interaction between CEO age, digital executive presence, R&D search intensity and digital orientation, adding to the literature on top management team member interrelations in strategic decisions. Taken together, our study advances literature on how dynamic managerial capabilities unfold in the R&D search and digital strategy context. Our findings also provide advice for practitioners.

Paper is Available to Meeting Registrants Only.

TIM: Serve the State or Serve Myself: State Ownership, CEO's Political Experience and Firm Innovation

Author: **Yudi Hou**, *School of Economics & Management, Tongji U.*

Author: **Yuchen Zhang**, *Yuchen zhang Tongji*

Prior studies provided mixed results and different standpoints of the impact of state ownership on firms' innovation. To reconcile this tension, we propose a contingency-agency model and theorize that state ownership may promote exploitative innovation but hinder exploratory innovation due to the agency duty. Moreover, we theorize that if the CEO has served as a national- or provincial-level position, the negative relationship of state ownership and exploration will be attenuated and if the CEO has served as a municipal- and county-level position, the positive relationship of state ownership and exploitation will be enhanced because CEO's political experience may imprint on a distinct state-oriented ideology. Working in an environment consistent with the orthodox state-oriented ideology—such as a state-owned enterprise within a state-monopolistic industry—maintains and even intensifies the imprinting ideology. Our research reveals the light side of political ideology by demonstrating that the CEO's state-oriented ideology may benefit SOEs' exploratory innovation. We examine our hypotheses based on a longitudinal panel data of 519 Chinese firms from 2008 to 2017.

Paper is Available to Meeting Registrants Only.

 **TIM: Artificial Intelligence and Firm Performance**

Author: **Taekyun Kim**, *Korea Advanced Institute of Science and Technology (KAIST)*

Author: **Yejin Park**, *Korea Advanced Institute of Science and Technology (KAIST)*

Given that systems based on artificial intelligence (AI) technologies now match or surpass human levels, more firms are adopting these technologies to gain a competitive advantage. However, the literature has not examined the relationship between AI adoption and its effect on firm performance. To fill this gap, this paper investigates the relationship between AI technology adoption and firm performance, focusing on Tobin's q, profit, and cost structures. We observe a positive relationship between AI and Tobin's q, an effect that is more pronounced with adoption of augmentation AI than of automation AI. Moreover, whereas automation AI significantly reduces firms' cost of goods sold, augmentation AI neither increases profit nor reduces costs. Finally, the cost reduction and value increase are associated more with manufacturing than with service industries.

Paper is Available to Meeting Registrants Only.

 **TIM: Herding and Learning: How Rivals' Actions Shape Firm's Decisions to Enter Strategic Factor Markets.**

Author: **Thomas M. Klueter**, *IESE Business School*

Author: **Jason Sigler**, *The Ohio State U. Fisher College of Business*

Author: **Jaideep Anand**, *Ohio State U.*

Value creation in product markets originates in strategic factor markets, where firms compete to gain the best resources to implement their strategies. While we know that rivals' activities in product markets are an important source of information, we know little about how firms set expectations and react to information emerging from competitors' actions in strategic factors markets. We fill these gaps by building a theoretical framework that explains how rivals' actions shape a firm's entry decisions in strategic factor markets and how firms enter those markets (resource picking or capability building). We go beyond previous strategic factor models to differentiate two additional types of markets in which a rivals' actions can be observed: strategic factor markets with common outputs and with common inputs. We test our theoretical framework by analyzing entry decisions by the top 50 biopharmaceutical firms between 1999 and 2008. Our results offer strong evidence that firms react differently to information emerging from rivals in the three distinct strategic factor markets. We find that rival actions in a focal strategic factor market invoke a strong herding response through resource picking in that strategic factor market. However, capability building is more likely used to respond to rival actions in common input and output strategic factor markets as learning is the key motivator.

Paper is Available to Meeting Registrants Only.

Author: **Wenlong He**, *U. of International Business and Economics*

Author: **Dan G. Prud'homme**, *EMLV*

Author: **Nianchen Han**, *U. of Colorado, Boulder*

In this paper, we develop a contingency theory of how the design of inventor reward schemes and characteristics of employee inventors collectively shape corporate innovation performance. We hypothesize that extra-organizational constraints and asymmetrically short-termist tradeoffs codified in the design of inventor rewards schemes will likely incentivize innovation opportunism; we also hypothesize that these designs will further incentivize innovation opportunism by negatively interacting with employee inventors' motivational proclivities, namely those formed by their time-in-role and search routines, towards short-termist rewards. We test our hypotheses based on difference-in-differences models leveraging micro-data about employee inventors in China and the effect of introduction of a prominent type of inventor reward scheme, imposed by Chinese patent law on state-owned enterprises, on corporate innovation performance. Our work extends the contingency theory of compensation schemes to corporate innovation contexts by explicating when inventor reward schemes tend to incentivize opportunism and thereby misalign with firm strategies targeting advanced inventions and broad-scope patenting.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1376** | Submission: **10349** | Sponsor(s): **(IM, AAM, AFAM, IAM, INDAM, STR, OB)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Wednesday, Aug 4 2021 6:30AM - 8:00AMET (UTC-4)**

**International Management Division Meet the Editors
Session**
IM Division Meet the Editors



Chair: **Ilya Cuypers**, *Singapore Management U.*
Participant: **Brian Connelly**, *Auburn U.*
Participant: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Participant: **Ilya Cuypers**, *Singapore Management U.*
Participant: **Ajai Singh Gaur**, *Rutgers U.*
Participant: **Nan Jia**, *U. of Southern California*
Participant: **Grazia D. Santangelo**, *Copenhagen Business School*
Participant: **Mary E Zellmer-Bruhn**, *U. of Minnesota*

The session gathers together the Editors of the major journals publishing research on international management, international business, and global strategy. It is a great opportunity to learn about these journals, discuss factors to consider when choosing among them, get tips on how to write papers for successful publication, and avoid common pitfalls. Please, join us and bring your questions to the session!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1377** | Submission: **16596** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 8:00AM - 10:00AMET (UTC-4)**

2021 GDO Junior Faculty Consortium  
2021 GDO Junior Faculty Consortium

Chair: **Jonathan Edward Booth**, *London School of Economics and Political Science*
Chair: **Alison V. Hall**, *U. of Texas At Arlington*
Speaker: **Uta K. Bindl**, *King's College London*
Speaker: **Erika V. Hall**, *Emory U., Goizueta Bus Sch*
Speaker: **Amit Kramer**, *U. of Illinois at Urbana-Champaign*
Speaker: **Owen Nelson Parker**, *UT Arlington*
Speaker: **Samantha C. Paustian-Underdahl**, *Florida State U.*

The 2021 Junior Faculty Consortium aims to address career questions relevant to pre-tenure faculty, with discussions with mid-level and senior faculty panelists. The primary discussion topics will involve preparing for and navigating the tenure process, planning for research and publication success, managing the political environment of academia, and coping with the stresses of the junior faculty role. The core of this consortium is comprised of an interactive panel where dynamic scholars at varying career stages share advice about how young scholars can effectively build their brands and identities as independent researchers.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1378** | Submission: **16605** | Sponsor(s): **(GDO)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 8:00AM - 11:00AMET (UTC-4)**

Doctoral Student Workshop   
Doctoral Student Workshop

Chair: **Brent John Lyons**, *Schulich School of Business, York U.*
Chair: **Alison Sheridan**, *U. of New England*

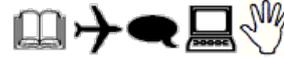
The 2021 doctoral student workshop is designed to connect with our emerging GDO scholars and provide them an opportunity to explore range of issues they may face in their doctoral studies through a mixture of a panel presentation (60 minutes) and general discussion with a Q&A format (60 minutes). Five panelists will engage with topics including (but not limited to): preparing oneself for the academic job market and realistic academic job previews across varying types of academic institutions; different tips and takes on how to publish one's dissertation or tweaking the dissertation to eventually get it published; strategies around leveraging the value of partnering with organizations (e.g., accessing data through the Kauffman Foundation); and discussions around navigating well-being and mental health throughout career transitions from the PhD to junior faculty and afterwards. Through the general discussion, we will include opportunities for students to foster connections with their peers.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1379** | Submission: **10351** | Sponsor(s): **(IM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 8:00AM - 10:00AMET (UTC-4)**

**International Management Division Doctoral Student
Consortium + Junior Faculty Consortium**
IM Division Doctoral Student/ Junior Faculty



Chair: **Elizabeth Maitland**, *U. of Liverpool*
Participant: **Ruth V. Aguilera**, *Northeastern U.*
Participant: **Keith D. Brouters**, *King's College London*
Participant: **Ilya Cuypers**, *Singapore Management U.*
Participant: **Stav Fainshmidt**, *Florida International U.*
Participant: **Pedro Faria**, *U. of Groningen*
Participant: **Anne-Wil Harzing**, *Middlesex U.*
Participant: **Jane Lu**, *City U. of Hong Kong*
Participant: **Sabina Nielsen**, *Copenhagen Business School*
Participant: **A Rebecca Reuber**, *U. of Toronto, Rotman School of Management*
Participant: **Andreas P.J. Schotter**, *Ivey Business School*
Chair: **Jonathan P. Doh**, *Villanova U.*
Participant: **Tina C. Ambos**, *U. of Geneva*
Participant: **Sjoerd Beugelsdijk**, *Groningen U. (RuG)*
Participant: **Paula M. Caligiuri**, *Northeastern U.*
Participant: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Participant: **Klaus Meyer**, *Ivey Business School*
Participant: **Chang Hoon Oh**, *U. of Kansas*
Participant: **Vikas Kumar**, *U. Of Sydney*
Participant: **William Newburry**, *Florida International U.*
Participant: **Jennifer Oetzel**, *American U.*
Participant: **Rebecca Piekkari**, *Aalto U. School of Business*
Participant: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Participant: **Mary Sully De Luque**, *Arizona State U.*
Participant: **Paul M Vaaler**, *U. of Minnesota*

The International Management Doctoral Student Consortium is designed for current PhD students with an interest in international management as either the primary or secondary field of inquiry. We welcome participants from all areas related to international management and all stages of the PhD program to attend. The consortium will offer both structured and informal discussion between participants and faculty panelists on research, job opportunities, and early stage career strategies. A substantial amount of time will also be set aside for dissertation development, featuring feedback from faculty in small groups. This is both an excellent opportunity to get valuable feedback on your work and a chance to network with fellow doctoral students and leading scholars in the International Management field. The International Management Junior Faculty Consortium is designed for junior colleagues who have defended their dissertation in the last 1-5 years and are building their academic careers in the field of IM. It will provide a unique opportunity for junior faculty to engage in a conversation around the key issues of careers, research, publishing, teaching, and service with leading IM scholars from around the world. The senior faculty panel includes a diverse and international group of scholars in with a variety of academic, leadership and editorial experience. Through a combination of structured panels, round table discussions, and informal interactions, we will tackle the questions of risks and opportunities of choosing a career in IM, getting tenure, building a scholarly reputation, developing a research/publishing strategy for greater impact on the field, and maintaining a healthy balance between research, teaching, and service.

Attendance is by invitation and participants will be asked to pre-read one to two papers by other attendees, as the basis for discussion during the session.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1380** | Submission: **15554** | Sponsor(s): **(ONE)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 8:00AM- 1:00PMET (UTC-4)**

Organizations and the Natural Environment (ONE) Doctoral Consortium
ONE Doctoral Consortium



Organizer: **Sara B. Soderstrom**, *U. of Michigan*
Panelist: **Panikos G. Georgallis**, *U. of Amsterdam*
Panelist: **Shelley F. Mitchell**, *Hult International Business School*

The ONE Doctoral Consortium aims to offer a networking, learning, and research reflection opportunity to doctoral students engaged in organizations and the natural environment (ONE) research. In addition to doctoral students with a primary interest in environmental research, this doctoral consortium is designed for doctoral students whose focus research area is outside of ONE but who also focus on environmental issues in their work. A maximum number of 24 doctoral students will be selected based on their research quality and representation of a diversity of academic institutions, geographic interests, and research topics. The aim of the doctoral consortium is to provide doctoral students the opportunity to have faculty members reflect on their work, to integrate them in international research networks, and to create new networks of their own. The consortium will be cross-disciplinary and open to different theoretical perspectives and the faculty members involved come from different cultural and research backgrounds. The format of the doctoral consortium is informal and open, but doctoral students will come well-prepared to optimize the interaction with other doctoral students and faculty. The format will be a combination of dynamic sessions with the group as a whole as well as small breakout sessions to ensure that doctoral students are able to get profound advice, learn about the work of others, and get to know each other. In this way, doctoral students will get to know and engage in dialogue with senior and junior ONE faculty from various parts of the world who will share their knowledge and experiences from their research, teaching, and careers.

The event is oversubscribed each year. We encourage participants to apply early. Please email the organizers for questions.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1381** | Submission: **10462** | Sponsor(s): **(ONE, SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 8:00AM - 11:00AMET (UTC-4)**

**SIM-ONE Junior Faculty Consortium “Reimagining SIM-ONE
Scholarship”**
SIM-ONE Junior Faculty Consortium



Organizer: **Sylvia Grewatsch**, *Brock U.*
Organizer: **Amanda Nicole Williams**, *ETH Zürich*
Organizer: **Susana Esper**, *IESEG School of Management*
Organizer: **Vivek Soundararajan**, *U. of Bath*
Panelist: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Panelist: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Panelist: **Hari Bapuji**, *U. of Melbourne*
Panelist: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*
Panelist: **Maoliang Bu**, *Nanjing U.*
Panelist: **Frank G.A. De Bakker**, *IESEG School of Management*
Panelist: **Dror Etzion**, *McGill U.*
Panelist: **Robert Edward Freeman**, *U. of Virginia*
Panelist: **Michelle Greenwood**, *Monash U.*
Panelist: **Nardia Haigh**, *U. of Massachusetts*
Panelist: **Minna Halme**, *Aalto U. School of Business*
Panelist: **Ralph Hamann**, *U. of Cape Town*
Panelist: **Andrew J. Hoffman**, *U. of Michigan*
Panelist: **Nien-he Hsieh**, *Harvard U.*
Panelist: **Bryan W. Husted**, *Tecnologico de Monterrey*
Panelist: **Charlotte M. Karam**, *American U. of Beirut*
Panelist: **Johanna Mair**, *Hertie School of Governance*
Panelist: **Juliane Reinecke**, *King's College London*
Panelist: **Kathleen Rehbein**, *Marquette U.*

The Junior Faculty Consortium (JFC) is an annual event that provides an opportunity for early-career faculty members and postdocs that are members of the Social Issues in Management (SIM) or Organizations and/or the Natural Environment (ONE) division to network with senior faculty members and develop their research ideas.

The event is oversubscribed each year. We encourage participants to apply early. Please email Sylvia Grewatsch sgrewatsch@brocku.ca (cc: Amanda Williams, awilliams@ethz.ch).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1382** | Submission: **13729** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 8:00AM- 1:00PMET (UTC-4)**

TIM Division 2021 Doctoral Consortium 
TIM Doctoral Consortium

Organizer: **Michael A. Bikard**, *INSEAD*
Organizer: **Tiona Zuzul**, *Harvard Business School*
Panelist: **Daniel Erian Armanios**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*
Panelist: **Sen Chai**, *ESSEC Business School*
Panelist: **Jorge Guzman**, *Columbia Business School*
Panelist: **Jacqueline Kirtley**, *The Wharton School, U. of Pennsylvania*
Panelist: **Jacquelyn Pless**, -
Panelist: **Murat Tarakci**, *Erasmus U.*
Panelist: **Casidhe Horan Troyer**, *London Business School*
Panelist: **Anu Wadhwa**, *Imperial College Business School*
Panelist: **Yanbo Wang**, *National U. of Singapore*
Panelist: **Kun Zhang**, *HKUST Business School*

The TIM doctoral consortium seeks to mentor Ph.D. candidates interested in conducting leading-edge research and teaching in technology and innovation management. The consortium will be led by a panel of faculty members with proven research and teaching records who will address key issues in academic life such as finishing your dissertation, conducting research, publishing in top journals, and navigating the academic job market. To qualify for the consortium, a candidate's research must be related to technology and innovation management topics. Pre-registration is required.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1383** | Submission: **13456** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 8:30AM - 12:30PMET (UTC-4)**

**Strategic Management Division (STR) Junior Faculty
Consortium 2021**
STR Junior Faculty Consortium 2021



Organizer: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Organizer: **Mahka Moeen**, *U. of North Carolina, Chapel Hill*
Panelist: **Gautam Ahuja**, *Cornell U.*
Panelist: **Nilanjana Dutt**, *Bocconi U.*
Panelist: **Xavier Martin**, *Tilburg U.*
Panelist: **Michael J. Mol**, *Copenhagen Business School*
Panelist: **Bilian Ni Sullivan**, *Hong Kong U. of Science and Technology*
Panelist: **Christopher L. Tucci**, *Imperial College Business School*
Panelist: **Yanfeng Zheng**, *U. of Hong Kong*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*
Panelist: **Benjamin L. Hallen**, *U. of Washington, Seattle*

The STR Division is pleased to sponsor the 2021 (Virtual) Junior Faculty Consortium. The objective of the consortium is to enhance the scholarship, teaching, and professional development of faculty in the early stages of their careers. The consortium provides a forum for exchanging ideas concerning teaching and research as well as for expanding one's academic network. The Co-Chairs for the 2021 Consortium are Kenneth G. Huang (National University of Singapore) and Mahka Moeen (University of North Carolina). During the consortium, senior faculty panelists and mentors from top global research and teaching universities will share their expertise with participants. STR members who have completed their dissertation by September 2020 and are in the first through the third year of their academic career are welcome to apply. In addition, a participant should have a record of teaching and research in strategic management or closely related fields and not have participated in prior STR Junior Faculty Consortia. The application deadline and process will be announced through STR communication channels.

Invitation is required for the 2021 AOM STR JFC. For junior faculty (or post-doctoral researcher) to be considered for participation in the STR JFC, please use the following link to fill out your information: <https://forms.gle/HcnCEFPsW3hUkKyBA>. For questions, please email the organizers: Kenneth Huang at National University of Singapore (kennethhuang@nus.edu.sg) or Mahka Moeen at University of North Carolina, Chapel Hill (Mahka_Moeen@kenan-flagler.unc.edu).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1384** | Submission: **16744** | Sponsor(s): **(HCM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 9:00AM - 3:30PMET (UTC-4)**

HCM Research Consortium: Innovative Collaborations and Secondary Data Research

HCM Research Consortium

Chair: **Mina Raj**, *U. of Illinois*
Chair: **Erin Sullivan**, *Suffolk U.*
Panelist: **Matthew John DePuccio**, *Rush U.*
Panelist: **Samuel Thomas**, *Stanford U.*
Panelist: **Alden Lai**, *New York U.*
Panelist: **Maike Vanessa Tietschert**, *Vrije U. Amsterdam*
Panelist: **Bram Fleuren**, *Maastricht U.*
Panelist: **Abi Sriharan**, *Health Services Researcher*
Panelist: **Ann Scheck McAlearney**, *Ohio State U.*
Presenter: **Eric W. Ford**, *U. of Alabama, Birmingham*
Presenter: **Jennifer Hefner**, *Ohio State U.*
Presenter: **Naleef Fareed**, *Ohio State U.*
Presenter: **Daniel M. Walker**, *Ohio State U.*
Moderator: **Timothy Huerta**, *Ohio State U.*

This research consortium will consist of two individual sessions, each of which will provide an in-depth focus on two research trends that have grown due to the global COVID-19 pandemic. Session 1 (9:00 – 11:30 EDT) is: “Pivoting Research in Health Care Management in the Context of COVID-19” and will offer discussion on innovative approaches to research collaboration that have emerged as a result of disruptions caused by the pandemic. In this workshop, we will describe our approach to collaborating across multiple disciplines; discuss the processes and practices that support this collaboration; describe lessons we have learned from one another and from this collaborative process about research, methodologies, translation of theory to practice, and even about organizing logistics and interests across time zones and cultures. Workshop participants will be invited to share norms and practices from their own collaborations and discuss barriers to multidisciplinary collaborations as well as strategies to address these challenges. We hope the session will illuminate new opportunities to support transdisciplinary health management research. Session 2 (11:30 – 3:30 EDT) is: “Secondary Data and Empirical Research” will be a deep dive into best practices for working with secondary data, which many scholars have turned to due to primary data collection disruptions. The session will provide an overview of approaches to efficiently secure and analyze publicly available data, and include some discussion of the Epic environment as another common source of data from research. This workshop offers an introduction to the emerging field of Health Analytics - the use of health-related data to improve the lives of people, processes and organizations. We will explore the data ecosystem, wrestle with the challenge of moving from that data to meaningful questions, answer those questions using available tools and then present that data in meaningful ways. The progression of information technology, facilitated by the diminished cost of computing and storage, has enabled many sectors of the economy to adopt technology and information systems that drive innovation and operational excellence. While each sector has taken different approaches, the journey of the healthcare sector in the adoption of technology has been unique. For instance, in no other sector has the US Government set aside over \$27 billion dollars to subsidize the transition to, and adoption of, information systems. The result has been a technology transformation across the sector that is marked by increased innovation in this space among payers, within healthcare organizations, and across the populations they serve. We will address issues of ontologies, taxonomies, data heterogeneity, databases, analytics software, and the problems of using systems at scale that were not built to measure health services delivery to advance Management scholarship.

(Pre-registration is not required, but is encouraged. Email cheryl.rathert@slu.edu to register or for more information.)

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1385** | Submission: **11392** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 9:00AM - 3:00PM ET (UTC-4)**

HR Division Late-Stage Doctoral Student Consortium, Part 1
HR Division Late-Stage Doc Consortium



Chair: **Emilija Djurdjevic**, *U. of Rhode Island*
Chair: **Helen De Cieri**, *Monash U.*
Organizer: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*
Organizer: **Lindsey Greco**, *Oklahoma State U.*
Organizer: **Cody Jackson Reeves**, *Brigham Young U.*
Organizer: **Caitlin M. Porter**, *U. of Memphis*
Presenter: **David W. Sullivan**, *U. of Houston*
Presenter: **Sasha Pustovit**, *Towson U.*
Presenter: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Presenter: **Dana B. Minbaeva**, *Copenhagen Business School*
Presenter: **Samantha A. Conroy**, *Colorado State U.*
Presenter: **Jose M. Cortina**, *Virginia Commonwealth U.*
Presenter: **Jia Hu**, *Ohio State U.*
Presenter: **Lisa Dragoni**, *Wake Forest U.*
Presenter: **Julie Irene Hancock**, *U. of North Texas*
Presenter: **Huy Le**, *U. of Texas At San Antonio*
Presenter: **Amy E. Colbert**, *U. of Iowa*
Presenter: **Huiwen Lian**, *U. of Kentucky*
Presenter: **Trevor Foulk**, *Robert H. Smith School of Business, U. of Maryland*
Presenter: **Chris A. Henle**, *Colorado State U.*
Presenter: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Presenter: **Prashant Bordia**, *Australian National U.*
Presenter: **Steffen R. Giessner**, *Erasmus U. Rotterdam*
Presenter: **Brent John Lyons**, *Schulich School of Business, York U.*
Presenter: **Lindie Hanyu Liang**, *Wilfrid Laurier U.*
Distinguished Speaker: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*
Presenter: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
Presenter: **Kaifeng Jiang**, *Ohio State U.*
Presenter: **Brian Harney**, *Dublin City U.*

The HR Division Late-Stage Doctoral Student Consortium will take place at the Academy of Management annual meeting, virtually, on Wednesday, August 4, 2021. Highlights of this year's Consortium include: a networking session, a keynote address by Maria Kraimer; a research feedback session with leading scholars in the field of HR; a variety of panels and discussions about job talks and campus visits, evaluating and negotiating an offer, getting published, and effective teaching; and, finally, a panel meeting with the major journal editors. The ideal candidates are doctoral students who have finished coursework and are currently working on their dissertations. There is no attendance fee, but pre-registration is required. To register, complete the form (https://memphis.co1.qualtrics.com/jfe/form/SV_1zFtAM3zpnNuTBz) by May 15, 2021. Please note, the form should be endorsed and e-signed by your doctoral program. Additionally, you will also be asked to upload a 1-2 page CV with contact information, education, research/teaching interests, publications, and conference presentations for distribution to all attendees.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1386** | Submission: **17413** | Sponsor(s): (NDSC)
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 9:00AM - 12:00PMET (UTC-4)**

New Doctoral Student Consortium 2021 Part 2
New Doctoral Student Consortium



Chair: **Louisa Antonia Bloedorn**, *WHU – Otto Beisheim School of Management*
Organizer: **Khamael Al Safi**, *Bayes Business School (formerly Cass)*
Organizer: **Elsa Bergstrom**, *Oregon State U.*
Organizer: **Maggie Cascadden**, *U. of Alberta*
Organizer: **Jose Antonio Cerecedo-Lopez**, -
Organizer: **Aardra Chandra Mouli**, *U. College London, UK*
Organizer: **Urmi Chaudhuri**, *U. of Massachusetts, Amherst*
Organizer: **Na Li**, *Xi'an Jiaotong-Liverpool U.*
Organizer: **Ibiyemi Omeihe**, *U. of the West of Scotland*
Organizer: **Debby Osias**, *Doctoral Student*
Organizer: **Joseph Richard Schaefer**, *U. of Mississippi*
Organizer: **Thekla Schmidt**, *WHU-Otto Beisheim School of Management*
Organizer: **Nadine Scholz**, *King's College London*
Organizer: **Karl Schwonik**, *Haskayne School of Business, U. of Calgary*
Organizer: **Jadwiga Supryn**, *BI Norwegian Business School*
Organizer: **Marla White**, *UT Arlington*
Organizer: **Yuting Yang**, *Iowa State U.*
Organizer: **Ruidong Zhu**, -

A mini-conference within the AOM conference, the New Doctoral Student Consortium (NDSC) is one of the longest running and most well-attended pre-conference activities. The NDSC's central mission is to provide a professional development outlet for doctoral students entering the first or second year of a doctoral program, as well as those considering entering a doctoral program. The NDSC provides an interactive environment in which doctoral students can learn skills to succeed in a doctoral program and enter the academic profession. Participants will gain insights into how to navigate the Ph.D. journey as well as the academic career, network with fellow doctoral students from around the world, and learn how to get the most out of the Academy of Management Meeting. The NDSC is committed to facilitating doctoral students' initial experience with and further integration into the Academy of Management and the academic community at large. For the second time, the NDSC is embracing the opportunity to go online and connect new doctoral students in a virtual format. The NDSC will run across two days: • Tuesday, August 3rd: 9:00am-12:00pm (noon) EST Session ID# 11182: Thriving in your PhD • Wednesday, August 4th: 9:00am-12:00pm (noon) EST Session ID# 17413: Building your academic career Pre-registration is required for this workshop as space is limited to 110 participants. The deadline to register online is June 24th, 2020. Please register with the following link: https://docs.google.com/forms/d/e/1FAIpQLSeQtqkmSqVJsmtmhYdhCxbO4VhvS7cxXDJ3B_eKp1MC5xqvA/viewform?usp=sf_link In case of questions or difficulties in accessing the link please send an e-mail to: ndsc.aom@gmail.com

Please note: Completing the survey does not guarantee you a spot at the NDSC. Registration is only completed when you received a confirmation e-mail. Places will be given based on a first-come-first-served basis with priority given to pre-doctoral, first- and second-year Ph.D. students. The registration deadline is June 24th. We will inform you whether we can offer you a spot shortly after this date.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1387** | Submission: **10626** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 11:00AM - 3:00PMET (UTC-4)**

OMT Doctoral Student Consortium  
OMT Doctoral Student Consort.

Organizer: **Santi Furnari**, *City, U. of London*
Organizer: **Michel Anteby**, *Boston U. Questrom School of Business*
Discussant: **Christine Beckman**, *U. of Southern California*
Discussant: **Sekou Bermis**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Discussant: **Emily S. Block**, *U. of Alberta*
Discussant: **Raina A. Brands**, *U. College London School of Management*
Discussant: **Daisy Eusun Chung**, *Cass Business School, City U. London*
Discussant: **Charlotte Cloutier**, *HEC Montreal*
Discussant: **Lisa Ellen Cohen**, *McGill U.*
Discussant: **Joep Cornelissen**, *Erasmus U. Rotterdam*
Discussant: **Gregoire Croidieu**, *EMLYON Business School*
Discussant: **Rodolphe Durand**, *HEC Paris*
Discussant: **Patrick Haack**, *U. of Lausanne, HEC Lausanne*
Discussant: **Heather Haveman**, *U. of California, Berkeley*
Discussant: **Greta Hsu**, *U. of California, Davis*
Discussant: **Dennis Clemens Jancsary**, *WU Vienna*
Discussant: **Heeyon Kim**, *Cornell U.*
Discussant: **Rajiv Krishnan Kozhikode**, *Simon Fraser U.*
Discussant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Discussant: **Ko Kuwabara**, *INSEAD*
Discussant: **Massimo Maoret**, *IESE Business School*
Discussant: **Kamal A Munir**, *U. of Cambridge*
Discussant: **Andrew Nelson**, *U. of Oregon*
Discussant: **Amandine Marie Ody-Brasier**, *Yale School of Management*
Discussant: **Andrea Maria Prado**, *INCAE Business School*
Discussant: **Erica Helena Salvaj**, *U. del Desarrollo*
Discussant: **Adina D. Sterling**, *Stanford GSB*
Discussant: **Danqing Wang**, *Hong Kong U. of Science and Technology*
Discussant: **Shipeng Yan**, *City U. of Hong Kong*
Discussant: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Discussant: **Karen Golden-Biddle**, *Boston U.*
Panelist: **Johanna Mair**, *Hertie School of Governance*
Participant: **Chang Wa Huynh**, *HEC Paris*

Like every year, the OMT doctoral consortium aims at providing late-stage doctoral students with research interests in the areas of organization and management theory practical advice on finding jobs, managing their careers, doing and publishing research, and teaching. It will also provide an opportunity for students to form relationships with others at the same stage in their career and with more senior scholars who share their research interests. The event consists of a series panel presentations, round-table conversations, and mentoring sessions.

Doctoral students interested in attending need to be nominated by a representative of their university department by May 15th, 2021. Nominations should be sent via this online form: <https://forms.gle/Ja6gJzkWNUm94Ari8>. For any questions, email the organizers Santi Furnari (Santi.Furnari.1@city.ac.uk) and Michel Anteby (manteby@bu.edu).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1388** | Submission: **10829** | Sponsor(s): **(OMT)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 9:00AM - 1:00PM ET (UTC-4)**

OMT Junior Faculty Consortium   
OMT Junior Faculty Consortium

- Organizer: **Marya Besharov**, *Oxford U., Saïd Business School*
Organizer: **Paul Tracey**, *U. of Cambridge*
Facilitator: **Roxana Barbulescu**, *HEC Paris*
Facilitator: **Daniel Beunza Ibanez**, *Cass Business School, City U. London*
Facilitator: **Tiziana Casciaro**, *U. of Toronto*
Facilitator: **Tina Dacin**, *Queen's U.*
Facilitator: **Giuseppe Delmestri**, *WU Vienna U. of Economics and Business*
Facilitator: **Gina Dokko**, *U. of California, Davis*
Facilitator: **Dror Etzion**, *McGill U.*
Facilitator: **Andrew J. Hoffman**, *U. of Michigan*
Facilitator: **Mukti Khaire**, *Harvard U.*
Facilitator: **Thomas B. Lawrence**, *Oxford U., Saïd Business School*
Facilitator: **Brandon H. Lee**, *Melbourne Business School*
Facilitator: **Siobhan O'Mahony**, *Boston U.*
Facilitator: **Trish Reay**, *U. of Alberta*
Facilitator: **Christopher I. Rider**, *U. of Michigan, Ross School of Business*
Facilitator: **Lori Rosenkopf**, *U. of Pennsylvania*
Facilitator: **Marvin Washington**, *Portland State U.*
Facilitator: **Klaus Weber**, *Northwestern U.*
Facilitator: **Ian O. Williamson**, *U. of California*
Facilitator: **Jeff York**, *U. of Colorado, Boulder*
Facilitator: **Meng Zhao**, *Nanyang Business School*
Facilitator: **Charlene E. Zietsma**, *Penn State U.*
Facilitator: **Vibha Gaba**, *INSEAD*
Facilitator: **Daniel Geiger**, *U. of Hamburg*
Facilitator: **Sun Hyun Park**, *Seoul National U.*
Facilitator: **Rachida Justo**, *IE Business School*
Facilitator: **Erica Helena Salvaj**, *U. del Desarrollo*
Facilitator: **W Chad Carlos**, *Brigham Young U.*

The OMT Junior Faculty Consortium provides a forum for junior scholars with interests in organization and management theory to get practical advice and build relationships that will help them prosper in their academic careers. It includes feedback sessions, panels, and facilitated discussions focused on three key topics: 1) developing research for publication with the help of seasoned scholars, 2) strategies for impact and growth as a researcher and teacher, and 3) navigating the early years of building a successful faculty career in diverse institutional settings.

Participation by invitation only. Applications due May 15. Please indicate in your application: 1. Your name, email address, title, institutional affiliation, 2. Your CV, 3. Extended abstract of a working paper for feedback purposes (5 pages max.) 4. An indication of three preferred faculty mentors. Please submit here: <https://goo.gl/forms/q85HtRWqy0EYzJE93>. Questions can be addressed to the organizers, Marya Besharov (Marya.Besharov@sbs.ox.ac.uk) and Paul Tracey (p.tracey@jbs.cam.ac.uk).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1389** | Submission: **11002** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 9:00AM - 11:00AMET (UTC-4)**

**AOM2021 STR Mid-Career Consortium: Managing Your
Evolving Career**
STR Mid-Career Consortium



Chair: **Daphne Yiu**, *U. of Oklahoma*
Chair: **Srikanth Paruchuri**, *Texas A&M U.*
Panelist: **Phanish Puranam**, *INSEAD*
Panelist: **Jack A. Nickerson**, *Washington U.*
Panelist: **Craig Crossland**, *U. of Notre Dame*
Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*
Panelist: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*
Panelist: **John Joseph**, *U. of California, Irvine*

The Strategic Management Division will once again sponsor a Mid-Career Consortium for the 2021 Annual Meeting of the Academy of Management. Following the Academy's decision to hold the meetings virtually, the Consortium will also be organized virtually. The Mid-Career Consortium is for STR faculty members who are tenured on or before August 2020 and have at least five years of academic experience. The consortium is designed to be an interactive session where mid-career faculty members will interact with senior faculty in a set of small group discussions on the opportunities and challenges scholars face as they transition from junior to senior scholars. The objective is to facilitate networking and discussion around the unique professional challenges, problems and opportunities facing STR faculty moving into their "Associate Professor Years."

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1390** | Submission: **11119** | Sponsor(s): **(STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 9:00AM- 1:00PMET (UTC-4)**

STR Junior Faculty Teaching Consortium 
STR Junior Faculty Teaching Consortium

Organizer: **Giada Di Stefano**, *Bocconi U.*
Organizer: **John Mawdsley**, *HEC Paris*
Panelist: **Gautam Ahuja**, *Cornell U.*
Panelist: **Nan Jia**, *U. of Southern California*
Panelist: **John Joseph**, *U. of California, Irvine*
Panelist: **Andrew King**, *Boston U. Questrom School of Business*
Panelist: **Tobias Kretschmer**, *LMU Munich*
Panelist: **Hong Luo**, *HBS*
Panelist: **Caterina Moschieri**, *IE Business School*
Panelist: **Henning Piezunka**, *INSEAD*

This consortium focuses on core business- and corporate-level strategic management teaching concepts, methods, and class management topics. The content will be most impactful to those early in their career, and the topics should be of particular interest to those relatively new to teaching strategic management. Our target audience is both research- and teaching-oriented Junior Faculty who are 0-5 years out. In particular, the consortium is organized around four panels focused on the following topics: a) combining teaching and research; b) case-based teaching; c) online teaching; and d) practical issues such as student engagement and class management.

Interested participants should apply via the application website (below). ***Application Website: <https://tinyurl.com/STRJrFacTeachConsortium2021> If you have questions about the STR Junior Faculty Teaching Consortium, please contact consortium co-chairs Giada Di Stefano or John Mawdsley

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **1391** | Submission: **16623** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 9:00AM- 1:00PMET (UTC-4)**

TIM Junior Faculty Consortium - Friday - Day 1 
TIM Junior Faculty Consortium

Organizer: **Annamaria Conti**, *U. of Lausanne*
Organizer: **Florenta Teodoridis**, *California Southern U.*

The Consortium will provide junior members of faculty in Technology and Innovation Management with insights how to thrive in the increasingly challenging academic environment. It focuses on strategies for building a career and increasing impact as a scholar and teacher. It will feature outstanding senior faculty members with proven research and teaching records, who will lead four interactive discussions about how to balance the competing pressures of teaching, research and service. They will provide first-hand and detailed advice about how to build a successful academic career in a range of different institutional settings. Participants will also learn about strategies for publishing in top journals, and engage with editors of prestigious journals in the field. Most importantly, participants will receive feedback on their “research trajectory” from their peers and senior faculty. The consortium will also provide participants with opportunities for networking with new peers and senior colleagues with interests in technology and innovation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1392** | Submission: **10276** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 10:00AM - 1:00PMET (UTC-4)**

HR Division Middle-Stage Doctoral Consortium
HR Division Middle-Stage Doctoral Consortium



Chair: **Karina Van De Voorde**, *Tilburg U.*
Chair: **Crystal M. Harold**, *Fox School of Business, Temple U.*
Organizer: **Karina Van De Voorde**, *Tilburg U.*
Organizer: **Crystal M. Harold**, *Fox School of Business, Temple U.*
Organizer: **Pascale Fricke**, *U. of British Columbia*
Organizer: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Organizer: **Brian W. McCormick**, *Northern Illinois U.*
Panelist: **Corine Boon**, *U. of Amsterdam*
Panelist: **Allison S. Gabriel**, *U. of Arizona*
Panelist: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Panelist: **Julie Irene Hancock**, *U. of North Texas*
Panelist: **Lauren Simon**, *U. of Arkansas*
Panelist: **Kristie Lynne McAlpine**, *Rutgers U.*
Panelist: **John P. Hausknecht**, *Cornell U.*
Panelist: **Jaap Paauwe**, *Tilburg U. / Erasmus U.*
Panelist: **Federica De Stefano**, *HEC Paris*
Panelist: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*
Panelist: **Sargam Garg**, *California State U. Sacramento*
Panelist: **Steven Kilroy**, *Tilburg U.*
Panelist: **Elizabeth McClean**, *U. of Arizona*
Panelist: **Peter Bamberger**, *Tel Aviv U.*

This workshop is geared toward HR doctoral students in the middle of their program. The goal of this workshop is to help these students navigate the collection of career issues that begin to emerge when students are about halfway through a doctoral program. In many PhD programs, the middle stage is a critical point. Students are expected to begin the transition into independent scholars, start building professional networks, move beyond the structure of courses and exams, and develop skills as an instructor. The workshop topics are designed to help these students develop the knowledge and skills required to be successful at this middle-stage and continue their development into strong researchers and teachers. It is also a way for HR doctoral students to build connections with others and become more involved in the HR Division.

This session requires pre-registration. Please register by emailing Crystal Harold at charold@temple.edu.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1393** | Submission: **10641** | Sponsor(s): **(HR, OB, CAR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 10:00AM - 2:00PMET (UTC-4)**

HR Division New Faculty Consortium 2.0; “The Series”
HR New Faculty Consortium



Chair: **Philip L. Roth**, *Clemson U.*
Chair: **Michal Biron**, *U. of Haifa*
Organizer: **Joel Koopman**, *Texas A&M U.*
Organizer: **Julie Irene Hancock**, *U. of North Texas*
Organizer: **Brian Harney**, *Dublin City U.*
Organizer: **Kathleen Keeler**, *Ohio State U.*
Organizer: **Young Eun Lee**, *Texas A&M U., College Station*
Participant: **Patrick Wright**, *U. of South Carolina*
Participant: **Derek R. Avery**, *U. of Houston*
Participant: **Miriam Erez**, *Technion - Israel Institute of Technology*
Participant: **Patrick F. McKay**, *Fox School of Business, Temple U.*
Participant: **Karin Sanders**, *UNSW Business School, Australia*
Participant: **Chad Van Iddekinge**, *U. of Iowa*
Participant: **Steven Charlier**, *Georgia Southern U.*
Participant: **Corine Boon**, *U. of Amsterdam*
Participant: **Rebecca Hewett**, *Erasmus U. Rotterdam*
Participant: **Anthony J. Nyberg**, *U. of South Carolina*
Participant: **Jill Ellingson**, *U. of Kansas*
Participant: **Christopher C. Rosen**, *U. of Arkansas*
Participant: **Le Zhou**, *U. of Minnesota*
Participant: **Shay Tzafrir**, *U. of Haifa*
Participant: **Chu-Hsiang Chang**, *Michigan State U.*
Participant: **Kaifeng Jiang**, *Ohio State U.*
Participant: **Mark Alan Davis**, *U. of North Texas*
Participant: **In-Sue Oh**, *Fox School of Business, Temple U.*
Participant: **Jaap Paauwe**, *Tilburg U. / Erasmus U.*
Participant: **Helen De Cieri**, *Monash U.*
Presenter: **Brian W. Swider**, *U. of Florida*
Participant: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*

The New Faculty HR Consortium (NFC) is geared toward helping recently hired professors (e.g., assistant professors) start their careers. Sessions will focus on effective teaching, quality research, and other career development activities. In order to foster a sense of community and continuity, the consortium will hold a session during the virtual 2021 convention. In addition, the consortium will hold two other sessions that will be hosted online before the 2021 virtual meetings.

This session requires pre-registration. Please register by emailing Young Eun Lee at: ylee@mays.tamu.edu, with your CV and a list of 3-4 research interests.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1394** | Submission: **16576** | Sponsor(s): **(IM, AAM, IAM, INDAM, STR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 10:00AM- 11:30AMET (UTC-4)**

**International Management Division Paper
Development Workshop - Part 2**
IM Division PDW PART 2



Speaker: **Christina L Ahmadjian**, *Hitotsubashi U.*
Speaker: **Daniel Blake**, *IE Business School*
Speaker: **Jesper Edman**, *Waseda U.*
Speaker: **Elena Kulchina**, *North Carolina State U.*
Speaker: **Jane Lu**, *City U. of Hong Kong*
Speaker: **Dana B. Minbaeva**, *Copenhagen Business School*
Speaker: **Klaus Meyer**, *Ivey Business School*
Speaker: **Anand Nandkumar**, *Indian School of Business*
Speaker: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Speaker: **Markus David Tausig**, *Rutgers Business School*
Speaker: **Paul M Vaaler**, *U. of Minnesota*
Speaker: **Danqing Wang**, *Hong Kong U. of Science and Technology*
Speaker: **Christopher B. Yenkey**, *Darla Moore School of Business, U. of South Carolina*
Speaker: **Michael A. Witt**, *INSEAD*
Speaker: **Srividya Jandhyala**, *ESSEC Business School*

The participants of the International Management Division Paper Development Workshop will get a chance to get candid and developmental feedback from several senior, highly experienced scholars. As the purpose of this PDW is to provide junior scholars with developmental feedback on their research, papers submitted must fit under the International Management mandate.

This is an Invite Only Session.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1395** | Submission: **11879** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 11:00AM - 4:30PMET (UTC-4)**

Junior Faculty Consortium 
Junior Faculty Consortium

Organizer: **Linda Rouleau**, *HEC Montreal*

Organizer: **Steven H. Cady**, *Bowling Green State U.*

Participant: **Christopher Klinghardt**, *U. of Edinburgh business school*

The annual Junior Faculty Consortium is in its third edition. It constitutes an opportunity for junior faculty members to receive mentoring from established ODC scholars, establish connections with other early-career scholars, and learn about the ODC community. This virtual event will occur on Saturday, July 31 while the mentoring sessions will be organized throughout the whole AOM according to participants availability. To attend, junior faculty members will have to first submit an application to the consortium organizers, Linda Rouleau (linda.rouleau@hec.ca), et Steve Cady (scady@bgsu.edu), Christopher Klinghardt (Christopher.Klinghardt@ed.ac.uk). When the application will be formally accepted, Junior faculty members will have to register for this session. The consortium will be held on QiqoChat platform.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1396** | Submission: **11892** | Sponsor(s): **(ODC)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 11:00AM - 4:30PMET (UTC-4)**

ODC Doctoral Consortium 
ODC Doctoral Consortium

Organizer: **Linda Rouleau**, *HEC Montreal*
Organizer: **Steven H. Cady**, *Bowling Green State U.*
Organizer: **Christopher Klinghardt**, *U. of Edinburgh business school*
Panelist: **Jill Waymire Paine**, *IE Business School*
Panelist: **Rouven Kanitz**, *LMU Munich School of Management*
Panelist: **John Matthew Amis**, *U. of Edinburgh*
Panelist: **Danielle Zandee**, *Nyenrode Business U.*
Panelist: **Gavin M. Schwarz**, *UNSW Sydney*
Panelist: **Quy Nguyen Huy**, *INSEAD*
Panelist: **Joanne Preston**, *Joanne C. Preston & Associates*
Discussant: **Claudia Gabbioneta**, *Newcastle U.*
Discussant: **Clifford Oswick**, *City U. London*
Discussant: **David Bright**, *Wright State U.*
Discussant: **James D. Ludema**, *Calvin U.*
Discussant: **Maria B. Gondo**, *U. of Mississippi*
Discussant: **Markus Perkmann**, *Imperial College London*
Discussant: **Patrice Elizabeth Rosenthal**, *Fielding Graduate U.*
Discussant: **Richard W. Stackman**, *U. of San Francisco*
Discussant: **Gretchen Marie Spreitzer**, *U. of Michigan*
Discussant: **Reut Livne-Tarandach**, *Manhattan College*
Discussant: **Gary Mangiofico**, *Pepperdine U.*
Discussant: **Melvin L. Smith**, *Case Western Reserve U.*
Discussant: **Deborah A. O'Neil**, *Bowling Green State U.*

The annual ODC Doctoral Consortium is an opportunity for PhD students to receive mentoring from established ODC scholars, establish connections with other early-career scholars, and learn about the ODC community. This virtual event will occur on Saturday, July 31 while the mentoring sessions will be organized throughout the whole AOM according to participants availability. To attend, junior faculty members will have to first submit an application to the consortium organizers, Linda Rouleau (linda.rouleau@hec.ca), et Steve Cady (scady@bgsu.edu), Christopher Klinghardt (Christopher.Klinghardt@ed.ac.uk). When the application will be formally accepted, Junior faculty members will have to register for this session. The consortium will be held on QiqoChat platform.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1397** | Submission: **15043** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 12:00PM - 3:00PMET (UTC-4)**

TIM Doctoral Research Development Workshop 
TIM Doctoral Research PDW

Organizer: **Jean-François Soublière**, *HEC Montreal*
Organizer: **Elie J. Sung**, *HEC Paris*
Organizer: **Joey Van Angeren**, *Vrije U. Amsterdam*

The workshop is designed as an idea-, paper-, and dissertation- development meeting for PhD students interested in technology, innovation, creativity, product development, and related topics. Students may be at any stage of a PhD program, and similarly the ideas brought to the workshop can range from initial ideas of a paper or dissertation to a fully-developed paper. The workshop will be comprised of a panel discussion of what makes quality research, as well as extensive time dedicated to round table conversations about submitted research ideas from doctoral students. Workshop facilitators will include a mix of junior, mid-career, and senior scholars whose research focus on TIM-related areas. Many of the facilitators have served as members of the TIM leadership committee or have been finalists of different TIM Awards including TIM Dissertation Award. Participation is limited to 30 students. To apply, please visit <https://forms.gle/E1b2PVxQ4TDXSmCc6> and upload a 3-page extended abstract of your doctoral research and your resume,

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1398** | Submission: **16624** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 12:00PM - 4:00PMET (UTC-4)**

TIM Junior Faculty Consortium - Saturday - Day 2
TIM Junior Faculty Consortium



Organizer: **Annamaria Conti**, *U. of Lausanne*
Participant: **Florenta Teodoridis**, *California Southern U.*

The Consortium will provide junior members of faculty in Technology and Innovation Management with insights how to thrive in the increasingly challenging academic environment. It focuses on strategies for building a career and increasing impact as a scholar and teacher. It will feature outstanding senior faculty members with proven research and teaching records, who will lead four interactive discussions about how to balance the competing pressures of teaching, research and service. They will provide first-hand and detailed advice about how to build a successful academic career in a range of different institutional settings. Participants will also learn about strategies for publishing in top journals, and engage with editors of prestigious journals in the field. Most importantly, participants will receive feedback on their “research trajectory” from their peers and senior faculty. The consortium will also provide participants with opportunities for networking with new peers and senior colleagues with interests in technology and innovation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1399** | Submission: **16577** | Sponsor(s): **(CMS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 2:00PM - 4:30PMET (UTC-4)**

Doctoral Student and Early Career Scholar Consortium: Fostering Critical Scholars and Scholarship



Doctoral and Early Career Consortium

Facilitator: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Facilitator: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Facilitator: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Facilitator: **Alexandra Bristow**, *The Open U. Business School*
Facilitator: **Caroline Clarke**, *The Open U. Business School*
Chair: **Stephen Cummings**, *Victoria U. of Wellington*
Facilitator: **Marie Hasbi**, *Vrije U. Amsterdam*
Facilitator: **Richard Longman**, *U. of the West of England*
Facilitator: **Fernanda Filgueiras Sauerbronn**, *Federal U. of Rio de Janeiro*
Facilitator: **Arturo E. Osorio**, *Rutgers U.*
Chair: **Ajmesh Prasad**, *CMS*
Facilitator: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Facilitator: **Elina Riivari**, *U. of Jyväskylä*
Facilitator: **Paulina Segarra**, *U. Anáhuac México*
Facilitator: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Facilitator: **Patrizia Zaroni**, *Hasselt U. & Utrecht U.*

The Critical Management Studies Division Doctoral Student and Early Career Scholar Consortium is aimed at meeting the needs of both doctoral students and early career scholars interested in critical research, education and engagement. The consortium provides a great opportunity for participants to connect with like-minded individuals at all career stages, from varied nationalities and backgrounds, and explore ideas, share knowledge and contribute to the discussion on a diverse range of topics and issues. Also, the consortium affords participants the opportunity for one-on-one discussion with more experienced critical management scholars. The Division's Professional Development Workshop Program, which starts after the Consortium and runs through to Saturday evening, offers participants further opportunities for development on a variety of related topics.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1400** | Submission: **16695** | Sponsor(s): **(HR)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 3:00PM - 4:00PMET (UTC-4)**

HR Division Late-Stage Doctoral Student Consortium, Part 2 
HR Division Late-Stage Doc Student Consortium, 2

Panelist: **Cindy Muir-Zapata**, *U. of Notre Dame*
Panelist: **Sherry M. B. Thatcher**, *U. of South Carolina*
Panelist: **Mark Learmonth**, *Durham U.*
Panelist: **Ryan D. Zimmerman**, *Human Resource Management*
Panelist: **Lillian Eby**, *U. of Georgia*
Panelist: **Jason Huang**, *Michigan State U.*
Panelist: **Berrin Erdogan**, *Portland State U.*
Panelist: **Pawan S. Budhwar**, *Aston U.*
Panelist: **John E. Delery**, *U. of Arkansas*
Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*
Organizer: **Helen De Cieri**, *Monash U.*
Panelist: **Kevin W. Rockmann**, *George Mason U.*

This session will feature a "Meet the Editors" panel, where participants will hear perspectives on research and publishing from editors of top journals in our field. This session is open to participants of the three HR Division-sponsored consortia.

This session is by invitation only. Participants in the HR Division Late-Stage Doctoral Consortium, Middle-Stage Doctoral Consortium, and New Faculty Consortium will receive invitations to attend this "Meet the Editors" panel session.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1401** | Submission: **10353** | Sponsor(s): **(IM, AAM, IAM, INDAM, STR, OB)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Wednesday, Aug 4 2021 9:30PM - 11:00PMET (UTC-4)**

International Management Division Paper Development Workshop - PART 1 *IM Division PDW PART 1*

Chair: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Christina L Ahmadjian**, *Hitotsubashi U.*
Participant: **Daniel Blake**, *IE Business School*
Participant: **Jesper Edman**, *Waseda U.*
Participant: **Elena Kulchina**, *North Carolina State U.*
Participant: **Jane Lu**, *City U. of Hong Kong*
Participant: **Dana B. Minbaeva**, *Copenhagen Business School*
Participant: **Klaus Meyer**, *Ivey Business School*
Participant: **Anand Nandkumar**, *Indian School of Business*
Participant: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Participant: **Markus David Taussig**, *Rutgers Business School*
Participant: **Paul M Vaaler**, *U. of Minnesota*
Participant: **Danqing Wang**, *Hong Kong U. of Science and Technology*
Participant: **Christopher B. Yenkey**, *Darla Moore School of Business, U. of South Carolina*
Participant: **Michael A. Witt**, *INSEAD*

The participants of the International Management Division Paper Development Workshop will get a chance to get candid and developmental feedback from several senior, highly experienced scholars. As the purpose of this PDW is to provide junior scholars with developmental feedback on their research, papers submitted must fit under the International Management mandate.

This is an Invite Only Session

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Academic and Teaching Career Dynamics

CAR: **Heeding the call of science: What leads PhD graduates to pursue an academic career?**

Author: **Elisabeth Mueller**, *Bundeswehr U. Munich*
Author: **Joachim Schnurbus**, *U. of Passau*

The academic workplace has undergone substantial changes over the past decades. However, the implications of these developments for the career choices of junior scientists, i.e., PhD graduates, are largely unexplored. In this study, we build on the basic premises of social cognitive career theory (SCCT) to investigate the personality-related, behavioral, and environmental factors that lead individuals to pursue an academic career. Using panel data from a cohort of PhD students who graduated in the 2014 academic year in Germany, we find that factors from these three categories influence PhD graduates' career decisions, although some factors do not (or do not only) have a direct influence, but interact with the other factors. Our results show that PhD graduates' involvement in research collaborations and their level of intrinsic motivation are the most important factors influencing their decisions to stay in academia, and that the former strengthens the influence of the latter. Our findings may encourage researchers to further investigate the applicability of SCCT to PhD graduates' decisions to choose an academic career.

Paper is Available to Meeting Registrants Only.

CAR: **Dissertators with Distantly Related Foci Face Divergent Near-Term Outcomes**

Author: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Author: **Andrew Hanks**, *Ohio State U.*
Author: **Xuechao Qian**, *Ohio State U.*
Author: **Bo Wang**, *Ohio State U.*
Author: **Bruce Weinberg**, *Ohio State U.*

Institutional leaders have long championed interdisciplinary research; however, researchers have paid relatively little attention to the people responding to such calls and their subsequent career outcomes. With the benefit of two large datasets spanning from 1986 through 2016, we show that interdisciplinary dissertations have become consistently more common in recent years as institutional leaders have highlighted the value of boundary-spanning research for solving important and emergent problems. With the benefit of survey data from a near-complete population of all dissertators in the US starting in 2001 through 2016, we observe a consistent upward trend in interdisciplinary dissertations. Unfortunately, we show that these interdisciplinary dissertators have experienced a comparably persistent penalty when considering salaries for their first year after earning the PhD. We also show that among interdisciplinary dissertators, individuals in lower-paying fields tend to earn more when choosing distantly related topic-combinations whereas researchers in higher-paying fields tend to be most rewarded for staying within relatively narrow disciplinary silos.

Paper is Available to Meeting Registrants Only.

CAR: **Understanding Career Decision-Making of Teachers' through the Lens of Job Crafting**

Author: **Hayuta Yinon**, *Oranim College of Education*

Teachers are often viewed as having straightforward, 'flat' teaching careers, but their career paths are in fact often quite complex. This qualitative study characterizes the career decision-making processes of 34 teachers in Israel. It relates to the field of career research, with a focus on the 'meaning of work' and job crafting. The present study attempts to extend the limited literature that connects between teachers' career decision-making processes and job crafting, by examining how teachers' experiences of meaningfulness and meaninglessness serve as an underlying platform for making informed career decisions using different forms of job crafting. The career stories of the teachers included descriptions of their career-related decisions made over a period of ten years. Collected through semi-structured interviews, their stories were analyzed through hermeneutic processes of data analysis and interpretation. The findings of the study revealed that when making career decisions, the teachers applied the promotion-approach-expansion form of job crafting when experiencing meaningfulness. On the other hand, they used the prevention-avoidance-reduction form of job crafting when facing meaninglessness. As a result, applying the promotion-approach-expansion form of job crafting led to decisions of meaningfulness preservation, while utilizing the prevention-avoidance-reduction form of job crafting steered attrition decisions.

Paper is Available to Meeting Registrants Only.

CAR: **Navigating conflicting logics: Early or late(r) retirement in the German teaching profession?**

Author: **Heike Schroder**, *Queen's U. Belfast*
Author: **Katharina Chudzikowski**, *U. of Bath*

Drawing on the institutional logics perspective and life course theory, we explore conflicting logics related to retirement: early retirement versus late(r) retirement in line with extended working life policies. Using qualitative interview data collected in a multiple nested case study, we explore how secondary school teachers in a German School District conceptualise these conflicting logics in the context of factors at the micro-individual, meso-organisation and macro-policy level of analysis that enabled and/or constrained retirement transitions. We further explore teachers' narratives to evaluate how they navigated these multi-level factors and whether they were able to control and/or plan retirement timing. Our findings indicate that conflicting logics were perceived similarly by the individuals in our study, but that they navigated these logics differently depending on existing experiences related to career proactivity and changes to professional identities. Using five narratives based on four extreme cases, we outline how individuals were able to use human agency when navigating factors that influenced their anticipated retirement transitions, but this was mostly seen as a strategic adaptation to their constraining external environment rather than rational choice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Career Strategy and Career Management

CAR: Local Worker Perspectives from Nicaraguan Surf Tourism: Revisiting Career Anchors

Author: **Amanda Peticca-Harris**, *Grenoble Ecole de Management*
Author: **Michelle Mielly**, *Grenoble Ecole de Management*

This qualitative study explores the internal careers of local workers in the highly internationalized sector of surf tourism using career anchor theory. The results of the study indicate the sustained value and instrumentality of Schein's original career anchor theory. Specifically, the results suggest that the most common career anchors for our sample of local workers were lifestyle, security and stability, and entrepreneurial creativity. These findings provide valuable insights on the career anchors of workers in non-bureaucratic vocational settings and shed light on local workers' career decisions, an often-neglected perspective within international human resource management.

Paper is NOT Available. Please contact the author(s).

CAR: Why Side Hustle? Multi-level Antecedents of Multiple Job Holding

Author: **Chayanika Bhayana**, *Indian Institute of Management, Ahmedabad*
Author: **KV Gopakumar**, *Indian Institute of Management, Ahmedabad*
Author: **Neharika Vohra**, *Indian Institute of Management, Ahmedabad*

Even though multiple job holding (MJH) is not a new phenomenon, the recent trends in the contemporary work context, such as technology-enabled platforms, are bringing about a renewed interest in the field, as people are increasingly exploring opportunities to monetize their interests and passions by engaging in additional work along with their full-time employment. Therefore, a comprehensive understanding of what factors lead people to engage in multiple jobs, and in what ways, becomes important. Current research on MJH either focuses on outcomes of MJH, or examines the individual-level motivations to take up multiple jobs, while largely understating the role of contextual factors. Our review offers a synthesized framework of antecedents of MJH operating at multiple levels – individual, job, organizational, and macro level. The framework also captures the mechanisms through which these antecedents influence MJH. Synthesizing these different levels of factors can facilitate organizations to better design policies and practices to address the issues related to MJH arrangements and employment contracts.

Paper is NOT Available. Please contact the author(s).

CAR: Too Much of a Good Thing? Resilience as a Predictor of Academic Commitment in (Un)Challenging Times

Author: **Daniela Datzler**, *LMU Munich*
Author: **Stefan Razinskas**, *Freie U. Berlin*
Author: **Martin Hoegl**, *LMU Munich*
Author: **Yvette Hofmann**, *U. of Munich*

Addressing the problem of the demand for STEM jobs outstripping the supply has stimulated particular investigations of the “leaky pipeline” at early stages, that is, the vocational qualification of STEM professionals. In a longitudinal study, we investigate the development of affective commitment to STEM disciplines in students (N = 234). Given that both the academic life in, and the working context of, STEM disciplines are particularly challenging, resilience appears to be an important resource in STEM careers. By pursuing an interactionist approach, we investigate the question of if and under which circumstances resilience is particularly useful in maintaining affective commitment. Consistent with our theorizing, the results of latent growth curve modeling show the relationship between resilience as the personal ability to overcome adverse events and the development of commitment over time to be curvilinear. Whereas high levels of resilience prove beneficial in the face of adverse conditions, a too-much-of-a-good-thing effect is observed for highly resilient individuals in non-challenging environments. Our findings offer important practical and theoretical implications for addressing the leaky pipeline early by enhancing the affective commitment to STEM disciplines in students.

Paper is NOT Available. Please contact the author(s).

CAR: Motivational career resources and subjective career success: A longitudinal cross-lagged analysis

Author: **Yasir Mansoor Kundi**, *Aix-Marseille Graduate School of Management – IAE, France*
Author: **Sandrine HOLLET-HAUDEBERT**, *IAE Toulon*
Author: **Jonathan PETERSON**, *Aix-Marseille Graduate School of Management – IAE, France*

The purpose of this research was to examine the relationships between motivational career resources and subjective career success across time, and to determine the mediating role of job crafting in these relationships. A two-wave longitudinal study was conducted with a sample of 193 full-time business professionals. Results indicated that motivational career resources positively relate to subjective career success assessed concurrently and longitudinally. Additionally, motivational career resources predicted an increase in subjective career success over a six-month period, after controlling for baseline levels of motivational career resources. Bootstrapped tests of mediation revealed that motivational career resources exerted a significant indirect effect on subjective career success through its associations with job crafting behavior. This study suggests that career resources have an impact on employee career success over time through job crafting.

Paper is NOT Available. Please contact the author(s).

CAR: Organizational Career Management in New Career Era: Scale Development and Validation

Author: **Wenxia Zhou**, *Renmin U. of China*
Author: **Qinglin Zhao**, *Renmin U. of China*
Author: **Nan Jiang**, *Renmin U. of China*
Author: **Puxin Lin**, *LIN PUXIN*

Despite the widely recognized change of career management in the new career era, little is known about whether the organizational career management practices are different from previous ones and their both possible beneficial and detrimental effects. In this paper, we developed a scale of organizational career management that reflected some features of the new career era based on an open questionnaire and literature review. Two independent studies were conducted (N=320; N=216) to examine the reliability and validity of the scale. The final OCM scale includes four dimensions: boundaryless and autonomy work, diversification, training and development, work-family balance. Further, we tested the effectiveness of the perceived organizational career management based on 179 employees over two months interval. We found both the possible benefits (i.e., higher organizational commitment and less turnover intention) and risks of perceived organizational career management (higher career competency and more likely to leave organizations). The contributions, practical complications, and future research suggestions are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Entrepreneurial Careers

CAR: Examining Women's Entrepreneurial Careers as Yoga Teachers 

Author: **Amanda Peticca-Harris**, *Grenoble Ecole de Management*
Author: **Sara R. S. T. A. Elias**, *U. of Victoria*
Author: **M. N. Ravishankar**, *Loughborough U.*

In this qualitative, interview-based study, we explore 49 North American women's entrepreneurial career experiences in their efforts to teach yoga, a 'slow fitness' activity. We draw on contemporary theories of sport entrepreneurship and lifestyle entrepreneurship to illustrate the critical role that context plays in facilitating and limiting their career experiences. We illustrate how lifestyle entrepreneurial careers are a contextualized, relational, and embodied process using three distinct, yet interconnected processual dimensions: self-discovery, quest for legitimacy, and balancing tensions. We relate these results to a broader discussion about the challenges of using entrepreneurial careers to make a difference in one's life, and in the world more broadly, while surfacing some of the discursive gendered politics that shape the economic realities of their self-employment.

Paper is NOT Available. Please contact the author(s).

CAR: Career Transitions to Entrepreneurship: Through the Lens of Mid-Career African American Women

Author: **Joanna F. Norman**, *U. of Texas at Tyler*
Author: **Leah Aiken**, *U. of Texas at Tyler*
Author: **Tomika Greer**, *U. of Houston*

Racial and ethnic minority (REM) women are choosing entrepreneurial careers, owning over 8 million businesses in the United States. Few entrepreneurial studies exist on both women and racial/ethnic minorities - groups that historically face greater barriers to business ownership. No studies were found that focused on the career transitions of minority women. This study fills a void in the current career transition and entrepreneurship literature by using the Transition Theory 4S model to evaluate minority women's career transitions to entrepreneurship. Nine African American women entrepreneurs participated in this phenomenological study. Semi-structured interviews were used to deepen understanding of their lived experiences during the career transition. Results suggest that many minority women entrepreneurs are fulfilling a long-term goal of business ownership. Despite being the chief officer, many encountered situations where they must prove themselves as a business owner, especially when seeking capital to open or expand the business. Tenacity, a desire to succeed, and a strong support system have bolstered their success. This study adds new knowledge about minority women's career transitions to entrepreneurship and offers implications for practitioners interested in supporting minority women as they transition to entrepreneurship.

Paper is Available to Meeting Registrants Only.

CAR: Personality and narcissism in mentoring for entrepreneurs: Do they affect learning outcomes?

Author: **Soumaya Meddeb**, *UQTR*
Author: **Etienne St-Jean**, *UQTR*

The personality configuration of mentors and mentees is important in understanding mentoring outcomes. While the best mentors appear to have higher degrees of agreeableness and conscientiousness, entrepreneurs generally score lower on these characteristics and have higher degrees of narcissism, a personality trait that is detrimental to mentoring. We investigated the interaction of narcissism with two traits from the Big Five Inventory on the main recognized mentoring outcome, namely entrepreneurial learning. Our findings suggest that mentors' agreeableness mitigates the relationship between the mentees' narcissism and their learning, and that highly conscientious mentees learn less from narcissistic mentors. These findings show certain beneficial personality configurations in entrepreneurial mentoring and provide elements to consider in managerial practice when pairing mentors and mentees in this context.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Leadership and Work Outcomes

CAR: What if I have Two Bosses? Examining LMX Within Dual Jobholders

Author: **Brian Webster**, *Ball State U.*
Author: **Mickey B. Smith**, *U. of South Alabama*
Author: **Bryan D. Edwards**, *Oklahoma State U.*
Author: **Mackenzie Miller**, *Ball State U.*

The present study sheds light on a growing body of literature; dual jobholders. We examine if and how high LMX relationships at one's second job impacts one's work experience at the primary job. Drawing from social exchange theory, we show that dual jobholders engaged in high LMX relationships at their second job exhibit lower work engagement at their primary job. Moreover, we identify intentions to leave one's primary job as the mediating mechanism by which the relationship between second job LMX and primary job work engagement occurs. We extend work on social exchange theory by demonstrating that resources expended toward one relationship may have leave little resources left over to devote to other relationships. We also introduce the study of a supervisory variable, LMX, into the emerging literature on dual jobholders. We highlight that dual jobholders, who have more than one supervisor, may experience work in a different manner than their single jobholding counterparts. We discuss the theoretical, research, and practical implications of our work.

Paper is Available to Meeting Registrants Only.

CAR: Leader Personal Brand Equity and Team Resilience: The Role Of Perceived Leader Bottom-Line Mentality

Author: **Wei Wu**, *Renmin U. of China*
Author: **Guoyang Zheng**, *Renmin U. of China*
Author: **Lynda Song**, *Leeds U. Business School*

Taking the perspective of the crossover model of COR, we examine the relationship between the leader's personal brand equity and team effectiveness, focusing especially on the mediating role of team resilience and the moderating role of perceived leader bottom-line mentality. Data were collected with a three-wave survey administered to a final sample of 445 employees in 75 teams from a private hospital in China. Our results show that the leader's personal brand equity can promote team members' task performance and creativity via team resilience. Additionally, perceived leader's bottom-line mentality, as a moderator, negatively moderates this conversation. The theoretical and practical implications of this research are discussed.

Paper is Available to Meeting Registrants Only.

CAR: How and when servant leaders foster employee work meaningfulness

Author: **Yingyin Shao**, *Jinan U. Management School*
Author: **Angela Jie Xu**, *Jinan U.*
Author: **Shuzhen Lin**, *Jinan U. Management School*

Understanding how and when leaders foster employee work meaningfulness is theoretically and practically important. Drawing on the theoretical underpinnings of servant leadership and person-environment fit, we propose that servant leaders, with an emphasis on putting followers first, would help employees fit into their job (i.e., person-job fit) and subsequently promote their work meaningfulness. Moreover, we argue that working under servant leaders who possess high rather than low prototypicality would make employees more likely find congruence with their jobs and experience more work meaningfulness as a result. A full-time working sample from China evidenced our hypotheses. Our findings provide important contributions to extant management literature and carry vital practical implications for organizations to develop employee work meaningfulness.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1406** | Submission: **12882** | Sponsor(s): **(CAR, OB)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Careers in the Rough: A Paper Development Workshop

Careers in the Rough: A Paper Development Workshop



Coordinator: **Marijke Verbruggen**, *KU Leuven*
Coordinator: **Stefanie Gustafsson**, *U. of Bath*
Participant: **Jos Akkermans**, *Vrije U. Amsterdam*
Participant: **Gina Dokko**, *U. of California, Davis*
Participant: **Peter Heslin**, *UNSW Sydney*
Participant: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Participant: **Kimberly A. Eddleston**, *Northeastern U.*
Participant: **Sherry E. Sullivan**, *Bowling Green State U.*
Participant: **Maury Peiperl**, *George Mason U.*
Participant: **Shoshana Dobrow**, *London School of Economics*
Participant: **Wolfgang Mayrhofer**, *WU Vienna*
Participant: **Gayle M. Baugh**, *S. Gayle*
Participant: **Nicky Dries**, *KU Leuven*
Participant: **Michael B. Arthur**, *Suffolk U.*
Participant: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*
Participant: **Bert Schreurs**, *Vrije U. Brussel*
Participant: **Danna Greenberg**, *Babson College*
Participant: **Ans De Vos**, *U. of Antwerp/ Antwerp Management School*
Participant: **Joanne Duberley**, *U. of Birmingham*
Participant: **Emma Parry**, *Cranfield U.*
Participant: **Mel Fugate**, *Mississippi State U.*
Participant: **Jelena Zikic**, *York U.*
Participant: **Alexander Newman**, *Deakin U.*
Participant: **Julia Richardson**, *Curtin U.*

Careers in the Rough is a workshop consisting of accomplished scholars mentoring PhD students and/or junior scholars who submit careers papers that are in the formative stages. Research in the careers domain includes topics such as: people's lifelong succession of work experiences, the structure of opportunity to work, the relationship between careers and other aspects of life, individual career development, career management strategies, relationships between human resource systems and careers, career outcomes (e.g., success, plateauing, discouragement, derailment), life cycle interactions with work, race, culture, and gender effects on careers, labor force diversity, internal labor market structures and functions, cross-cultural careers, and effects of demographic and social changes on work. Participants are asked to provide a manuscript that is close to submission for a refereed journal. They can also write up to 250 words on a challenge they want help addressing. Each participant will receive detailed feedback regarding the positive aspects of their work, as well as helpful input regarding how it can be improved from two accomplished scholars. This PDW will thus foster the design and development of good careers research into valuable careers publications.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When is Enough, Enough? Insights on Career Implications of Being Treated Unfairly at Work
Career Implications of Unfair Treatment at Work



Presenter: **Paulien D'Huyvetter**, *KU Leuven*
Participant: **Marijke Verbruggen**, *KU Leuven*
Presenter: **Gina Gaio Santos**, *School of Economics and Management, U. of Minho, Braga, Portugal*
Discussant: **Ryan M. Vogel**, *Fox School of Business, Temple U.*
Presenter: **Alycia Marie Damp**, *U. of Toronto*
Participant: **David Zweig**, *U. of Toronto*

Despite the prevalence of individuals experiencing unfairness at work in many different forms across the globe, we know little about how being treated unfairly has implications for one's career success. Without this knowledge, we are ill equipped to advise individuals who are treated unfairly on best practices for managing their situations in ways that will limit potential damage to their careers. This symposium includes three papers, each of which investigates mistreatment or unfairness at work within a specific context: abusive supervision, the 'dark' side of friendship, and knowledge theft. We integrate these contexts here with two central objectives: 1) to understand how exposure to mistreatment or unfairness affects individuals' career-related outcomes, and 2) to understand when, why, and how individuals should act to effectively manage their experiences. Importantly, all papers highlight some of the perceived career-related costs associated with acting or failing to act when responding to unfairness or mistreatment at work. By providing insight on the mechanisms involved with action or inaction, we contribute new knowledge to the field that will inform individuals on how to protect their careers when they are exposed to mistreatment or unfairness in the workplace.

When is Enough, Enough? Insights on Career Implications of Being Treated Unfairly at Work

Author: **Paulien D'Huyvetter**, *KU Leuven*
Author: **Marijke Verbruggen**, *KU Leuven*
Author: **Gina Gaio Santos**, *School of Economics and Management, U. of Minho, Braga, Portugal*
Author: **Ryan M. Vogel**, *Fox School of Business, Temple U.*
Author: **David Zweig**, *U. of Toronto*
Author: **Alycia Marie Damp**, *U. of Toronto*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Career Regret and Career Sacrifice: The Less Examined Yet Ever - Present Career Experiences

Career Regret and Career Sacrifice



Presenter: **Alexandra Budjanovcanin**, *King's College London*
Presenter: **Jelena Zikic**, *York U.*
Participant: **Chris Woodrow**, *Henley Business School, U. of Reading*
Participant: **Soodabeh Mansoori**, *York U., Toronto*
Presenter: **Michael Clinton**, *King's College London*
Presenter: **John Blenkinsopp**, *Newcastle Business School, Northumbria U.*
Participant: **Olaolu Eniola**, *Newcastle Business School, Northumbria U.*
Participant: **Shuo Wang**, *Newcastle Business School, Northumbria U.*
Discussant: **Ricardo Rodrigues**, *King's College London*

This symposium explores career regret and career sacrifice – phenomena experienced by many individuals throughout the course of their working lives. Career regret is the feeling of wishing to undo a past decision made in one's career, whereas career sacrifice involves a decision to give something up in one's career. These related career experiences have both been relatively under-explored in the field of careers and organisational behaviour (Byington, Felps and Baruch, 2019). However, their prevalence and their potential to impact on the careers and well-being of career actors, especially in the current turbulent climate, calls for a better understanding of these phenomena. Scholars in this symposium have been united in their motivation to further understand these phenomena and their individual and organisational consequences

The Remains of the Day: Dealing with Regret in Later Career

Author: **John Blenkinsopp**, *Newcastle Business School, Northumbria U.*
Author: **Shuo Wang**, *Newcastle Business School, Northumbria U.*
Author: **Olaolu Eniola**, *Newcastle Business School, Northumbria U.*

Regret's Consequences: The Performance of Regret Workers

Author: **Alexandra Budjanovcanin**, *King's College London*
Author: **Chris Woodrow**, *Henley Business School, U. of Reading*

Higher Role Performance... but Higher Partner Self-Sacrifice Too. Does Worker Self-Sacrifice Pay Off?

Author: **Michael Clinton**, *King's College London*

Unpacking Career Sacrifice: From Prosocial Benefits to Regret

Author: **Jelena Zikic**, *York U.*
Author: **Soodabeh Mansoori**, *York U., Toronto*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Teams in Conflict

CM: **Team Conflict Perception Over Time in Virtual Teams: A Cross-Level Moderating Role of Cultural Value**

Author: **FUHEJIN**, *Binghamton U.-State U. of New York*
Author: **Etka Topaloglu**, *Binghamton U.-State U. of New York*
Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*
Author: **Yonghong Liu**, *U. of North Carolina, Greensboro*

During recent decades, workplace research has increasingly addressed issues relating to process dynamics and team conflict perceptions; however, there has been very little theoretical and empirical analysis relative to virtual teams. Drawing on information processing and human perception perspectives, we investigate the change trajectory of various types of team conflict perception (i.e., relationship, process, and task) over time and explore the moderating role of personal collectivism value on this dynamic process. Based on the analysis of 4333 subjects nested in 907 virtual teams via a longitudinal design assessment (Study 1), our results show that in virtual teams, (1) team conflict perceptions (i.e., relationship, process, and task) represent individual-level constructs, (2) team conflict perceptions (i.e., relationship, process, and task) exhibit a U-shaped curvilinear pattern of change over time with increasing rates of change, and (3) personal collectivism value negatively moderates changes in process and task team conflict perceptions although the associated impact is relatively small. These analyses have also been replicated in a second data set (Study 2: 3839 subjects nested in 924 virtual teams) with similar results. Keywords: Virtual team; Team conflict perception; Personal collectivism value; Random Coefficient Modeling; Longitudinal research

Paper is Available to Meeting Registrants Only.

CM: **Differentiated Effect of Power and Status Hierarchy on Intra-team Trust: A Social Network Perspective**

Author: **Ruo Mo**, *Montpellier Business School*
Author: **Sebastien Brion**, *IESE Business School*

Whether hierarchy is functional or dysfunctional to team outcomes has been subjected to substantial debate, with mixed evidence supporting both the bright and dark sides of hierarchy. Although much scholarly attention has been devoted to identifying “when” hierarchy is functional, this research specifies a separate but equally important question - “what” hierarchy is functional. Indeed, the failure to investigate the effects of different types of hierarchies has limited our understanding of how hierarchy affects team dynamics. To address this oversight, this research provides a refined examination of the consequences to hierarchy by distinguishing between power and status hierarchy and employing a social network approach to delineate an important team dynamic, intrateam trust. This social network perspective better captures the previously overlooked emergent process and structural patterns (i.e., density and centralization) of intrateam trust that result from hierarchy in teams. Drawing on prior research on the distinction between power and status, we predict that power hierarchy is positively related to the intrateam trust network density and negatively related to trust network centralization, while status hierarchy is negatively related to intrateam trust network density and centralization. The results from two studies, using different measures of power and status, and using both cross-sectional and longitudinal designs, partially supported our hypotheses. Taken together, these findings offer a potential resolution to conflicting findings about the effects of hierarchy on team outcomes.

Paper is Available to Meeting Registrants Only.

CM: **Drivers of Intra-Family Conflict and Employee Outcomes in Family Firms**

Author: **Andreas Strobl**, *Lancaster U. Management School*
Author: **Giovanna Campopiano**, *Lancaster U. Management School*
Author: **Martin Friesl**, *Otto-Friedrich U. Bamberg*

Family business are prone to organisational conflicts in general and intra-family conflicts specifically. Drawing arguments from literature on family businesses, organisational behaviour, top management teams and goal setting, this research identifies socio-emotional wealth (SEW) related goal setting and employee bonds to predecessor generations as salient antecedents of intra-family conflict and demonstrates how such conflicts impact non-family employees. Using dyadic survey data, we provide evidence that internal and external dimensions of SEW attenuate and drive intra-family conflict. Employee preferences for predecessor generations are a further driver of intra-family conflict. In turn, intra-family conflict yields negative organisational consequences as it lowers non-family employee job satisfaction and indirectly increases turnover intentions of these employees. The findings of this research contribute to our understanding of intra-family conflicts and SEW related outcomes in family firms. The findings lay the ground for important theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

CM: **Intra-Team Conflict in the Nascent Venture Crucible (WITHDRAWN)**

Author: **Amanda Plummer Weirup**, *Babson College*
Author: **Melissa Manwaring**, -
Author: **Lakshmi Balachandra**, *Babson College*

Conflict within organizational teams is inevitable. We propose that conflicts within nascent venture leadership teams (NVLTs) differ from those within established organizations due to the ambiguous, dynamic, high-risk context and the potential impact on both the team and the venture. Drawing on existing literature and a content analysis of eleven interviews and 74 surveys, we identify four ways in which misalignments among NVLT members manifest as conflicts: over respective contributions and rewards (e.g. equity division), over resource allocation (e.g. how to spend money), over decision-making processes, and over personality and values. These conflicts can have positive or negative repercussions for the team and for the venture, depending on the misalignment at the root of the conflict and on the how the team members attempt to manage the conflicts.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Conflict and Leadership Effectiveness

CM: **Persistent Preference for Leaders Who Make Fast Decisions: Decision Speed Impacts Leader Evaluations**

Author: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Author: **Anyi Ma**, *Tulane U.*

Past research has found that making complex decisions slowly and intuitive decisions quickly leads to better interpersonal evaluations, since people like decision makers who think “just the right amount.” However, we propose that this effect does not hold for leaders because people have a stereotypic belief that leaders must be decisive, assertive, and self-assured, and therefore make quick decisions. Four studies support this prediction. Specifically, we observe that people evaluate leaders (vs. non-leaders) more positively when they make fast (vs. slow) decisions (Study 1) regardless of whether the nature of the decision is complex or intuitive, and this effect of decision speed on positive evaluations of leaders is mediated by judgments of confidence (Studies 2 and 3). Additionally, we examined the boundary conditions of this persistent bias for leaders who make fast decisions by varying the rationales (e.g., debating with others, doing calculations, gathering information) that leaders give for making slow decisions. Still, we did not find that there were situations in which leaders who make slow decisions were evaluated more positively than those who made fast decisions (Study 4). Taken together, results indicate that people make strong, positive evaluative judgments for leaders who always make quick decisions.

Paper is Available to Meeting Registrants Only.

CM: **A Meta-Analysis of the Role of Destructive Leadership and Personality on Subjective Well-Being**

Author: **Joshua C. Palmer**, *Kennesaw State U.*
Author: **Katherine Crawford Alexander**, *Auburn U.*
Author: **Jeremy Mackey**, *Auburn U.*
Author: **B. Parker Ellen**, *Mississippi State U.*
Author: **Charn Patrick McAllister**, *Northern Arizona U.*
Author: **Pamela Perrewe**, *Florida State U.*

Drawing on affective events theory, we examine the impact of destructive leadership and subordinate personality (i.e., the Big Five traits of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) on subordinates’ subjective well-being (i.e., positive and negative state affect). Consistent with affective events theory, we examine if personality (a stable disposition) or destructive leadership (a work event) are more important predictors of positive versus negative subjective well-being. Our results suggest that destructive leadership predicts more explained variance (i.e., about 70.518%) in negative subjective well-being than all the Big Five traits (i.e., about 29.482%). Interestingly, we found that personality predicts more explained variance in positive subjective well-being (i.e., about 76.190%) than destructive leadership (i.e., about 23.810%). These findings have important implications for the leadership, well-being, and affective events theory literatures because they suggest that destructive leadership is very damaging to our negative subjective well-being, but less impactful for our positive subjective well-being. In this meta-analysis, we discuss the implications for these findings on affective events theory and the leadership and well-being literatures.

Paper is NOT Available. Please contact the author(s).

CM: **Nothing to Worry About: Why Liberals Underestimate Dominant Leaders and Act Complacently**

Author: **Danbee Chon**, *Duke U.*
Author: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*

When dominant-authoritarian leaders are successful, political liberals overwhelmingly express shock and disappointment. Beyond party affiliation, we offer a psychologically grounded explanation contending the prevalence of a systematic bias among liberals. We argue that liberals, compared to conservatives, underestimate the success of dominant-authoritarian leaders, and that this systematic underestimation makes liberal complacent, overconfident, and less inclined to exercise their vote. We test our hypotheses across seven studies (two pre-registered, one in SI), including large-scale field data, six experimental studies with varied contexts, and a combined sample of more than 215,000 observations from 93 countries and spanning the past three decades. In doing so, our work explains the continued underestimation of dominant leaders and consequent surprise from political liberals during critical elections, and why underestimating the success of dominant leaders may lead liberals to act complacently and paradoxically increase such leaders’ chances of success.

Paper is Available to Meeting Registrants Only.

CM: **Get Angry or Get Compassionate? How Leader Displays of Moral Emotions Influence Leader Effectiveness**

Author: **Matthew Lupoli**, *Monash U.*
Author: **Nathan Eva**, *Monash Business School*
Author: **Bo Shao**, *Deakin U.*

Ethical transgressions in organizations are emotionally evocative events, yet it is not fully understood how leader emotional responses in these situations influences their perceived effectiveness. In this research, we draw on emotions as social information theory to compare how leader effectiveness is impacted by display of two moral emotions amongst leaders: anger and compassion. Across three studies with full-time employees, including two experiments and a critical incident design, we document several key results. First, anger (versus compassion) led to greater perceived leader effectiveness when leaders did not punish transgressing employees, but given that the leader punished the employees, leader compassion resulted in greater perceived leader effectiveness. Second, the degree to which the transgressing employee expressed guilt for the transgression diminished the effectiveness of leader anger. Additionally, benevolence-based trust mediated the positive effect of leader compassion on leader effectiveness. Leaders who expressed anger were seen as more effective in part due to increased integrity-based trust, benevolence-based trust, social intelligence, and leader prototypicality, but only when employee guilt was low. Collectively, these results highlight the effectiveness of a “tough love” approach, whereby leaders punish transgressing employees to correct and disincentivize unethical behavior, yet also demonstrate compassion for their welfare.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Negotiation and Influence

CM: **How Experts Use Their Emotions to Influence Decision Makers: Differentiating Two Unique Mechanisms**

Author: **Yamei Cai**, -
Author: **Jun Gu**, *Macquarie Business School, Macquarie U.*

This paper examines two distinct mechanisms via which the affective expression of an expert can influence a decision maker's evaluation of a strategic issue faced by an organization. Results from two experimental studies consistently showed that an expert's excitement caused decision makers to evaluate a strategic issue more positively via two distinct mechanisms – an affective-oriented mechanism and a cognitive-oriented mechanism. More importantly, this paper is the first to show that the influence achieved via the two mechanisms have unique characteristics on decision makers. The influence achieved via the affective-oriented mechanism was issue-diffusive and time-bound. In contrast, the influence achieved via the cognitive-oriented mechanism was issue-bound and time-diffusive. Implications of the findings and future research directions are discussed.

Paper is Available to Meeting Registrants Only.

CM: **Asians Don't Ask? The Bamboo Ceiling in Starting Salary**

Author: **Jackson Lu**, *MIT Sloan School of Management*

Well-educated and prosperous, Asians are commonly viewed as the “model minority” in the United States. We challenge this rosy view by revealing a “Bamboo Ceiling” in starting salary. We analyzed a unique dataset of 19 class years of MBA students who accepted full-time job offers in the United States. When considered under the larger “Asian” umbrella, Asians appeared to have starting salaries equally high as Whites. However, a striking gap emerged when we distinguished among East Asians (e.g., Chinese, Japanese), Southeast Asians (e.g., Singaporeans, Vietnamese), and South Asians (e.g., Indians, Pakistanis): East/Southeast Asians had the lowest starting salary of all ethnicities, whereas South Asians had the highest. This salary gap was mediated by East/Southeast Asians' propensity to not negotiate because of higher relational concerns. In support of this mechanism of negotiation propensity, we identified industry as a boundary condition, such that the salary gap was not observed for consulting jobs, where MBA job offers are usually standard and non-negotiable. The salary gap between East/Southeast Asians and South Asians for non-consulting jobs was estimated to be \$4,915/year (in Year 2019 dollars), a remarkable difference that can compound over one's career. These results were robust after controlling for variables such as nationality and GPA. In revealing important differences within the “Asian” umbrella, this research moves beyond the predominant East-vs-West paradigm in cross-cultural research, and uncovers an overlooked problem underneath Asian prosperity.

Paper is NOT Available. Please contact the author(s).

CM: **The Influence of Multiple Intelligences on Conflict Occurrence and Performance in GVTs**

Author: **Mahboobeh Davaei**, *Free U. of Bozen-Bolzano*
Author: **Marjaana Gunkel**, *Free U. of Bozen-Bolzano*
Author: **Valerio Veglio**, *Free U. of Bozen, Bozen*
Author: **Vas Taras**, *U. of North Carolina, Greensboro*

The role of different facets of intelligence in the occurrence of conflict in global virtual teams (GVTs) has largely been overlooked in the literature. Building on the theory of multiple intelligences as well as the affective events theory and the contingency theory of task conflict and performance in groups and organizational teams, the present study explores the influence of cultural intelligence, emotional intelligence, and cognitive ability on the occurrence of interpersonal, task, and process conflicts and the impact of these different types of conflict on the performance of GVTs. Utilizing multi-level analysis, we tested the research model using a sample of 810 individuals from almost 40 countries who worked in 232 GVTs. The results show that the cultural intelligence, emotional intelligence, and cognitive ability of the team members reduce the occurrence of the three different intragroup conflicts in GVTs. We also demonstrate that process conflict negatively affects the GVT performance. We discussed the implications for research and practice.

Paper is Available to Meeting Registrants Only.

CM: **The Perceiving Side of Novelty: Its Role in Product Evaluation**

Author: **Yingyue Luan**, *U. of Cambridge*
Author: **YeunJoon Kim**, *U. of Cambridge*
Author: **CHANGSU**, -

The literature on perceived novelty and product evaluation has diverged into two disparate streams of research. The first stream builds on the theories of curiosity and argues that perceived novelty of a new product increases its product evaluation because it induces curiosity and provides evaluators (e.g., customers) with positive experiences in learning new features of the product and resolving their curiosity. In contrast, the second stream adopts the theories of expectation violations and argues that perceived novelty decreases product evaluation because it violates evaluators' anticipation of products and necessitates burdensome efforts to make sense of the new product. The main goal of our research is to resolve the theoretical inconsistency by offering an integrative model of new product evaluation that proposes an inverted U-shaped curvilinear relationship between perceived novelty and product evaluation. Based on this model, we further examine whether a producer's reputation plays a moderating role in this curvilinear relationship. Utilizing content analysis and big data approaches with a large sample of 49,860 reviews of 146 movies in the movie industry, we found that a movie's perceived novelty benefited its product evaluation but only when that novelty was moderate; at higher levels of perceived novelty, the product evaluation decreased. In addition, we compared the curves of high vs. low reputation producers and found that perceived novelty penalized product evaluation of new movies created by high reputation producers.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Conflict's Effect on Prosocial and Collaborative Behavior



CM: **Risk Transforms Prosocial Behavior**

Author: **Polly Kang**, *NUS Business School*
Author: **David P. Daniels**, *NUS Business School*

Humans routinely incur costs and take risks to help others. Current theories across the behavioral sciences explain prosocial behavior by assuming that people are rational but altruistic. However, extant empirical tests of these theories have focused on riskless prosocial behaviors and implicitly assumed their findings will also apply to risky prosocial behavior. We challenge this assumption. Across seven field and laboratory studies, we show that risk transforms prosocial behavior. In a field setting, we examine millions of risky prosocial behaviors by volunteer crisis counselors who try to help others deal with depression, abuse, and suicide. By leveraging plausibly exogenous increases in positive affect (driven by good news, happy calendar days, and sunshine), we show that unlike riskless prosocial behavior, risky prosocial behavior actually decreases when people experience an exogenous increase in positive affect. These findings contradict current theories and lay beliefs. In pre-registered experiments, we show that loss-frame (vs. gain-frame) nudges boost risky prosocial behavior by 38%-40%, but do not influence riskless prosocial behavior. These findings contradict current theories and identify a novel prosocial-behavior nudge that is nearly ten times stronger than leading prosocial-behavior nudges. To explain these findings, we argue that deciding to engage in risky prosocial behavior creates a warm glow gamble – prosocial successes feel good, but prosocial failures feel bad – which people evaluate in line with Prospect Theory. Our Warm Glow Gamble framework parsimoniously explains our findings. Because many real-world prosocial behaviors are risky, the largest barrier to prosocial behavior may not be selfishness, but risk aversion.

Paper is NOT Available. Please contact the author(s).

CM: **Expressing Debates Versus Disagreements to Foster Collaboration by Creating Perceived Receptivity**

Author: **Ming-Hong Tsai**, *Singapore Management U.*

People frequently view conflict as the opposite of collaboration and assume that these two concepts are mutually exclusive. To question this prevalent viewpoint, the current research distinguishes debates from disagreements and aims to evaluate how debate and disagreement expressions influence collaboration differently. I conducted empirical studies utilizing experimental and survey methods and found that debate expressions create perceptions of another person's receptivity to alternative ideas and suggestions and thus increase perceivers' collaboration with the person to a greater extent than do disagreement expressions. Accordingly, the current research counterintuitively suggests that conflict can stimulate collaboration when people display their opinion differences in an open-minded manner.

Paper is NOT Available. Please contact the author(s).

CM: **Managerial Motivation to Promote Prosocial and Protective Voice: An Integration and Path Forward**

Author: **Emma (Lei) Jing**, *U. of Alberta*
Author: **Andrew Luchak**, *U. of Alberta*

Building on disparate voice research traditions from organizational behavior (OB), industrial relations (IR) and strategic human resource management (SHRM), we develop a series of propositions that explain managerial motivations for promoting two key forms of employee voice - prosocial and protective. Whereas prosocial voice is a voluntary and discretionary action by employees aimed at helping the organization succeed, protective voice refers to actions or behaviors by employees meant to safeguard their workplace rights and interests. Our arguments are rooted in the fundamental importance of both forms of voice for a sustainable, balanced employment relationship and we draw upon a theory of decision making - regulatory focus theory - to understand how management of an organization may emphasize one, both or neither form of voice. In addition to advancing the study of voice itself, the value of our broader conceptualization of this topic is shown through linkages to employment research in OB, IR and SHRM more generally.

Paper is Available to Meeting Registrants Only.

CM: **The Good Fight: Conflict and the Multipartner Alliance**

Author: **Rachel Pacheco**, *The Wharton School, U. of Pennsylvania*

A multipartner alliance experiences heightened conflict: The increased number of partners impedes communication and trust-building; and the strategic importance of the alliance's projects often means the close and contentious involvement of external stakeholders. It is well-accepted that conflict is harmful to multipartner alliance performance, yet there exists a gap in understanding what specifically drives conflict between alliance partners and between the alliance and external stakeholders; and more importantly, what can lessen these instances of conflict. This study examines conflict through the lens of institutional diversity – a characteristic that is often necessary for alliances to build new capabilities or enter uncertain markets, but one that increases transaction costs. I posit that the conflict resulting from diversity is mitigated in instances when the financial structure of the alliance is highly asymmetrical – that is, a few partners in the alliance control a majority of financial resources. I test these hypotheses by creating a unique measure of the level of conflict experienced by the alliance through the coding of 345,000 pages of alliance documents across 2138 global alliances. Additionally, using over 25,000 interim status reports, I examine the performance of the alliance over time to empirically assess if conflict is as detrimental to performance as previously theorized. This research shows that the composition and structure of the multipartner alliance does matter for conflict and its prevention, and that not all fighting is indeed bad.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Conflict's Darker Side

CM: Disentangling Deception: An Empirical Investigation of the Nature of Lying and Cheating

Author: **Samuel Skowronek**, *The Wharton School, U. of Pennsylvania*

An individual lies if they misreport honestly generated information. They cheat if they create fraudulent information. The field of behavioral ethics has sought to investigate both types of ethical decision making. To do so, scholars have deployed experiments that rely on incentivized self-report procedures in which the generation of information is often random. In this article, I demonstrate that incentivized self-report procedures are incapable of studying cheating behavior. This limitation, combined with the motivation to theorize about the nature of cheating, has caused the theoretical and empirical literatures to make competing predictions about the nature of deception. In this article, I introduce a new class of deception paradigms capable of identifying both cheating and lying behavior. Across four experiments, I demonstrate that cheating and lying are fundamentally different activities, each with their own set of environmental antecedent and behavioral consequences. By distinguishing between these types of deception, I reconcile several conflicting predictions presently asserted in the behavioral ethics literature.

Paper is Available to Meeting Registrants Only.

CM: How Rivalries Are Born: Exploring the Emergence of Rivalries

Author: **Jeffrey P. Thomas**, *London School of Economics and Political Science*
Author: **Daniel Sands**, *New York U.*

This paper advances theory by explaining the sparks necessary to ignite rivalry, as opposed to non-rival competition or enmity. Building on research identifying antecedents to rivalry, this paper integrates and develops theory to explain escalating transitions from competition to rivalry, and de-escalating transitions from enmity to rivalry, by examining how specific types of similarity, interaction, and competitiveness facilitate the emergence of new rivalries. We examine the roles of competitive actors, audiences, and institutions play in facilitating or stifling the emergence of rivalry.

Paper is NOT Available. Please contact the author(s).

CM: Revisiting Leader Narcissism Effects: When and How Do Narcissistic Leaders Harm Follower Performance

Author: **Quan Li**, *Business School at Nankai U.*
Author: **Zhuolin She**, *Renmin U. of China*
Author: **Debra L. Shapiro**, *U. of Maryland*

In a time-lagged (three-wave) multisource survey of 102 leaders and 529 corresponding followers (i.e., subordinates who were all involved with a product-selling task), we examine dynamics associated with varying levels of narcissism in, both, leaders and their followers. We found leaders' narcissism to be negatively associated with their followers' self-reported sales performance and objective sales performance (i.e., actual sales volume); and this relationship was stronger when high levels of narcissism characterize followers and their leader rather than only the leader. Also, we found this two-way interaction-effect to be mediated by followers' perception of goal-congruence with their leader. Taken together, our findings increase understanding about when and how leader narcissism has the potential to harm followers' performance. Implications for how to effectively manage narcissists (followers as well as leaders) in organizations are discussed.

Paper is Available to Meeting Registrants Only.

CM: Practitioners' Blame Patterns and Intervention Measures for Workplace Bullying Complaints

Author: **Eva Zedlacher**, *Webster U., Vienna*
Author: **Allison Snowden**, -

Organizational practitioners must often interpret accounts of workplace bullying as non-observing third parties. However, they are often reluctant to confirm the target's account and often fail to set effective intervention measures. Building on novel approaches in attribution theory (multi-/conjunctive and relational attributions), this study explores how causal explanations and blame shape the labelling of a complaint and the subsequent recommended intervention measures. 187 Austrian human resource professionals, employee representatives and other practitioners were confronted with a fictional workplace bullying complaint including conflicting accounts of actors and diverse possible internal, relational and external causes. Since the prior low performance of a target might affect internal blame attributions, the previous performance ratings of the target were manipulated. A qualitative content analysis reveals that the cues and labels for the same complaint are very diverse. However, dominant single/multi-blaming patterns could be identified when the case was rejected or confirmed: When respondents reject the complaint, single internal causal attributions and blame against the target and/or trivialization of the complaint as "conflict" are predominant. When the complaint is fully supported, deontic statements and blame attributions against the perpetrator prevail; however, the full blame on the perpetrator is often discounted via multi-blame attributions against other actors like supervisors, colleagues and the target. Structural causes were rarely mentioned. Relational attributions are rare and often used to trivialize the complaint. Irrespective of the preceding attributional blame patterns, most third parties recommend "reconciliatory measures" between the actors (e.g. informal talks, mediation) rather than punitive measures (e.g. warnings) or structural changes. This study shows that organizational third parties often view bullying as dyadic and interpersonal victim/perpetrator conflict rather than an organization-caused phenomenon. The discussion of findings includes building effective trainings to avoid reflexive victim blaming and increasing the awareness for structural causes and solutions of workplace bullying complaints.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Conflict Identity, Intensity, Attribution, and Apology



CM: **How Moral Identity Leads to High-Quality Apologies via Guilty Feelings**

Author: **Tatiana Iwai**, *Inspere Institute of Education and Research*
Author: **Joao Vinicius Carvalho**, *U. of Sao Paulo (FEA/USP)*

High-quality apologies are effective strategies to solve interpersonal conflict. However, transgressors often fail to provide comprehensive apologies. Instead, they commonly offer perfunctory apologies that lack important components such as admission of responsibility, promise of change or an attempt to compensate. In this paper, we investigate the role of moral identity in apology comprehensiveness. Additionally, we examine one potential underlying mechanism responsible for this relationship, namely, guilt. Across three studies using a combination of real-world and hypothetical transgressions, we demonstrate that transgressors high in moral identity feel guiltier after committing a transgression, and because of that, they offer more comprehensive apologies. However, the positive effects of guilt on transgressors' apologizing are conditional on the perceived apology effectiveness. When transgressors estimate high chances of having their apologies accepted, the link between guilt and apology comprehensiveness is weakened. Theoretical and practical implications of these findings for the reconciliation process are discussed.

Paper is Available to Meeting Registrants Only.

CM: **The Effects of Conflict Type and Intensity on Conflict Management**

Author: **Gergana Todorova**, *California State U., Fullerton*
Author: **Kenneth Goh**, *Singapore Management U.*
Author: **Laurie R. Weingart**, *Carnegie Mellon U.*

We examine an alternative to the prevailing view of conflict management as an exogenous factor (a moderator) that influences the relationship between conflict type and team outcomes. Our research shows that the type and intensity of conflict influence the conflict management approach, suggesting conflict management could be treated as an endogenous factor. We open avenues for future research on the complex and intriguing relationships between conflict characteristics and conflict management approach.

Paper is NOT Available. Please contact the author(s).

CM: **Towards an Attribute-Based Conceptualization of Conflict: Reflections on Three Decades of Conflict**

Author: **Lihan Zhang**, *School of Economics and Management, Hebei U. of Technology*
Author: **Yongcheng Fu**, *College of Management and Economics, Tianjin U.*

Conflict is considered a frequent phenomenon and crucial concern for social entities. Despite the dynamic nature of conflict, the event-oriented perspective has received relatively less attention in conflict research, which overly utilizes intensity and frequency to describe conflict. Through a systematic and integrative review, we address this gap by synthesizing the current state of knowledge on conflict and establishing a comprehensive theoretical framework for conflict attributes as well as an attribute-based conceptualization of conflict. The framework depicts conflict from three separate but related dimensions – strength, time, and space. The framework in turn helps expand knowledge on conflict, which scholars can build on to fill gaps, resolve paradoxes, and thus move conflict research forward. We then propose four promising areas for future conflict inquiry: (1) linking the effectiveness of conflict to its attributes; (2) exploring the interplay and configuration of multiple conflict attributes; (3) progressing from variance- to process-oriented conflict theories; and (4) developing symmetric/asymmetric views of conflict.

Paper is Available to Meeting Registrants Only.

CM: **Apologizing Without Felt Transgression: Investigation of Its Affective and Relational Consequences**

Author: **Shike Li**, *IE Business School*
Author: **Ivana Radivojevic**, *Fundación IE Maria de Molina 13, 28006 Madrid VAT Number: G-81711459*

Apologizing after having caused harm is important for forgiveness, reconciliation, and the future of relationships. However, individuals may also often find themselves apologizing in situations where they do not feel they transgressed. In this paper, we explore this phenomenon and the affective and relational consequences of apologizing without felt transgression. Using a micro-narrative procedure with full-time working professionals (N = 151, UK participants) and an inductive data analytic approach, in Study 1 we explore the broad affective and relational consequences of apologizing without felt transgression in the workplace. In Study 2 (N = 181, US participants), we provide an immersive workplace scenario and measure participants' specific emotions of anger and empathy along with restorative efforts and supportive behaviors. We find converging evidence of worse affective and relational outcomes associated with apologizing without felt transgression. As such, in contrast to the well-documented restorative potential of apologies for conflicts in the workplace, apologizing when one does not feel having transgressed can incite negative feelings and damage, rather than reconcile, relationships.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Conflict in Hierarchies

CM: **Helping as a Means to Empower or Create Reliance: Hierarchical Motivations Predict Helping Behaviors**

Author: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Author: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*

Prosocial organizational behaviors such as interpersonal helping are desirable, as it increases organizational effectiveness and engenders positive outcomes for both the help providers and recipients. However, helping can also be strategic and a means to create dependency (by providing dependency help: fixing a problem for someone) rather than a way to empower others (by providing autonomy help: teaching someone how to fix a problem). To date, little research has explored predictors of such help-giving behaviors by leaders in the workplace. We propose that leaders associated with dominance, i.e., those who are seen as assertive and commanding, offer more dependency and less autonomy help. In contrast, leaders associated with prestige, i.e. those who value sharing knowledge and skills, provide more autonomy and less dependency help. We further examine the mediating role of leaders' role conceptualization and the moderating role of time pressure in explaining our effects. We test our hypotheses using a combination of experimental and field studies. In doing so, this research highlights the systematic manner in which helping behaviors in workplace can be discriminated along dependency and autonomy help and the antecedents for such behaviors.

Paper is Available to Meeting Registrants Only.

CM: **Victorious and Hierarchical: Past Success as a Determinant of Team Hierarchical Differentiation**

Author: **Christopher To**, *Northwestern Kellogg School of Management*
Author: **Taiyi Yan**, *UCL School of Management*

Hierarchies emerge as collectives attempt to organize toward successful performance. Consequently, research has focused on how hierarchies affect team performance. We adopt a different perspective: performance is not only an output of hierarchy, but also a critical input – teams' hierarchies may dynamically vary based on whether they are succeeding. Integrating research on exploitation and exploration with work on group attributions, we argue that teams engage in exploitation by committing resources to what they attribute as the cause of their success. Specifically, collectives tend to attribute their success to individuals who held greater influence within the team, and these individuals are subsequently granted relatively high levels of resources, leading to a high degree of hierarchy. We additionally suggest this tendency to attribute, and therefore commit resources, to members believed to be the cause of success is stronger for teams previously high (vs. low) in hierarchy, since a high degree of hierarchical differentiation provides clarity about which members had greater impact over the team outcome. We test our hypotheses experimentally with teams engaging in an online simultaneous game and with archival data from the National Basketball Association. Overall, our work highlights that performance is not only an output of hierarchy, but also serves as a critical input that affects how teams actively and dynamically shape their hierarchy.

Paper is Available to Meeting Registrants Only.

CM: **A Relational Account of Low Power: The Role of the Attachment System in Reduced Proactivity**

Author: **Jieun Pai**, *U. of Virginia*
Author: **Jennifer Ann Whitson**, *U. of California, Los Angeles*
Author: **Junha Kim**, *Ohio State U.*
Author: **Sujin Lee**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*

Although the literature has found widespread evidence for the effect of power on action, we lack a systematic understanding of why low power individuals are less prone to action. Here we focus particularly on proactive behavior as a form of action; we argue that because power exists within social relationships, our research elucidates a relational underpinning of the link between low power and reduced proactive behavior through the framework of attachment theory. We predict that the experience of low power will increase attachment anxiety, and that this increase in attachment anxiety will reduce proactive behavior. In a series of four pre-registered experiments and one quasi-experimental field study, we examine our hypothesized relationship that low power individuals are less proactive, and that this relationship is mediated by attachment anxiety. Overall, we find support for attachment anxiety as an important factor in the experience of low power individuals which inhibits proactive behavior and go on to offer a powerful intervention grounded in attachment theory to ameliorate this effect.

Paper is Available to Meeting Registrants Only.

CM: **Review of Organizational Misbehavior Constructs: Hierarchical Reflective Model**

Author: **Sherzodbek Murodilla Ugli Dadaboyev**, *Yonsei U. Wonju Campus*
Author: **Yoonjung Baek**, *Kyungpook National U.*

Organizational misbehavior (OMB) is a complex phenomenon for researchers and a big issue for practitioners to deal with because of its vast number of individual and organizational negative outcomes, and its complexity to cope. Organization researchers and practitioners are increasingly becoming more aware of different types of work-related misbehavior by members, and their significant and costly consequences for both employees and employers. OMB can take many forms and a swarm of terms has been introduced to describe those OMBs. Our paper has attempted to review the constructs describing member misbehaviors. This study provides a comprehensive review of workplace misbehaviors and an organized picture of OMB constructs by developing a hierarchical reflective model of OMB related phenomenon and pinpoints some challenges which the literature of OMB phenomenon as well as the study of organizational behaviors have to overcome.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

ENT Withdrawn Papers

ENT: **[Making Long Distance Work: Increasing Investment Returns of International Business Angel Syndicates \(WITHDRAWN\)](#)**  

Author: **Henrik Wesemann**, *U. of St. Gallen*
Author: **Torben Antretter**, *U. of St. Gallen*
Author: **Joakim Wincent**, *Luleå U. of Technology*

This paper investigates the performance effects of international business angel investments in early-stage ventures. Building on theoretical arguments relating to transaction costs of international investments, we disentangle the costs and benefits of geographic and cultural distance in early stage investing. With a unique dataset of 797 investment decisions made via an international angel investment platform, we find an inverted U-shaped relationship between distance and investment returns. We further show that this relationship is moderated by business angel syndication such that in large syndicates, investors earn consistently higher returns and are less sensitive to the costs of both geographic and cultural distance. With these findings, we provide a new perspective to the discussion on cross-border venture investments, contribute to the emerging literature on international angel investment platforms, and develop the mechanisms of transaction cost theory in a new setting.

Paper is NOT Available. Please contact the author(s).

ENT: **[Mapping the Trajectories of Sustainable Entrepreneurship Research - a Review and Research Agenda \(WITHDRAWN\)](#)** 

Author: **Amitabh Anand**, *SKEMA Business School, U. Côte d'Azur, GREDEG*
Author: **Padmaja Argade**, *Kedge Business School*
Author: **Ralf Barkemeyer**, *Kedge Business School*
Author: **Fanny Salignac**, -

Sustainable entrepreneurship (SE) has attracted significant scholarly attention over the last decade. Given its rapid development and its multidisciplinary character, the SE literature is increasingly difficult to navigate. We combine two bibliometric approaches (i.e. co-citation analysis of references and bibliographic coupling of documents) with manual coding of documents to take stock of progress within the field, mapping out focal points as well as blind spots in the SE research agenda. We show how distinct subfields have formed around key ideas expressed in subsets of seminal papers, shedding light on the relational nature of knowledge creation – uncovering the characteristics, evolution and future trajectories of these subfields. We develop a future research agenda based on the developments of the overall field as well as the subfields of SE.

Paper is NOT Available. Please contact the author(s).

ENT: **[Small firm Growth-Enabling Capability: Toward a Framework for Young Technology-Based Firms \(WITHDRAWN\)](#)**     

Author: **Morane Atzmon**, *PhD student at U. of Antwerp*
Author: **Johanna Vanderstraeten**, *U. of Antwerp*
Author: **Sascha Albers**, *U. of Antwerp/ Antwerp Management School*

Growth of young technology-based firms (YTBFs) is dynamic rather than linear in nature. As such, the increased complexity accompanying their growth confronts YTBFs with unique challenges, making it difficult for these firms to grow. Despite this inherent complexity, however, there remains much left to discover in terms of how such transitioning processes can be facilitated. While earlier studies have mostly adopted a stage-based approach to exploring the notion of growth, we argue that viewing the concept through a dynamic perspective presents a more appropriate approach in the context of YTBFs. In this article we indeed assume a dynamic perspective to explore how YTBFs can facilitate dynamic growth transitions. Based on insights from strategic entrepreneurship and growth literature, we suggest that such transitioning is reflected by three inherent challenges: the engineering challenge, the orchestration challenge, and the legitimation challenge. To achieve our objective, we adopt a qualitative, systematic combining approach based on eight exploratory interviews, eight semi-structured interviews, and two focus groups. We find that YTBFs should focus on the development of absorptive, adaptive, networking, innovative, learning, and individual (managerial) capabilities, in order to enable growth-transitions. Our results are largely in line with, but also extending, existing literature in that they show how particular capabilities can be perceived as relevant growth-enabling capabilities. As such, this study contributes to several research streams, providing interesting paths to future investigation. First, by adopting a strategic entrepreneurship perspective, we adopt a novel approach to addressing the problem of growth-transitioning in the context of YTBFs. Similarly, this allows us to explore the relevance and application of dynamic capabilities in the same context, which has received a rather limited attention as opposed to that of established firms. To further clarify our article's contributions, we develop a comprehensive framework, connecting our results to existing literature, explaining how each capability can be related to particular challenges, thereby paving the way for further research on the topic. In doing so, we provide managerial insights for YTBFs' managers to enhance their understanding of growth and more appropriately allocate their resource-investments. Our study's main limitation is represented by the relatively small sample used and its exploratory approach, which provides incentive for further empirical investigation to validate our results.

Paper is NOT Available. Please contact the author(s).

ENT: **[Bringing family firm history to light: A systematic review of history in family business research \(WITHDRAWN\)](#)**

Author: **Julia Brinkmann**, *PHD Student at Bielefeld U.; Faculty for Business Administration*
Author: **Jana Boevers**, *Bielefeld U.*

Research on history-related issues in family businesses is an expanding, yet nascent field that is rife with widely dispersed, loosely connected studies about the role that the past plays in future courses of action. Integrating viewpoints from organizational history scholarship, this paper delineates the notion of rhetorical history to propose history as narratively reconstructed accounts which are used to motivate action toward a collective future-state. Based on this understanding we systematically review 52 history-related family business studies from 25 journals and 4 books. Findings from the review show that the past in family firms is embodied through a collection of intangible and tangible resources such as founders' heritage and legacy, material artifacts and living memory. Our review reveals the strategies of invoking, modifying and inventing or selectively forgetting this embodied past and, additionally, the consequences history has for the future course of actions. Synthesized in an integrative framework, we unpack family firm history as an embodied and conscious resource which is malleable in use and is inseparably linked to and deeply embedded in family firm consequences. We offer four research directions particularly worthy of further exploration for developing and extending theory in the field of family business history research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cognition and decision I

ENT: **Entrepreneurship as an individual choice: the joint effects of personality traits and institutions**

Author: **Tianchen Li**, *Middlesex U. London*
Author: **Yue Wang**, *Macquarie Business School, Macquarie U.*
Author: **Miles M. Yang**, *Macquarie U.*

This study develops a multilevel framework to examine how individual-level cognitive traits interact with country-level characteristics pertaining to the rule of law in shaping individuals' decisions to become entrepreneurs instead of being employed. Empirical results based on 50,624 observations from 59 countries show that entrepreneurship as an occupational choice is positively affected by individuals' self-efficacy and alertness to opportunities and negatively affected by fear of failure. The results also show that the rule of law both influences the choice of entrepreneurship over employment directly and indirectly through moderating the impact of cognitive traits on such a choice.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurial Rationality as Value Alignment**

Author: **Per L. Bylund**, *Oklahoma State U.*
Author: **Mark D. Packard**, *U. of Nevada, Reno*

We examine the implications of a recognition that value is subjective, and that the value of the entrepreneurial venture is determined by both the consumer and the entrepreneur, for the concept of entrepreneurial rationality. Consumers determine the economic value of the output, while entrepreneurs determine the value they see in running a possible venture. As consumer value can only be recognized after both production and the final sale are done, we argue that the rationality in the entrepreneur's endeavors cannot be assessed with respect to outcomes, which are necessarily uncertain, but must be assessed given the situation in which the decision is made. Consequently, while success is not guaranteed, the risk of failure is likely minimized if and to the extent that entrepreneurial decisions are made with the explicit aim of creating value for consumers. Thus, we define entrepreneurial rationality as directing and aligning all stages of the entrepreneurial journey toward specific, anticipated consumer value.

Paper is Available to Meeting Registrants Only.

ENT: **The Impact of Perceived Entrepreneur Cognitive Complexity on Venture-Capital Financing**

Author: **Florian Demann**, *U. of Passau*
Author: **Martin Diessner**, *TUM School of Management, Technical U. of Munich*
Author: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Author: **Andreas Sebastian Konig**, *U. of Passau*

In this paper, we examine how a key facet of entrepreneurs' cognitive processes—cognitive complexity—influences decision making among early-stage investors. Cognitive complexity refers to an individual's degree of nuanced and differentiated thinking (i.e., “black and white” versus “shades of grey” thinking styles). Within the context of early-stage investment decisions, we theoretically derive the link between entrepreneurs' cognitive complexity and investors' funding decisions. Beyond examining the main effect of entrepreneurs' cognitive complexity on venture-funding decisions, we consider the moderating effect of entrepreneurs' elite education, which we expect to alter investors' perceptions of entrepreneurs. We test our hypotheses using a sample of 547 pitches made by early-stage ventures during the TechCrunch Disrupt Startup Battlefield between 2009 and 2018. Overall, our results suggest that ventures led by entrepreneurs with higher cognitive complexity acquire more funding from investors. We also show that a degree from an elite university modestly and positively moderates this relationship. Our findings contribute to the literature on entrepreneurial finance, entrepreneurial cognition, and social psychology.

Paper is Available to Meeting Registrants Only.

ENT: **Do you see in the way I see? – bringing temporal perspectives on venture opportunity formations**

Author: **Soongoo Ahn**, *No Affiliation*

Previous research on entrepreneurial opportunity has focused on the deterministic relationships between different contextual conditions (or pre-conditions) and opportunity formations - contextual conditions determine specific type of opportunities leading to either discovered, created, or imagined opportunity. Departing from the deterministic view, this paper explores dynamic generations of different opportunities via cognitive processes. Since future anticipations / forecasting has been a foundation for entrepreneurial opportunity formations, this piece summarizes three different temporal perspectives as cognitive processes that concern different future forecasting. The core proposition is that adaptation of specific temporal perspectives can concern different entrepreneurial venture opportunities. The proposed view of this paper thus allows an entrepreneur to generate series of different types of opportunities by adapting different thinking skills in time. The proposed paper offers theoretical insights on 1) opportunity formation, 2) cognitions, and 3) importance of temporal perspectives in entrepreneurship.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Decision-making by entrepreneurs 2

ENT: **Rejected, What's Next? The Impact of Entrepreneurial Rejection on Cognitive and Behavioral Responses** 

Author: **Anh Dinh**, *TU Dortmund*
Author: **Jan-Martin Geiger**, *TU Dortmund U.*
Author: **Andreas Liening**, *TU Dortmund U.*

We investigate how the type of feedback and perceived credibility of feedback source influences behavioral and cognitive responses to entrepreneurial rejection with two experiments. First, the impact of rejection on the entrepreneurial decision and the attribution of the cause of a rejection was assessed through an online experiment based on a sample of 125 participants. Second, the effects on individuals' perceptions and retentions of feedback were assessed through an eye-tracking experiment with a sample of 38 subjects. Our findings indicate that sources being perceived to be highly credible lead to higher acceptance of feedback and business withdrawal. Furthermore, we observe that feedback from sources perceived to be highly credible attracts more attention and remains stronger in the memories of feedback recipients. In addition, cognitive feedback is more accepted and remains stronger in the memories of feedback recipients than outcome feedback. The results contribute to entrepreneurship research, as we reveal the role of how feedback is presented affects recipients' perception processing and decision making. Since new venture creation depends on incorporating feedback, the results offer practical implications for stakeholders who are engaged in entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **Empathy and the entrepreneurial process**

Author: **Chih-mao Hsieh**, *SUNY Korea*
Author: **Edwin Sanusi**, *SolBridge International School of Business*

Empathy has recently been addressed in entrepreneurship research, notably regarding the opportunity discovery stage. We instead investigate how empathy could relate to all stages of the entrepreneurial process. Specifically, our paper compiles how different kinds of empathy affect the entrepreneurial process both directly (upon alertness, opportunity exploration, innovation, and exploitation) and indirectly (via market orientation and marketing mix). Overall we show that empathy is valuable across the entrepreneurial process. In uncovering shortcomings of the literature, some propositions are offered. (For example, we propose that empathy relates to entrepreneurial alertness via spontaneous helping behavior.) The discussion delivers some insight into why empathy will become more important to a generalized entrepreneurship process in the future.

Paper is Available to Meeting Registrants Only.

ENT: **Are unsuccessful entrepreneurial experiences harmful?: Product failures in medical device ventures** 

Author: **Sae Young Lee**, *China Europe International Business School (CEIBS)*
Author: **Taiyuan Wang**, *China Europe International Business School (CEIBS)*

Entrepreneurial processes are learning journeys; as entrepreneurs found one company after another, they learn from those experiences to create better-performing companies. Compared with this widely documented learning effect, knowledge on debilitating behavioral consequences of entrepreneurial processes, especially involving unsuccessful entrepreneurial experiences (UEEs), remains limited. By drawing on behavioral decision theories, we argue that UEEs can lead to entrepreneurs' increased desperation to succeed and higher tolerance for risk, which in turn may result in the dysfunctional outcome of product-harm crises in their subsequent ventures. We further argue that desperation effects may be stronger when the venture is founded by a solo entrepreneur or during an economic recession. On the other hand, the positive effect of higher risk tolerance on product-harm crises is argued to be less pronounced when the penalty against risk taking is high, such as when the venture has several product lines and one product-harm crisis can have a spillover effect on other products, or when the venture faces stricter regulations for product functionality, quality, and safety. An analysis of new ventures in the U.S. medical device industry provides an overall support for our claims.

Paper is Available to Meeting Registrants Only.

ENT: **Path-Dependent Collective Attention in Entrepreneurial Opportunity Emergence** 

Author: **Aishwarya Kakatkar**, *TUM School of Management, Technical U. of Munich*
Author: **Holger Patzelt**, *TUM School of Management, Technische U. München*
Author: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*

While extant literature has studied the process of entrepreneurial opportunity emergence (EOE), the dynamics within the process remain underexplored in the context of entrepreneurial teams. Co-founders bring diverse information relevant to the identification and development of entrepreneurial opportunities. However, in order for the information to be actually used in EOE, it needs to move into the collective attention of the team. We apply a novel, path dependence lens to study how an entrepreneurial team's collective attention develops over the course of the EOE process. To do so, we use a controlled setting in which 20 early-stage entrepreneurial teams participate in an opportunity identification task. Taking a qualitative, multiple case study approach, we analyze a unique video dataset of the teams engaging in this task to build a model of the genesis, evolution, and resolution of what we call 'collective attention paths' during EOE. In doing so, we contribute to theory on entrepreneurial opportunities and teams, as well as collective attention.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Crowdfunding 1

ENT: What is your story: The persuasive effects of entrepreneurial stories on investment decision & beyond

Author: **Smita Srivastava**, *Wichita State U.*
Author: **Manish Kumar Srivastava**, *Michigan Tech U.*

Investors often acknowledge that their financial investment decisions are heavily influenced by the stories that entrepreneurs share. Although prior research has explored the role of entrepreneurial narratives on investors' decision making, we still do not know much about the persuasive influence of stories on investors' decision-making. In doing so, we uncover the mechanism of narrative transportation, a cognitive process that transports the investors into the story world through identification and emotional connection with the story. Using an archival data of 9971 entrepreneurial stories shared by entrepreneurs at a crowdfunding platform (Study 1) and an experimental study (Study 2) with 102 investors, we find that entrepreneurial stories with higher narrative content and with progressive emotional representation of events persuade investors to contribute higher investment amount. We also find support for our assertion that stories even change the attitude of the investors towards entrepreneurial activities that are usually deemed risky.

Paper is NOT Available. Please contact the author(s).

ENT: The Effect of Perceived Warmth and Competence on Crowdfunding Success: The Moderating Role of Gender

Author: **Pyayt Phyo Oo**, *U. of Texas At Arlington*
Author: **Steven Creek**, *Appalachian State U.*
Author: **Leah Sheppard**, *Washington State U.*

Perceptions of warmth and competence account for a large proportion of the variance in impression formation. However, these constructs and their underlying mechanisms have received little attention in the entrepreneurship literature, particularly in the context of entrepreneurial resource acquisition. We examine the impact of perceptions of warmth and competence on the outcomes of 350 crowdfunding campaigns sampled from a popular crowdfunding platform, Kickstarter, wherein only cursory determinations of entrepreneurs and their new ventures occur prior to funding decisions. Drawing from the stereotype content model and expectancy violation theory, we propose and find support for a model in which each of affect- and cognition-based trust mediate the relationships between crowdfunding performance and perceived warmth and competence, respectively, with the strength of these pathways differing as a function of entrepreneur gender. Specifically, women are benefited more than men by their displays of competence, and the cognition-based trust that ensues.

Paper is Available to Meeting Registrants Only.

ENT: A Theory of Dishonest Signaling: Evidence from Crowdfunding Imposters

Author: **David James Scheaf**, *Baylor U.*
Author: **Tim Michaelis**, *Northern Illinois U.*
Author: **Austin R. Brown**, *Baylor U.*
Author: **Gordon Miller**, *Baylor U.*

In this study we introduce a theory of signal corruptibility--the ability of imposters to co-opt and effectively send dishonest signals--by establishing the necessary conditions of a signaling environment for the possibility of signal corruptibility to emerge, introducing three properties of signals which contribute to signal corruptibility, and detailing how various levels of these properties work in concert to render a signal as susceptible or resistant to corruptibility. Logistic regression results comparing data from 278 crowdfunding imposters to a matched sample of 278 authentic entrepreneurs support most of our hypotheses and offers initial confirmation status to the theory of signal corruptibility.

Paper is NOT Available. Please contact the author(s).

ENT: Understanding Reward Delivery Obligations in Reward-based Crowdfunding: A Theoretical Analysis

Author: **Anthony Macari**, *Sacred Heart U.*
Author: **Grace Chun Guo**, *Sacred Heart U.*

Crowdfunding has emerged as a significant and growing source of capital for entrepreneurs. Among major forms of crowdfunding, reward-based crowdfunding (RBC) model is the most prevalent one. In this paper, we focus on the implementation stage of the RBC model and build an integrated theoretical framework to explain the commonly observed failures and delays in delivery of rewards to investors and to explain how these failures and delays may be perceived by investors as violations of entrepreneurs' reward delivery obligations. We review RBC as a contractual relationship between entrepreneurs and investors. Drawing on entrepreneurial personality theory and psychological contract theory, we develop propositions and identify factors related to both entrepreneurs (overconfidence and narcissism) and factors related to investors (types of motivators and psychological contracts) that may explain failures and delays in reward delivery as well as perceived violations of reward delivery obligations. Implications for theory and practice are also discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Ecosystems 4

ENT: Entrepreneurship and Knowledge Flows in China's Supply Chains: The Roles of Platforms

Author: **Marina Yue Zhang**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Mark Dodgson**, *U. of Queensland*
Author: **David M Gann**, *Imperial College Business School*

Digital transformation has profoundly affected entrepreneurship in supply chains. SMEs and micro entrepreneurial firms are able to start up their business and join larger supply chain networks, enabled by 'common' resources provided by platforms. How China's supply chains evolved, especially how knowledge flows changed from intra-organization to inter-organization supporting entrepreneurship, is the focus of this study. This paper uses a longitudinal case of China's supply chains over the past twenty years with four embedded cases to investigate knowledge flows in entrepreneurship and roles played by different types of platforms (regional clusters and digital platforms). Social networks and human interactions, mediated by regional clusters, play a critical role in tacit knowledge transfer beyond organizational boundaries in supply chains. In digital ecosystems, system-level features, such as digital infrastructure, enable knowledge sharing and facilitate transactions among strangers. Understanding the distinctive role of platforms in entrepreneurship requires recourse to their antecedents and alternatives.

Paper is Available to Meeting Registrants Only.

ENT: When Do Donors and Investors Unite? Entrepreneurial Ecosystems and the Financing of Hybrid Ventures

Author: **Ikenna Stanley-Paschal Uziegbunam**, *Howard U.*
Author: **Brandon Ofem**, *U. of Missouri, St. Louis*
Author: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*

A central tenet of hybrid ventures is that their dual focus on social and commercial missions can enable them to attract funding from philanthropic and equity financing sources simultaneously. Yet, many hybrid ventures face conflicting institutional demands that can make it difficult to do so. Leveraging recent theorizing on entrepreneurial ecosystems, this study investigates conditions when alternate sources of entrepreneurial finance for hybrid ventures may complement each other. We propose that spatial (e.g., accelerators) and digital (e.g., social media) affordances act as signaling platforms in modern entrepreneurial ecosystems that moderate resource mobilization in hybrid ventures such that they can enhance the complementarity between philanthropic and equity financing of hybrid ventures. Furthermore, we suggest that the higher order, cultural affordances (relational norms) will govern the signaling strength of these lower-order entrepreneurial ecosystem affordances. Empirical results from a simultaneous equation model of a global sample of 6576 social ventures from 38 countries support the proposed framework. By applying a novel empirical approach on a multi-level entrepreneurial ecosystems' framework, we direct attention to how hybrid ventures leverage signals between financing sources to increase funding outcomes.

Paper is Available to Meeting Registrants Only.

ENT: Connectivity, Social Venture Creation, and Income Inequality: An Opportunity Structure Perspective

Author: **Li Sun**, *UMass Lowell*
Author: **Peiyi Jia**, *U. of Massachusetts, Lowell*
Author: **Chao Guo**, *U. of Pennsylvania*
Author: **Jipeng Qi**, *Beijing Jiaotong U.*

We develop an opportunity structure perspective on how transport connectivity affects social venture creation and how both affect income inequality. We argue that transport connectivity shapes social venture creation through three different channels--- knowledge diffusion, institutional environment, and entrepreneurial ecosystem, which in turn reduces the income in-equality between the urban and rural areas. Based on a unique dataset of 519,684 social ventures in China in 2007-2016, we find that the operation of high-speed rail positively affects social venture creation, and that these social ventures help reduce urban-rural income inequality. We further find that both effects are higher in interior provinces than in coastal provinces.

Paper is Available to Meeting Registrants Only.

ENT: Aligning Platform Ecosystems through Distributed Ledger Technologies

Author: **Kilian Schmueck**, *U. of St. Gallen*
Author: **Magnus Schücker**, *U. of Mannheim*
Author: **Thomas Moellers**, *U. of St. Gallen*
Author: **Tobias Gutmann**, *EBS Business School*
Author: **Oliver Gassmann**, *HSG U. of St. Gallen*

A firm's ability to profit from technological innovations increasingly depends on its business model's ability to create, deliver and capture its latent value. The literature on business models and business model innovation has provided profound insights, yet, it's insights are largely drawn from context relating to the internet and information technology. The advent of digital technologies, however, carries broader implications for value creation and value capture through their inherent and unique characteristics. We use the context of distributed ledger technology to understand how digital technology affects business model design choices of startups and their competitiveness. Through a mixed methods study design, we first develop a taxonomy on business model configurations, and second identify respective business model archetypes that are fundamentally shaped by distributed ledger technologies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Effectuation 1

ENT: **Development of Products and Services in Small Enterprises: Artifact to Discuss Creative Logics**

Author: **José Osvaldo De Sordi**, *Centro U. Campo Limpo Paulista (UniFACCAMP)*
Author: **Reed Nelson**, *U. of Louisiana Lafayette*
Author: **Manuel Meireles**, *Faculdade Campo Limpo Paulista*
Author: **Marcos Hashimoto**, *Millikin U.*

The innovation of companies' product and service portfolio is a challenge, especially for small companies with limitations on their resources. The scientific literature that focuses on innovation and creativity in organizations is predominantly centered on the new product development (NPD) approach, projected for the reality of large companies. From this scenario, we used the Action Design Research (ADR) method to develop an artifact that helps consultants and teachers to understand and expose creative logics that are different than those used in NPD, allowing them to help entrepreneurs, future entrepreneurs and managers of small companies to develop their product and service portfolio. Following the principles of ADR, researchers and practitioners (teachers and consultants) collaborated in the development of the artifact. Successive versions of the artifact were tested in the field: in classrooms by the teachers and in small companies by the consultants. The lessons learned through this design process were formalized in meta-requirements and meta-designs, in accordance with the precepts of the design theory that serve as the foundations of ADR. These meta-specifications facilitate the critical analysis and evolution of the proposed artifact in addition to the conception and proposition of new artifacts for the same class of problem.

Paper is Available to Meeting Registrants Only.

ENT: **The Double-edged Sword Effect of Effectuation on New Product Creativity**

Author: **CEHNG DENG**, *Xi'an Jiaotong U.*
Author: **Jianjun Yang**, *Xi'an Jiaotong U.*
Author: **Zhongfeng Su**, *Xi'an Jiaotong U.*

Existing literature offers contradictory findings of the impact of effectuation decision-making logic on new product creativity (NPC). We address these contradictions by arguing that effectuation differentially affects two dimensions of new product creativity, namely novelty of new product (NNP) and meaningfulness of new product (MNP). Besides, we investigate the moderating roles of competitive intensity and firm size between effectuation and two dimensions of NPC. Survey data from 232 firms from China reveal that effectuation increases NNP but decreases MNP. Moreover, the competitive intensity only strengthens the relationship between effectuation and NNP, and firm size strengthens the relationships between effectuation and both two dimensions of NPC. Consequently, this study highlights the dual effects of effectuation on NPC and provides important theoretical and managerial implications.

Paper is Available to Meeting Registrants Only.

ENT: **Effectual learning toward causal competence –a POMDP model of decision-making sequences**

Author: **Yi Jiang**, *ESCP Business School*
Author: **Daniel Lyons**, *Euler Hermes*

Effectuation is often viewed as more preferable to causation for managing uncertainty. Introducing process theory's perspective on sequencing, we challenge this view by arguing that entrepreneurs navigate better under uncertainty by interpolating between decision logics. We show that the rate of dynamic switching between decision logics (causal versus effectual) increases as entrepreneurs approach the plunge decision. To unpack the evolution of entrepreneurs' decision-making sequences in the lead-up to new venture creation, we conducted 3 studies. From a sample of 389 decision events identified from the narratives of 30 successful entrepreneurs, in Study 1, we derive model parameters for a partially observable Markov decision process (POMDP) solution. In Study 2, we analyse the decision-making pattern where effectual logics predominate up until the 'plunge' decision and proceeds recursively until that plunge decision results in a 'go' or 'abandon' decision. Finally, in Study 3, we examine the conditions under which the rate of switching between decision logics becomes more dynamic. We conclude by exploring possible explanations for these findings in the qualitative data.

Paper is Available to Meeting Registrants Only.

ENT: **Alliances Between Academic Entrepreneurs & Large Firms-A Theory Elaboration Approach to Effectuation**

Author: **Somayeh Taghvaei**, *ESCP Business School*
Author: **Rene Mauer**, *ESCP Business School*

This study applies a theory elaboration approach to investigate how effectuation's assumption manifests in inter-firm alliance governance. We conducted a field study of 25 alliances between technology-based academic entrepreneurs and large firms. We generate theoretical insights into how effectuation contributes to two dominant alliance governance mechanisms: trust and control. The emerging findings contribute to both scholarship of effectuation and inter-firm relationship governance by revealing how means-based actin and goal ambiguity respectively facilitate and impede trust-building an alliance and how affordable loss contributes to alliance control.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Entrepreneurship and Emotions 1

ENT: **Activating collective agency in crisis: The social-cognitive context of ad hoc organizing**

Author: **Marcus W. Y. Ho**, *Auckland U. of Technology*

The purpose of this study was to extend existing research on collective agency in the crisis management literature through empirically examining the phenomena of ad hoc organizing. Our study utilized an inductive, theory-building multiple case study design that allowed insight into SME managers' ad hoc organizing patterns following a crisis. Taking a socio-cognitive approach, we explore how SME managers enabled collective agency through two micro process patterns: building collective efficacy and normalizing change. Data suggested that socio-cognitive complementarities to ad hoc organizing processes can extend theoretical approaches to the study of crisis management in entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **How mood and emotions relate to exploration and exploitation in entrepreneurial learning**

Author: **Marius Jones**, *NHH Norwegian School of Economics*

In this paper, I explore how mood and emotions (affect) may influence entrepreneurial learning in startups. To succeed, startups must engage in exploitative learning, refining their current product and business model, and exploratory learning, identifying new business opportunities and learning about new markets. While scholars agree that entrepreneurial learning is a key process in startups, the role affect in these learning processes has not been explored. In this paper, I develop a theoretical model, suggesting how entrepreneurs mood and emotions may influence what and how much they learn. Moreover, I suggest that a startups emotional culture, norms and assumption related to the expression of mood and emotions, may influence a startups ability to engage in collective learning. I thereby contribute to literatures on entrepreneurial learning and affect in entrepreneurship, as well as to the literature on exploration and exploitation more broadly.

Paper is Available to Meeting Registrants Only.

ENT: **Affective reactions, individual behaviors and social dynamics in creative process**

Author: **Satu Rekonen**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Lotta Hassi**, *U. Ramon Llull, ESADE Business School*

Author: **Natalia Vuori**, *Aalto U.*

We investigate the creative process in five cross-functional teams. Our analysis of interviews and video data showed how the enactment of idea generation and experimentation triggered both positive and negative affective reactions and how some teams were able to overcome emergent problems while others were not. We contribute to the creativity and innovation literatures in two main ways. First, we show how and why both positive and negative emotions can lead to challenges in the creative process, such as interruption in idea generation and interruption in experimentations. Second, we provide new underpinning mechanisms that describe how both individual-level behavior and social dynamics can amplify or help to overcome emergent challenges.

Paper is Available to Meeting Registrants Only.

ENT: **Devotion or Best of Both World? How Values and Attitudes Shape Entrepreneurial Career Entry**

Author: **Etienne St-Jean**, *UQTR*

Author: **Francisco Liñán**, *U. of Sevilla*

The Theory of Planned Behavior (TPB) attracted attention in entrepreneurship to explain essentially entrepreneurial intention, but much less entrepreneurial behavior. The social psychology field uses the Value-Attitude-Behavior (VAB) model to explain behaviors, but this model is overlooked in entrepreneurship. This research hypothesizes that values and attitudes can shape not only entrepreneurial career choice but the decision to become hybrid (ie. combining salaried work with entrepreneurship) (HE) or full-time entrepreneur (FTE). We used a longitudinal nine-year sample of 1,736 individuals that were not in entrepreneurship at Time 1 to see if components of TPB or VAB can predict who will become HE or FTE at Time 2. We found that entrepreneurial intention is a strong predictor of FTE, just as the attitude related to wanting high income, and the values of power and self-direction. The value of security can predict the choice of HE. We contribute to demonstrating the relevance of VAB model in entrepreneurship and the importance of distinguishing hybrid entrepreneurship from devoted (or full-time) entrepreneurship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Business 1

ENT: Our social legacy will go on: Understanding outcomes of family SMEs succession through Buddhism

Author: **Nicholas Burton**, *Northumbria U.*
Author: **Mai Chi Vu**, *Newcastle Business School, Northumbria U.*
Author: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*

Family SME succession has repeatedly remarked how succession is a function of protecting a biological and material legacy for future generations. While scholarship has suggested that family SME succession to non-kin warrants further exploration, few have identified religion as a factor in the succession process. Our aim is to develop theory-building in this field by offering a counter-example that runs contrary to existing explanations of kin succession, and to illuminate the role of religion in that process. Our study of 12 Buddhist family SMEs shows a demonstrable link between family SME succession and Buddhist philosophy. In particular, the Buddhist principles of non-attachment and impermanence were instrumental in influencing how firms rejected succession as a biological and material legacy process. In contrast, Buddhist family SMEs conceived succession as the continuance of the social legacy, whereby those who were best-placed to carry on the social legacy were selected as successors. Implications and opportunities for further research are offered.

Paper is Available to Meeting Registrants Only.

ENT: Alliance Management Capability in Family Business: Evidence from a Politically Instable Economy

Author: **Abdalhamed Nasr**, *Huddersfield Business School, U. of Huddersfield*
Author: **Omar Al-Tabbaa**, *U. of Kent, Canterbury*
Author: **Nadia Zahoor**, *U. of Strathclyde*
Author: **Lasandahasi Ranmuthumalie De Silva**, *Birkbeck, U. of London*

We have a lack of understanding of the role of socioemotional wealth (SEW) in determining the success of alliances formed by family firms. By integrating the SEW of family businesses, and alliance management capability (AMC) of strategic alliance, literature, this study investigates how the extent of SEW in family firms operating in politically unstable contexts influences the development of AMCs, which in turn acts as a determinant of alliance success. By gathering data from 302 family firms in a politically unstable, the Libyan context, we found that the greater the SEW of family firms, the more likely they are to develop three types of AMCs: namely, alliance proactiveness (firms' ability to identify valuable partners for alliances), alliance coordination (firms' ability to manage the relationship with alliance partners), and alliance learning (firms' ability to learn from alliance partners), capabilities, which in turn increases the success of alliances formed by family businesses. We also found that the level of political instability confronted by family businesses positively moderates the positive relationship between the extent of SEW and AMCs. Our results also generate useful practical implications to family businesses, their strategic alliance partners, and policymakers involved in supporting family businesses.

Paper is Available to Meeting Registrants Only.

ENT: Families' entrepreneurial heritage transfer improves organizational ambidexterity through succession

Author: **Rolf Wilmes**, *U. of Hohenheim*
Author: **Leif Brändle**, *U. of Hohenheim*
Author: **Andreas Kuckertz**, *U. of Hohenheim*

While prior research on family firms has emphasized the importance of balancing innovation and tradition, less attention has been given to how a family firm's heritage is transferred across generations. Drawing on imprinting theory, we argue that entrepreneurial heritage establishes a cognitive framework for successors to utilize traditions for balancing exploration and exploitation. By collecting and analyzing data from a unique sample of 303 multi-generational family firms, we find that family firms pass on entrepreneurial imprints of past organizational learning during the bridging period of succession. Our results indicate that the intergenerational transfer of entrepreneurial heritage increases the firm's organizational ambidexterity. Further, succession mechanisms of providing an entrepreneurial-friendly organizational environment increasingly benefit organizational ambidexterity under conditions of entrepreneurial heritage passage, and harming effects of family cohesion are mitigated by the successor's increased levels of entrepreneurial heritage.

Paper is NOT Available. Please contact the author(s).

ENT: Towards a communications pattern model of non-family employees' attraction to small family firms

Author: **Victor Amofum Boyi**, *Florida Atlantic U.*
Author: **Roland E. Kidwell**, *Florida Atlantic U.*

Recent surveys have revealed that small family firms struggle to attract non-family employees. Current theoretical perspectives propose that non-family employees join family firms because they perceive a fit with family firms. However, these perspectives are flawed because they do not acknowledge the heterogeneity across family firms. In this paper, we develop a theoretical model that incorporates family communication orientations to explain how family characteristics influence non-family applicants' attraction to small family firms. We argue that controlling families' communication orientations are a source of heterogeneity among family firms. We also argue that such heterogeneity across family firms explain differences in staffing practices and applicants' willingness to join a family firm. We conclude with a discussion of the theoretical implications of our model.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Family Business 2      

 ENT: **The Pillars of Family Firm Performance? How Owner Manager's Values impact SEW and Performance**

Author: **Philipp Julian Ruf**, *U. of Siegen*
Author: **Sven Wolff**, *U. of Siegen*
Author: **Michael Graffius**, *Berlin School of Economics and Law*
Author: **Sabrina Schell**, *U. of Bern*
Author: **Petra M. Moog**, *U. of Siegen*

While research has often claimed that individual actors' values and consequently behaviour impact the performance of a firm significantly, empirical underpinning about the mechanisms is missing. Especially in family firms, this is crucial to understand, as owner-manager exert an extraordinary influence on values, goals, and their respective firm's behaviour. Therefore, this study aims to connect individual values of the owner-manager to the performance of a family firm, mediated by socioemotional wealth. To help understand this phenomenon, we used structural equation modelling on a dataset of 673 family firms. Based upon upper-echelon theory, our results indicate that person-focused values impact performance directly while social-focused values impact performance mediated by SEW.

Paper is NOT Available. Please contact the author(s).

ENT: **An intraorganizational Power Perspective on Family Owners and Managerial Entrenchment** 

Author: **Zhonghui Wang**, *California State U. San Bernardino*
Author: **Esra Memili**, *U. of North Carolina, Greensboro*
Author: **Emma Youyi Su**, *U. of Dayton*
Author: **Zonghui Li**, *Jacksonville U.*

Studying the contingent effect of intraorganizational power on the relationship between the founding family and managerial entrenchment in S&P 1,500 firms, we find that the intraorganizational power of the founding family, which encompasses hierarchical and resource power, is negatively associated with the adoption of golden parachutes for a non-family CEO. Meanwhile, a family CEO is less likely associated with golden parachutes. Both the hierarchical power imbalance between the family and non-family managers and directors as well as the resource power imbalance between the family and non-family shareholders are positively (negatively) related to golden parachutes granted for a non-family (family) CEO.

Paper is Available to Meeting Registrants Only.

ENT: **Good deal or bad deal? A meta-analysis of acquiring family firms and M&A performance**      

Author: **Marina Palm**, *WHU - Otto Beisheim School of Management*
Author: **Priscilla Sarai Kraft**, *WHU Otto Beisheim School of Management*

Family firms have often been portrayed as being distinct from non-family firms in their pursuit of M&A and their performance thereof. Empirical research examining whether family firms perform better or worse than non-family firms in M&A has, however, yielded conflicting findings and sparked controversy among scholars. To extend this stream of research, we theorize that family firms, based on their wealth concentration in the firm, reduced agency costs, and their pursuit of socio-emotional wealth goals, outperform non-family firms in M&A. Meta-analytic results from 40 primary studies covering over 20 years of research and 50 different countries support our hypothesis. We further argue and empirically show that the observed positive effect is weaker when family members take on board positions and conduct industry-diversifying M&A. Moreover, our findings emphasize that the family firm status and M&A performance relationship is contingent on the institutional environment of the family firm's home country, examined through the country's ease of doing business and education level of the workforce.

Paper is NOT Available. Please contact the author(s).

ENT: **How Do Family Firm Characteristics Influence Strategic Path Formation and Path-Breaking?**

Author: **Julia Katharina de Groot**, *WHU - Otto Beisheim School of Management*
Author: **Julienne Gasser**, *U. of Bern*
Author: **Benjamin Schmid**, *U. of Bern*
Author: **Nadine Kammerlander**, *WHU - Otto Beisheim School of Management*

The role of context and the influence of organizational hierarchies have not been sufficiently investigated in the context of organizational path dependencies so far. We argue that the context of family businesses poses a particularly relevant context of investigation. We take a qualitative approach to answer the research question of why and how family business peculiarities influence path formation and path-breaking. We base our findings on the analysis of six in-depth case studies. We find that high levels of concentration of formal and informal power, as well as collective and retrospective orientation stabilize path dependencies and delay path-breaking. Professionalization and formalization of decision-making processes weaken the concentration of power and can thereby help to initiate path-breaking. We identify different strategic outcomes of path dependent processes. In cases where path-breaking is achieved, firms either pivot their business or develop a strategic approach, which we refer to as renewing by restructuring. The latter approach encompasses the development of new revenue streams while keeping parts of the original businesses at a typically smaller scale and with lower financial expectations. We discuss the theoretical and practical implications of our findings for family and non-family businesses.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Family Business 4

ENT: Family CEOs' Perceived Certainty of Family Managerial Succession and Organizational Ambidexterity

Author: **Hakaru Iguchi**, *Kyoto Sangyo U.*
Author: **Junichi Yamanoi**, *Waseda U.*
Author: **Hajime Katayama**, *Waseda U.*

How does a family CEO's perceived certainty of family managerial succession influence his/her firm's orientation for organizational ambidexterity? Using the socioemotional wealth perspective, we propose that a family firm is more oriented for organizational ambidexterity when its CEO is more certain that his/her family members will succeed it, because he/she prefers to hand over the family business in as good a condition as is possible, thereby preserving the family's socioemotional wealth. Further, this relationship will be stronger as the firm's sales is smaller because its CEO is more inclined to avoid loss in socioemotional wealth of his/her family successor caused by firm failure. We examine a sample of 478 small- and medium-sized manufacturing firms run by families in Tokyo, Japan, and find statistical support for the hypothesized relationships.

Paper is NOT Available. Please contact the author(s).

ENT: Professionalization and Family Firm Performance: A Meta-Analytic Review

Author: **Vasiliki Kosmidou**, *U. of New Haven*
Author: **Jestine Phillip**, *U. of New Haven*

The purpose of this meta-analysis is to empirically quantify the relationship between family firm professionalization and performance and to examine the potential influence of moderating factors on this relationship. Integrating the findings from 69 studies and 105 total samples, we find a significant, positive, and weak relationship that is contingent on firm variables including firm size, age, and listing on the stock market as well as methodological variables including research design and measures for professionalization and firm performance. Our findings show that professionalization has a stronger performance effect in studies with small, young, and private family firms and in those with panel datasets as opposed to cross sectional ones. The study contributes to the family firm literature and yields critical implications for research and practice.

Paper is Available to Meeting Registrants Only.

ENT: Exogenous Shocks and the Adaptive Capacity of Family Firms: Everything New in the COVID-19 Pandemic?

Author: **Jonas Soluk**, *WHU - Otto Beisheim School of Management*
Author: **Nadine Kammerlander**, *WHU - Otto Beisheim School of Management*

The COVID-19 pandemic has been and is currently still affecting organizations of any size and in any industry and research still lacks profound insights into the managerial implications of this phenomenon. In particular, it is unclear how family firms, which are the economic backbone of most of the countries affected by the pandemic, have adapted to COVID-19. This paper addresses this gap by drawing on a rich body of evidence collected from 90 interviews and secondary data in a longitudinal case study of four German family firms. We develop a framework for understanding how family firms adapt to exogenous shocks such as the COVID-19 pandemic and find that the exogenous shock further reinforces the family firm's resource constraints and the family's fear of losing their socioemotional wealth (SEW). These motivational sources, in turn, trigger behavioral changes in both the firm and the family. In addition to a temporarily induced short-term orientation, these changes manifest in a (pseudo-)family cohesion, less rigid mental models, and a utilization of digital technologies. Organizational outcomes such as new alliances, digital platforms, and the adaptive capacity of family firms are the result of these behavioral changes. By providing a comprehensive understanding of how COVID-19 affects family firms, the insights from our study contribute to innovation research, business practice, and policy-making alike. More broadly, we provide innovation scholars with a theoretical comprehension of how exogenous shocks can challenge our canonical understanding of organizations' (innovative) behavior.

Paper is Available to Meeting Registrants Only.

ENT: How Spousal Capital Influences Family Firm Performance: An Empirical Analysis

Author: **Xi Yang**, *East Stroudsburg U.*
Author: **Wanrong Hou**, *U. of Texas Rio Grande Valley*
Author: **Wencang Zhou**, *Montclair State U.*

By applying the resource-based view, we propose that spousal capital of family business CEO influences firm performance. Spousal capital was categorized into human capital, social capital, and financial capital. The questionnaire was conducted to CEOs of small and medium-sized family firms in the U.S. The empirical analysis shows that there is a positive effect of spousal human capital and emotional support on firm performance. Moreover, spousal emotional support strengthens the positive effect of spousal human capital on firm performance. The implications of our findings are also discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Founders 1

ENT: Matching Words with Deeds: The Imprinting Effect of Future-Time-Reference on Innovative New Ventures

Author: **Jintong Tang**, *Saint Louis U.*

Author: **Jun Yang**, *Zhejiang U.*

Author: **Wenping Ye**, *school of management, Jinan U.*

Language structure differences have received wide scholarly attention to explain the differences in the behavior of organizations or individuals in different countries. Drawing upon linguistic relativity theory and imprinting theory, we extend linguistic research toward entrepreneurial theory and practice by examining how language structure differences impact cross-national variations in innovative new ventures. We contend that entrepreneurs speaking a strong future-time-reference language are more likely to create innovative new ventures than entrepreneurs with a weak future-time-reference language. Further, the imprinting effect of future-time-reference is eroded when entrepreneurs experience greater exposure to a multitude of new information and knowledge determined by such contextual factors as their age and home country globalization. We utilized merged, multi-level, and multi-source data of 40,022 entrepreneurs from 47 countries speaking 26 different languages to test our hypotheses. Results offer compelling support for our hypotheses.

Paper is NOT Available. Please contact the author(s).

ENT: The Roles of Personality and Regulatory Focus in Entrepreneurial Persistence Decisions

Author: **Farzaneh Noghani**, *Texas Tech U.*

Author: **William L. Gardner**, *Texas Tech U.*

The decision for entrepreneurs of whether to persist with a new business or discontinue its operation when confronted with negative feedback from the market is one of the most challenging decisions that they might encounter. Drawing from regulatory focus theory, we argue that allocentric/idiocentric tendencies and self-evaluation attributes influence the regulatory foci of entrepreneurs. Furthermore, the likelihood of entrepreneurs' decision to persist changes based on which one of regulatory foci, promotion or prevention, is most active. We argue that when provided with a new business alternative, entrepreneurs who have a chronically or temporarily more active prevention versus promotion focus are more likely to persist with a current failing new venture. We tested our arguments using two random samples of entrepreneur owners of privately held small businesses. In Study 1, we used an experimental design to test the effects of temporarily induced regulatory focus on entrepreneurial persistence decisions. In Study 2, we used a correlational design with two waves of data collection to investigate the relationships of allocentric/idiocentric tendencies and self-evaluation attributes with chronic regulatory focus. We found support for our arguments in Study 1 and for the relationship between self-esteem and the two chronic regulatory foci in Study 2.

Paper is Available to Meeting Registrants Only.

ENT: Founder Cognitive Style & Firm Performance

Author: **Stephen E. Lanivich**, *U. of Memphis*

Author: **Samuel Adomako**, *U. of Bradford*

Author: **Mujtaba Ahsan**, *San Diego State U.*

Author: **Baris Istipliler**, *U. of Mannheim*

This study investigates the antecedent role entrepreneurs' cognitive styles play in the choice of strategic approach and resource orchestration behaviors, and how these relate to venture performance. Based on the entrepreneurial cognition literature and the Upper Echelon Theory, we postulate that entrepreneurs with different cognitive styles depend on different strategic approaches and resource orchestration choices to exploit their opportunities. Our mediation hypotheses posit that entrepreneurs with planning and knowing cognitive styles rely on a causation approach and bootstrapping resource behaviors, whereas entrepreneurs with a creating cognitive style choose an effectuation approach and bricolage resource orchestration behaviors to achieve venture performance. Using a sample of 260 Ghanaian entrepreneurs and conditional process modelling technique to analyze the mediation relationships separately and in parallel, we find support for many of our hypotheses.

Paper is Available to Meeting Registrants Only.

ENT: How founders' affective commitment moderates the effect of flexibility on opportunity exploitation

Author: **Christopher G. Pryor**, *U. of Florida*

Is flexibility or formality more useful for organizations that are pursuing improved performance? Organizational structure scholars offer opposing answers to this question, and empirical results have been mixed. Our study contributes to this research by describing a mediational model that links organizational flexibility to performance via opportunity exploitation. Specifically, we argue that flexible firms are able to exploit a greater number of opportunities, which, in turn, can improve performance. We also argue that the indirect effect of flexibility on performance via opportunity exploitation is stronger when top executives display higher affective commitment for their firms, meaning that they have a positive emotional attachment to their firms. Top executives with higher affective commitment can mitigate the downsides experienced by the staff of flexible firms, such as uncertainty and negative affect, which improves the outcomes of flexibility. Drawing on a sample of 211 firms and their founders, we find support for our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Context 1

ENT: **Immigrant Entrepreneurship: The Joint Effect of Host and Home country Institutions**

Author: **Punit Arora**, *City U. of New York*
Author: **Marta Bengoa**, *City U. of New York*
Author: **Priya Nagaraj**, *William Paterson U.*

In this paper, we examine the joint effect of immigrant entrepreneurs' human capital, their home country's entrepreneurial culture and their host country's sub-national institutional environment on their entrepreneurial success. Using a comprehensive dataset constructed from multiple sources for 2012 to 2017, we show that the effect of human capital on immigrant entrepreneurship is dependent on their institutional environment. We find that entrepreneurial culture at origin is highly significant and positively associated with the likelihood of starting an incorporated business across migrants. Mandatory E-Verify reporting has a positive and significant effect on immigrants' decision to run an incorporated businesses but discourages immigrants from running unincorporated businesses. In showing persistent and lasting impact of institutional mind-maps from immigrants' home environments, we provide a more nuanced understanding on the effect of human capital than that depicted in the prior entrepreneurial research. The results of this study inform immigration policy on how to augment the contributions of immigrant entrepreneurs and enhance the positive spillovers coming from innovation and business creation.

Paper is NOT Available. Please contact the author(s).

ENT: **Understanding the effects of Venezuelan migration on the entrepreneurial activity in Colombia**

Author: **Juan Carlos Muñoz-Mora**, *U. EAFIT*
Author: **Sebastian Aparicio**, *Durham U. Business School*
Author: **Diego Martínez-Moya**, *EAFIT*
Author: **David Urbano**, *U. Autònoma De Barcelona*

Motivated by the lack of evidence about the effect of migration on entrepreneurship in a highly informal country, such as Colombia, this paper has a twofold purpose. First, it explores how Venezuelan immigration affects entrepreneurial activity in Colombian regions. And second, it intends to shed light on this relationship by distinguishing between formal and informal sectors. We employ an instrumental variable approach to account for the selection of immigrants into locations with more or less desirable conditions. Venezuelan immigration positively influences self-employment and own-account workers, but negatively affect employers. However, once these immigrants infringe the informal sector the effects increase.

Paper is Available to Meeting Registrants Only.

ENT: **Returnee Entrepreneurs and Collaborative Innovation: The Impact of Institutional Environments**

Author: **Aqi Liu**, *Tsinghua Shenzhen International Graduate School*
Author: **Siva Ramakrishna Devarakonda**, *Tilburg U.*

This study examines the propensity of collaborative innovation between returnee entrepreneurs and local partners. We argue that while collaborative innovation with local partners may be beneficial for returnees to tap into new technological opportunities in their home market, concerns about appropriability are likely to dissuade returnees from collaborative innovation. However, the availability of different institutional safeguards that can shelter against appropriability hazards can encourage returnees to pursue collaborative innovation. Specifically, we propose that an environment with a robust IPR enforcement and high social trust are two important formal and informal institutional dimensions that can mitigate appropriability concerns for returnees and promote collaborative innovation with local partners. Empirical analyses using a sample of Chinese high-technology ventures provide broad support for our hypotheses.

Paper is Available to Meeting Registrants Only.

ENT: **How Do Nationalism and Immigrant Entrepreneur Assimilation Impact Firms' Survival?**

Author: **Shoug AlSharhan**, *Kent State U.*

Resource dependence theory posits that firms are dependent on their environment for survival. Firms' survival becomes challenging when the environment changes and affects the supply of critical resources and firms' network of interdependencies. One proposed mechanism to manage resource dependency and increase survival probability is to loosen dependencies on other firms. We extend the literature and investigate the circumstances under which tightly coupled interfirm linkages and high dependencies reduce uncertainty and increase firms' survival. We focus on immigrant-owned firms in the context of rising nationalism and propose that nationalism impose constraints on immigrant-owned firms' transnational and international networks. Consequently, immigrant-owned firms' survival becomes highly dependent on developing a network of interdependencies with firms in the domestic market. Yet, firms' attributes on which immigrant-owned firms create their dependencies on and the extent of immigrant entrepreneur assimilation have differing effects on firms' survival.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Context 3

ENT: Trade Associations as Indigenous Institutions: Exploring Trust and Entrepreneurial Behaviour

Author: **Kingsley O. Omeihe**, *U. of Aberdeen*
Author: **Ibiyemi Omeihe**, *U. of the West of Scotland*

This paper examines the institutional logics shaping entrepreneurial behaviour. It investigates how institutional contexts affect entrepreneurial behaviour especially in challenging environments. By drawing on a rich empirical study of small and medium-sized enterprises (SMEs), the paper uncovers how indigenous institutional forms such as trade associations have evolved to replace dysfunctional formal institutions. The institutional logics perspective was useful in understanding the effects of culture on trade associations. Our interview data reveal how entrepreneurs take advantage of institutional-based trust to enforce trade agreements in the absence of formal institutional trust. The paper contributes to the field of entrepreneurship concerning SMEs and trade associations, by examining issues in relation to economic-institutional contexts that have been largely neglected

Paper is Available to Meeting Registrants Only.

ENT: Institutional Demands in the Context of Artisan Entrepreneurship

Author: **Caren Crowley**, *Maastricht School of Management*
Author: **Maura McAdam**, *Dublin City U.*
Author: **Richard T. Harrison**, *U. of Edinburgh*

This paper explores how artisan entrepreneurs respond to conflicting institutional demands. Specifically, we focus attention on the conditions under which institutional conflict lead to the adoption of specific response behaviours. Prior research has highlighted the importance of artisan entrepreneurship in facilitating socio-economic, rural and regional development, with significant attention paid to strengthening the formal institutional environment, supporting organisations and government regulations. However, there has been limited focus on the negative consequences of conflicting institutional support and the demands they make on artisan entrepreneurs. The empirical setting for this paper is a full population analysis of the Irish artisan cheese sector. Our findings demonstrate that in the face of competing institutional demands entrepreneurs have three primary response behaviours, 'navigate', 'bridge' or 'drown'.

Paper is Available to Meeting Registrants Only.

ENT: An Analysis of the Effects of Formal Institutions on High-Quality Entrepreneurship Across Nations

Author: **Michael Alexander Mazur**, *Westfälische Wilhelms-U. Münster*
Author: **David Bendig**, *Westfälische Wilhelms-U. Münster*

Entrepreneurs differ in the degree and type of novelty and economic contribution they introduce to a nation's economy. This paper defines the quality of early-stage entrepreneurial efforts based on motivation (opportunity-driven), customer demand (innovativeness), and supply-side technology and processes (newness of used technology). How early-stage high-quality entrepreneurial efforts are formed and exploited depends upon the institutional environment. We contribute to academia on the contextual determinants of entrepreneurship by examining Global Entrepreneurship Monitor (GEM) multi-level data on 2,115,018 individuals from 101 countries for 2003-2016. We show that formal institutions differently affect early-stage high-quality entrepreneurship activities across countries. Regulatory efficiency and trade freedom have an expected positive and statistically significant effect on early-stage high-quality entrepreneurship. On the other hand, government integrity (i.e., corruption) has an unexpected negative, and statistically significant relationship. We find that the level of economic development in a country positively moderates the relationship between government integrity and early-stage high-quality entrepreneurship. We discuss the practical implications for business leaders and policy-makers and avenues for future research in academia.

Paper is Available to Meeting Registrants Only.

ENT: Partnering with Bridging-economy Firms and Locals: Cross-Border Venture Capital Investments

Author: **Jing Zhang**, *Old Dominion U.*
Author: **Wei Zhang**, *Tsinghua U.*
Author: **Andreas Schwab**, *Iowa State U.*

The international business literature advocates that firms entering a new foreign market partner with local firms. However, for Western firms, high environmental and partner uncertainty in emerging economies severely constrains the ability to form partnerships with local firms in the host country. Extending the multi-party collaboration literature, we suggest that Western firms form a multi-party collaboration involving local firms from the country targeted for market entry and firms from a "bridging economy"—a third country with (1) an institutional environment more closely resembling to the Western country, (2) active business collaborations with the host country, and (3) well-established firms in the industry of interest. The bridging-economy partner can play a critical role in dealing with venture-, partner-, and environment-level uncertainties. We test the hypotheses based on data on Western VC investments in China during 1997-2008 when China's VC industry was emerging. We provide evidence for the value of multi-party collaborations involving both a partner from the host country and a bridging country for the internationalization strategies of Western firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Internationalization 1

ENT: **Founders' Education, Social Capital, and Their Interplay in New Venture Internationalization**

Author: **R. Isil Yavuz**, *Bryant U.*

While research acknowledges the importance of founders' education and social capital on new ventures' international intensity, the interplay between the two is less understood. Drawing on the theories of human and social capital, I argue that education interacts positively with formal social capital but interacts negatively with informal social capital in affecting new ventures' international intensity. GEM data on newly founded new ventures from 61 countries support my interaction hypotheses. I discuss implications for entrepreneurship theory and practice.

Paper is Available to Meeting Registrants Only.

ENT: **A theory of state-centered international entrepreneurship**

Author: **Wei Hua**, *Texas Tech U.*

Author: **Ronald K. Mitchell**, *Texas Tech U.*

In response to the need for increased integration of theories of international entrepreneurship with theories of institutional work, this paper explains how state-led international entrepreneurship can result in four types of institutional work relevant to international entrepreneurship, based on the presence or absence of two key variables: international cooperation opportunity, and state-level entrepreneurial orientation. The theory we advance in this paper helps to explain how and when states are expected to engage in the institutional work of creation, maintenance, disruption, or inaction. This paper contributes to research on institutional work and entrepreneurship, international entrepreneurship, international relations and state-level entrepreneurial orientation.

Paper is Available to Meeting Registrants Only.

ENT: **Scaling, Fast and Slow: Business Models and the Internationalization of Digital Firms**

Author: **Maximilian Stallkamp**, *Virginia Tech*

Author: **Andreas P.J. Schotter**, *Ivey Business School*

Since digital offerings can be delivered almost instantly throughout the world, digital ventures challenge established theories governing foreign market entry. But despite a seemingly effortless path to international markets, the degree to which new digital ventures internationalize is highly heterogeneous, suggesting that the underlying drivers of digital venture growth are more nuanced than is reflected in existing perspectives. We theorize that certain business model characteristics play a central role in explaining why some digital ventures internationalize faster than others. We analyze the pre-IPO internationalization of 169 US-based firms and find strong support for our framework linking business models to internationalization outcomes.

Paper is Available to Meeting Registrants Only.

ENT: **From Family Embeddedness to Families Embedding in Migrants' Opportunity Development Processes**

Author: **Quang Vinh David Evansluong**, *Umeå School of Business, Economics, and Statistics*

Author: **Marcela Ramirez-Pasillas**, *Jonkoping International Business School*

This paper examines the roles of family in migrant entrepreneurs' opportunity development. We employ the opportunity development and family embeddedness for theory building purposes. We conducted a longitudinal inductive case study on four cases of migrant entrepreneurs who have established businesses in Sweden and who have their origins in Lebanon and Syria, Cameroon, and Mexico, documented with 29 interviews and field observations. The paper identifies families embedding occurring by means of three norms of reciprocity and obligations that facilitate the opportunity development process. These norms are fulfilling the expectations of family and the existing family business, regularly interacting with family and the existing family business, and deploying family and business loyalty. These norms are connected to specific sub-processes of opportunity development, namely, the generation of an entrepreneurial idea, shaping an entrepreneurial idea, and defining the (new) family venture offering. By identifying these norms in the opportunity development processes, we theorize that migrant entrepreneurs rely on different family members and the existing family business from the home or host country at different moments of the opportunity development process. Such dynamic creates different norms of reciprocity and obligations for migrant entrepreneurs and their families, which influence the opportunity development.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning 1

ENT: **Opening the black box of learning from innovation failures: An empirical validation**

Author: **Khalil Rhaiem**, *Post-Doctoral Researcher*
Author: **Norrin Halilem**, *FSA ULaval (Laval U.)*

Entrepreneurial failure provides several opportunities to entrepreneurs to learn and promote innovation in the future but learning from failures is not obvious and guaranteed. Why some entrepreneurs learn less from failure than others? In this paper, our analysis with a survey sample of 436 manufacturing SMEs provides the initial empirical evidence about a combination of individual and organisational factors to explain learning from entrepreneurial failure. Results of this paper are also discussed to derive managerial implications for entrepreneurs to capitalise on innovation failure.

Paper is Available to Meeting Registrants Only.

ENT: **Dealing with Failure – Exploring the learning modes of entrepreneurs confronted with failure**

Author: **Thomas Schardt**, *Johannes Gutenberg-U. Mainz*

Learning from failure is a critical part of being an entrepreneur. In this study, we seek to shed light on the blackbox of learning by examining entrepreneurs' learning behavior when confronted with failure events. Using a grounded theory approach, we proceed to develop a rich qualitative appreciation on the link between learning modes of entrepreneur's on the one side, and cognitive processes influencing the choice of learning mode in a particular failure situation on the other side. Our results demonstrate three different learning modes – (1) on the fly, (2) analytical, and (3) network-learning. Moreover, we offer a more dynamic perspective by showing which cognitive processes (e.g., attribution, perceived consequences of a failure) influence how entrepreneurs likely choose between different learning modes depending on each failure experience.

Paper is NOT Available. Please contact the author(s).

ENT: **Learning by interactions with outside directors in family business boards: a dynamic perspective**

Author: **Céline Barredy**, *CEROS - U. of Paris Nanterre*
Author: **Maria Jose Parada**, *ESADE/JIBS*
Author: **Paula Maria Infantes Sanchez**, *ESADE Business School*
Author: **Julien Batac**, *U. of Bordeaux*

This article focuses on the dynamics and interactions of outside directors with family members within the board of directors. Based on a longitudinal single case study drawn from a French family business, we qualitatively explore and extend the role of outside directors as catalysts for learning. We highlight that the emergence of shared beliefs and shared new practices on the board without threatening the family's place in the organization follows a three-phase learning process; 1) Difference between professional and cognitive learning, the informative phase; 2) Cognitive learning actions, outside directors become less informative and more transformative. Outside directors share more than they do train; 3) From cognitive learning to behavioral learning. Outside directors train family members for family relation management in the firm.

Paper is Available to Meeting Registrants Only.

ENT: **Exploring Behavioral Outcomes of Compulsory Entrepreneurship Education: Quasi-Experimental Evidence**

Author: **Katrin Marika Smolka**, *Warwick Business School*
Author: **Thijs Geradts**, *Maastricht U., School of Business & Economics*
Author: **Andreas Rauch**, *U. of Sydney Business School*
Author: **Peter Van Der Zwan**, *Leiden U., The Netherlands*

Governments increasingly invest in compulsory entrepreneurship education to stimulate entrepreneurial behavior as a precursor to innovation and economic growth, yet conclusive evidence on its effectiveness is still missing. To inform policy, the aim of this study is to evaluate the behavioral outcomes of compulsory entrepreneurship education. We conduct a field quasi-experiment by following two groups of university business students over time with an almost identical curriculum, except for an entrepreneurship course. Our results reveal that the effects of compulsory entrepreneurship education are more nuanced than previously assumed. We find that compulsory entrepreneurship education significantly increases early nascent entrepreneurial behavior of students immediately and eight months after the entrepreneurship course. Although commonly perceived, we find this relationship is not mediated by entrepreneurial intentions. We also find that entrepreneurial self-efficacy does not mediate the education-intentions relationship. Additionally, our results suggest that adding practice-focused elements to theory-driven entrepreneurship education yields a stronger positive effect on entrepreneurial behavior than theory-driven education alone. The findings contribute to research on entrepreneurship education and policy, and have wider implications for theories on entrepreneurial intentions and entrepreneurial self-efficacy in relation to entrepreneurship education.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Entrepreneurial Mindset

ENT: Where Ecosystem Mindsets Come From: How Tech Entrepreneurs Envision Their Target Markets

Author: **Stephan Davys Manning**, *U. of Sussex*

Business ecosystems – systems of value creation that transcend conventional industry boundaries – are becoming increasingly important contexts of tech entrepreneurship. Yet, we lack an understanding of how tech entrepreneurs develop an understanding of nascent ecosystems for new products. Based on a multi-case study of Boston-based tech entrepreneurs, this study finds that entrepreneurs build an ecosystem mindset incrementally by shifting from targeting alternative primary clients, based on an industry mindset, to envisioning inter-connected clients across industries exploiting complementarities between multiple product uses. Findings contribute to micro-foundations of ecosystem strategizing and a better understanding of opportunity generation and entrepreneurial learning.

Paper is Available to Meeting Registrants Only.

ENT: An Entrepreneurial Mindset in an Organizational Context: A General Model of Entrepreneurial Spikes

Author: **Dagmar Hattenberg**, *Groningen U. (RuG)*

Author: **Olga Belousova**, *Groningen U. (RuG)*

Author: **Aard J. Groen**, *U. of Groningen center of entrepreneurship*

The purpose of this paper is to integrate the seemingly disparate entrepreneurship and mindset literatures and extant work to conceptualize the entrepreneurial mindset and its embeddedness in an organizational context. Furthermore, we theorize about the entrepreneurial mindset as expressed through entrepreneurial spikes. We develop the entrepreneurial mindset concept as an ability and willingness combined phenomenon driving individuals, specifically in a corporate environment, in their entrepreneurial behavior, moving research forward from ‘what it is’ into understanding ‘how and when it works’. We detail the implications and insights and propose a future research agenda, focusing on the context beyond the content of the entrepreneurial mindset.

Paper is Available to Meeting Registrants Only.

ENT: The Mindset Matters: Psychological Capital and Strategic Responses During Crisis

Author: **Ann-Christin Groezinger**, *U. of Siegen*

Author: **Sven Wolff**, *U. of Siegen*

Author: **Philipp Julian Ruf**, *U. of Siegen*

Author: **Petra M. Moog**, *U. of Siegen*

The goal of this study is to investigate how the Psychological Capital of owner-managers influences their strategic responses, ultimately impacting the performance of a company during the COVID-19 pandemic. Grounded on established psychology, upper echelons theory and crisis literature, we find evidence in our sample of 381 owner-managed companies that higher Psychological Capital leads to a preferred adaptation of offensive strategic responses, which in turn positively influences the performance of a company during crisis. We contribute to the entrepreneurship literature and upper echelons theory by introducing Psychological Capital to the debate and thus shed light on which measures can be used to increase or sustain the performance of owner-managed companies throughout crisis.

Paper is Available to Meeting Registrants Only.

ENT: Back Into Entrepreneurship: Entrepreneurial Mindset of Experienced Entrepreneurs

Author: **Etienne St-Jean**, *UQTR*

Author: **Maripier Tremblay**, *U. Laval*

Author: **Rahma Chouchane**, *U. du Québec à Trois-Rivières*

This research focuses on entrepreneurial intention after a first entrepreneurial experience. Depending on the perception of success or failure, this work highlights the role of optimism and grit in the process of returning to entrepreneurship in complementarity with attitude, subjective norms, and entrepreneurial self-efficacy from the Theory of Planned Behavior (TPB). The sample consists of 48 previous entrepreneurs, not in the process of returning, nor entrepreneurs at that moment. Fuzzy-set Qualitative Comparative Analysis (fsQCA) configurational approach was utilized. Our results show the different configurations that can lead to entrepreneurial intention after being an entrepreneur. When there is failure perception from this previous experience, entrepreneurial attitude and self-efficacy are essentials and either optimism or subjective norms are required. On the opposite, even with grit and self-efficacy, the perception of failure will hinder entrepreneurial intention when there is no optimism, nor subjective norms and attitudes. When there is no perception of failure, grit, and optimism are almost required to complement other missing components of TPB. Our results demonstrate that optimism is a central part of an entrepreneurial mindset in explaining entrepreneurial career persistence, while grit is important but more peripheral. We also demonstrate the importance of configurational approaches to understanding entrepreneurial intention and behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper



ENT: **Protect thyself! How venture CEOs fight off dismissal by their boards**   

Author: **Theodore Waldron**, *Texas Tech U.*
Author: **Jeffery McMullen**, *Indiana U. - Kelley School of Business*
Author: **Lori Leigh Tribble**, *Clemson U.*
Author: **Oleg V. Petrenko**, *U. of Arkansas*
Author: **Olivia Aronson**, *U. of Richmond*

We examine how venture CEOs might protect themselves from dismissal by their boards. Using a qualitative single-case study approach and rare longitudinal data capturing a CEO's perspectives and behaviors, we track how the founder and CEO of a renowned craft distillery insulated himself from dismissal by his distillery's board throughout their relationship. Our primary theoretical contributions are to the resource dependence perspective on venture governance, placing another stone on the path of emergent conversations about the behavior and influence of power-disadvantaged CEOs relative to their boards. First, we enrich understanding of the implications of power-resource exchanges between venture CEOs and boards after these exchanges have occurred. Second, we enrich understanding of the balance of power between venture CEOs and boards in their post-exchange relationships. Third, we extend understanding of the behaviors available to venture CEOs as they navigate power disadvantages relative to boards to stave off dismissal. Implications for other key corporate governance perspectives (agency theory), along with the boundaries of our findings, also receive attention.

Paper is Available to Meeting Registrants Only.

ENT: **Contingency fit between open innovation and product market strategy: Evidence from Japanese firms**

Author: **Naohiro Sawada**, *Aoyama Gakuin U.*

This research shows the contingency fit between open innovation and product market strategy. Prior research studies these two managerial concepts separately. This study combines these research streams and shows the contingency fit between them. To investigate open innovation in detail, this study analyzes open innovation from two aspects: external search breadth and depth. This study investigates the effects of these concepts on three research and development (R&D) outcomes: innovation performance, new product development (NPD) speed, and firm performance. This study uses questionnaires and archival data from Japanese firms. The results show that cost leadership strategy has a positive effect on firm profitability. Differentiation strategy has a positive effect on all three R&D outcomes. External search breadth barely has a positive effect on any of the R&D outcomes. External search depth has a positive effect on firm performance. When firms implement a cost leadership strategy, external search breadth has a positive and significant effect on both innovation performance and NPD speed. Under the same conditions, external search depth negatively correlates with innovation performance and firm performance. These results show that narrow and deep collaboration enhances R&D outcomes. Last, neither external search breadth nor depth has a significant effect on any of the R&D outcomes when firms implement a differentiation strategy. This study shows that open innovation by firms improves their R&D outcomes especially when firms select a cost leadership strategy. This research complements two prior research streams and indicates the possibilities and limitations of open innovation

Paper is Available to Meeting Registrants Only.

ENT: **Engage the vulnerable in the institutional change: a novel perspective from missionaries in Africa** 

Author: **Andrea Sottini**, *U.Cattolica del Sacro Cuore*
Author: **Benedetto Lorenzo Cannatelli**, *U. Cattolica del Sacro Cuore*
Author: **Alessandro Giudici**, *Cass Business School, City U. London*

Research on tackling social exclusion has highlighted the role of institutional intermediaries as prominent actors able to rebalance power of resource and market access. However, scholars have taken-for-granted that excluded people accept interventions aimed to tackle their societal exclusion. Our study addresses this limitation by examining the under-theorized religious intermediaries to model a process through which engaging resigned marginalized people in a platform of inclusive relationships. Our analysis was informed by the intersection between neo-institutionalism and relational sociology. By doing so, we offer novel and rare empirical substantiation and theoretical elaboration on the micro-foundations and processes of institutionalism

Paper is Available to Meeting Registrants Only.

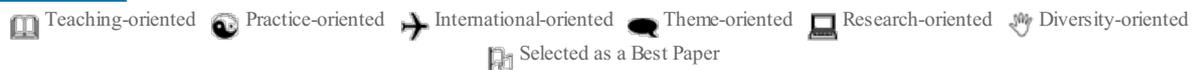
ENT: **Ideas of Entrepreneurial Activity Embodied in Depictions of New Venture Unit Spaces**

Author: **Eve-Michelle Basu**, *Uppsala U.*

New venture units (NVUs) are once again attracting interest among corporations across industry and geographic boundaries as a means to organize for entrepreneurship. In descriptions of their innovation 'garages' or 'labs', as well as what they are and do, firms typically present these NVUs as a vital infrastructure or breeding ground for entrepreneurial activity. The notion entrepreneurial activity, here, appears to refer to a set of activities that are recurring and considered to be meaningful in the context of NVUs. What firms believe to constitute entrepreneurial activity, however, typically remains unarticulated and taken for granted. In light of our scholarly understanding of entrepreneurial activity as an umbrella term describing a multi-stage problem-solving process encompassing a set of interrelated yet distinct tasks and behaviors, this is rather surprising. To explore the corporate understanding of 'entrepreneurial activity' in the context of NVUs, in this study, we turn to the spatial design of these units as a window onto the processes, activities and relationships corporations believe to be associated with them

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Passion 1

ENT: Social Networks and Entrepreneurial Passion: Selection or Contagion?

Author: **Kai Becker**, *Amsterdam Business School, U. of Amsterdam*
Author: **Joris Ebbers**, *Amsterdam Business School, U. of Amsterdam*
Author: **Yuval Engel**, *U. of Amsterdam*

Entrepreneurial passion is contagious such that social interaction leads to passion convergence. However, do entrepreneurs also select whom they interact with based on passion similarity? The complex interdependencies between social networks and passion remain undertheorized and empirically puzzling. Using a stochastic actor-oriented model (SIENA) and four waves of panel data, we test hypotheses about the co-evolution of social networks and entrepreneurial passion during a 5-months university-based acceleration program. We find that entrepreneurs select social network ties based on similar levels of passion for founding and inventing but that only passion for founding is socially contagious. We discuss theoretical, empirical, and practical implications.

Paper is Available to Meeting Registrants Only.

ENT: Harmonious passion, bricolage, and firm performance: The role of entrepreneurial autonomy

Author: **Younggeun Lee**, *Cal State, Los Angeles*
Author: **Pol Herrmann**, *Iowa State U.*

Drawing from the theory of entrepreneurial bricolage and the resource-based view, we study the indirect influence of harmonious passion on firm performance through bricolage, i.e., achieving specific goals with existing resources. We propose that in small and medium-sized enterprises (SMEs), CEOs with high harmonious passion establish bricolage through deliberate practice, creative solutions, and awareness of organizational capacity. Moreover, firms with high levels of bricolage enhance firm performance through creatively recombining accessible resources, acting on without biases to overcome the liability of smallness, and maximizing the firm's potential by use of all possible methods. Entrepreneurial autonomy positively strengthens this mediation model by providing independent decision-making and promoting organizational creativity. We test the proposed model using a six-month lagged survey data collected from 237 CEOs of Korean SMEs.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurial passion and organizational innovation

Author: **Younggeun Lee**, *Cal State, Los Angeles*
Author: **Brandon Mueller**, *Iowa State U.*
Author: **Pol Herrmann**, *Iowa State U.*

Building on identity theory, we investigate the impact of developing and inventing passion on organizational innovation and performance. Passionate entrepreneurs are motivated to behave according to their identities. Specifically, considering passion as a domain-specific concept, entrepreneurs who are passionate about developing (or inventing) would behave according to their identities. Accordingly, we argue that entrepreneurial passion for developing leads to exploitative innovation and eventually enhances firm performance. Moreover, entrepreneurial passion for inventing promotes exploratory innovation and increases firm performance. To test the proposed hypotheses, we apply a two-round survey data collected from 150 entrepreneurs of Korean venture firms.

Paper is NOT Available. Please contact the author(s).

ENT: Getting It Done or Doing It Right: Antecedents and Outcomes of Entrepreneurial Passion

Author: **Carlos David Valladares**, *Iowa State U.*
Author: **Brandon Mueller**, *Iowa State U.*

The study of entrepreneurial passion has helped to extend understanding of why certain entrepreneurs are better able to cope with extremely challenging situations in ensuring the creation, survival, and growth of their new ventures. Previous work has focused on how passion for inventing, founding, and developing influence entrepreneurs' performance on a wide array of individual and venture outcomes. However, less progress has been made in developing a better understanding of the individual characteristics that influence and give rise to particular forms of passion. In this study, we explore how two of the functional dimensions of self-regulatory mode - locomotion and assessment - can direct individuals toward specific types of entrepreneurial passion. We argue that an individual's regulatory mode orientation towards assessment, locomotion, or both, precede and direct the development of a particular type of entrepreneurial passion. Further, we specify and test a holistic model where each type of entrepreneurial passion (inventor, founder, and developer passion) influences entrepreneurial effectiveness on distinct aspects of the entrepreneurial process (e.g., opportunity recognition, venture creation, and venture growth). Finally, we hypothesize that each type of entrepreneurial passion mediates the influence of locomotion and/or assessment on these different new venture outcomes.

Paper is Available to Meeting Registrants Only.

ENT: The Perception of a Founder's Obsessive Passion and Co-founders' Decision to Join the Venture Team

Author: **Yingzhu Fu**, *Nanyang Technological U.*
Author: **Matthias Alfred Tietz**, *U. of St. Gallen Institute of Management in Asia*
Author: **Frederic Delmar**, *EMLYON Business School*

We investigate how perceived obsessive passions (OPs) influence potential co-founders' decision to join a venture team. Using a conjoint experiment with two samples: 116 founder entrepreneurs and 177 master business school students (supplementary sample), we find that potential co-founders are more likely to join when they perceive that the founder has OP for inventing and developing. Potential co-founders are less likely to join when they perceived OP for founding. Further, we also find significant interactions between perceived OPs, and interactions between perceived OP and potential co-founders' own OP. These findings provide important theoretical implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Passion 2 

 ENT: **Is Artificial Intelligence the New Frontier for Research on Passion? On Inferring Passion from Text** 

Author: **Amanda Jasmine Williamson**, *Waikato Management School*
Author: **Martina Battisti**, *Grenoble Ecole de Management*
Author: **Jeffrey M. Pollack**, *NC State U.*

As the study of passion continues to grow in both relevance and interest, passion scholarship confronts new and sizeable challenges for (a) engaging in context-specific, theoretically-driven, inquiry into passion, and (b) identifying methods to collect sufficiently rich, longitudinal, data that can be paired with replicable, rigorous, data analytic approaches. In this paper, we aim to address these issues that hinder the advancement of the passion literature. We use Artificial Intelligence (AI) to infer entrepreneurial passion from multi-wave qualitative text data. By applying AI approaches (sentiment analysis and machine learning) to text data, we capture how different aspects of entrepreneurial passion change over time, and provide new insights into the changeable nature of passion in the specific context of social entrepreneurship. We hope that our work affords an ample foundation for future research—in passion and using AI—that are both theory-focused and practically useful.

Paper is Available to Meeting Registrants Only.

ENT: **Blinded by passion: how entrepreneurial passion biases towards extreme risk-taking** 

Author: **Marie Cecile Wilm**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Bastian Kindermann**, *Chair for Technology & Management, TU Dortmund U.*

Entrepreneurial emotions often predict entrepreneurial behavior, thereby determining how a venture is lead. The resulting behavior can influence a myriad of stakeholders. Hence, scholars have highlighted the importance of researching consequences of entrepreneurial passion. Drawing on identity theory, we develop a research model investigating the relationship between harmonious and obsessive entrepreneurial passion and extreme risk propensity, moderated by illusion of control. We investigate the relationship between passion and extreme risk propensity because risk is strongly attributed to entrepreneurship yet can be harmful. In addition, we incorporate illusion in the model, a cognitive bias explaining how entrepreneurs make decisions in risky environments. To examine our research questions, we rely on a sample of 446 entrepreneurs. We find both harmonious and obsessive entrepreneurial passion positively relate to extreme risk propensity. The interaction effect with illusion of control is negative significant for harmonious entrepreneurial passion and positive for the obsessive manifestation. We contribute to research by advancing theory on outcomes of harmonious and obsessive entrepreneurial passion. We also provide evidence to identity theory showing that identities with lower salience are not necessarily reflected in behavior.

Paper is Available to Meeting Registrants Only.

 ENT: **From fragmentation to integration: Time- and emotion-related dynamics in CEO-top manager interaction**

Author: **Ganqi Tang**, *U. of Fribourg*

Behavioral integration of top management teams (TMTs)—i.e., CEO and other top managers (TMs)—represents a key enabler of firms' strategic success in dynamic environments. Behavioral integration denotes quality information exchange, collaboration, and joint decision making among top executives, while it differs from counterproductive groupthink. Yet, it is unclear how TMT behavioral integration comes about. The current study adopts a multiple-case approach to investigate how behavioral integration emerged from CEO-TM interaction in three entrepreneurial firms. Results reveal that time and emotions interact in two ways to shape TMT integration. Specifically, temporal emoting describes a dynamic in which temporal gaps (e.g., unmatched pace and temporal focus) between founder CEOs and their executives lead to executives' emotional frictions (e.g., frustration). It is a dynamic in which time-related differences induce emotional conflicts. Emotive syncing describes a dynamic in which emotional resemblance between executives (e.g., pride and hope) and their founder CEO leads to the similarity in temporal structures (e.g., matched pace and togetherness) between the two. It refers to a dynamic in which emotion similarity drives time-related assimilation. Further, TMTs with more executives experiencing temporal emoting are more likely subject to fragmentation—i.e., the opposite of integration. Nonetheless, executives experiencing emotive temporizing take initiatives to integrate their TMT—and thus foster TMT integration, tackling issues concerning the dynamics of time and emotions in founder CEO-TM interaction. Lastly, results unveil that founder CEOs' entrepreneurial passion invokes temporal emoting pervasively among top executives, whereas it enacts emotive temporizing among executives with high entrepreneurial motivation. The current study primarily contributes to upper echelons theory and the literature on CEO-TMT interface by adopting a processual perspective, leveraging the lens of time and emotions, and incorporating the concept of entrepreneurial passion. The study also contributes to the relevant literature on entrepreneurial passion by identifying its divergent effects in team processes.

Paper is NOT Available. Please contact the author(s).

ENT: **Obsessively passionate entrepreneurs and firm performance: The role of identity fusion and overwork** 

Author: **Youngeun Lee**, *Cal State, Los Angeles*
Author: **Minjoo Joo**, *Iowa State U.*
Author: **Pol Herrmann**, *Iowa State U.*

We examine the relationships between obsessive passion, identity fusion, and firm performance. Based on the theory of identity fusion, the affect infusion model, and the literature on the dualistic model of passion, we argue that obsessive passion is positively associated with firm performance through identity fusion. Specifically, we theorize that obsessively passionate entrepreneurs fuse strongly with their organizations because of positive affect and ego protective behaviors, eventually increasing firm performance through high levels of loyalty and responsibility toward their organizations. We also examine overwork as a moderator between identity fusion and firm performance and assert that extreme time investment in work intensifies the level of identity fusion toward firm performance by increasing the exposure to organizational colleagues. Based on a two-stage survey data collected from 196 Korean firms, we find that the indirect impact of entrepreneurs' obsessive passion on firm performance through identity fusion is only significant when entrepreneurs overwork.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Performance

ENT: **A balanced strategy performs better than a pure strategy**

Author: **In Hyeock Ian Lee**, *Loyola U. Chicago*

Empirical scholarly work often focuses on either marketing or R&D activities in isolation to examine their effects on firm performance. Built on the concept of a balanced strategy and the resource management and orchestration theory, this study investigates the simultaneous pursuit of marketing and R&D activities of new, resource-constrained firms and the superiority of their performance in the market. The basic position of this study is that balancing resource allocation and deployment in both marketing and R&D contributes to new firms' competitive advantage and thus to their overall performance when resource constraints are considered. We first construct a parsimonious formal model to guide the development of a set of hypotheses, and then test them on a sample of 4,928 U.S. new ventures from the Kauffman Firm Survey (KFS) database. The empirical findings provide strong support for the notion that a balanced strategy of resource allocation between marketing and R&D activities helps new, resource-constrained firms achieve superior sales revenues in the market in the form of inverted U-shaped curves between the two constructs.

Paper is NOT Available. Please contact the author(s).

ENT: **To Interlock or Not To Interlock? The Effect of Board Interlocks on New Venture Growth**

Author: **Tatevik Harutyunyan**, *NHH Norwegian School of Economics*

Research addresses different aspects of the role of boards in new ventures (Li, Terjesen, & Umans, 2018). However, instances when firms are linked by the directors that serve on their boards – board interlocks – are understudied in the entrepreneurial setting (Lamb & Roundy, 2016). Moreover, findings on one of the most researched relationships in the board interlock literature – the relationship between board interlocks and firm performance - are inconsistent (Lamb & Roundy, 2016). Therefore, the paper investigates the extent to which board interlocks affect new venture growth. The paper takes a closer look at the presence and number of board interlocks to identify whether board interlocks matter for venture growth. To investigate the relationships, I employ Norwegian registry data – a longitudinal dataset of all Norwegian residents and firms. With this dataset, the identification of board directors, new ventures and estimation of a wide array of different variables becomes possible. The richness in this register data also enables a number of empirical techniques and models used to make causal claims. Findings show interlocking ventures significantly outperform non-interlocking ones in terms of equity, asset and sales growth. After estimating 2SLS, the results demonstrate more interlocks have a positive and significant relationship with equity growth.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurial teams and early performance of new ventures: An analysis of Taiwanese tech-firms**

Author: **Christie Jo Hsien Hsieh**, *Ph.D Student*

Author: **Bou-Wen Lin**, *National Tsing Hua U.*

Author: **Shih-Chang Hung**, *National Tsing Hua U.*

In this paper, we investigate the effects of the relation between the human capital of the entrepreneurial team, R&D-manufacturing linkage and the performance of new technology-based firms in accordance with a resource-based view. We try to comprehend how entrepreneurial teams and R&D-manufacturing linkage shape firm's ability to have a positive outcomes in terms of company sales revenue and international connection. We take advantage of a new data relating to a sample composed of 152 Taiwanese young firms that operate in technology-based industries. We find that firms with higher proportionally advanced professional education entrepreneurs in the team have a positive effect on firms' performance. Furthermore, it is R&D-manufacturing linkage that determines technology-based firm's growth. Individuals with entrepreneurial experiences exerts key influences on firms' international connection. Firms can also benefit from their team members' background affiliation and achieve better performance. Lastly, we provide evidence that there are gains from the complementary capabilities of entrepreneurial teams and firms relating to (i) advanced professional education, (ii) entrepreneurial or CEO experiences and team members' background affiliation and (iii) R&D-manufacturing linkage. We conclude that the human capital of entrepreneurial team and R&D-manufacturing linkage of new technology-based firms have a critical impact on the firm's development. These findings are consistent with and complements the growing body of research that emphasizes the importance of entrepreneurial teams in developing knowledge about the strategies and allocation of the enterprises resources.

Paper is Available to Meeting Registrants Only.

ENT: **Failing Fast and Asymmetric Performance Outcomes for Venture Capital Investors and Entrepreneurs**

Author: **Demetrius Lewis**, *Emory U., Goizueta Bus Sch*

Author: **Anand Swaminathan**, *Emory U.*

When entering exchange relationships, actors decide between vetting and developing working routines with new partners versus choosing imperfect, but familiar partners. Actors engage with those that are more familiar, for example, along ethnicity, gender, or embeddedness within a social network, in order to achieve improved coordination and reduced monitoring costs, which can result in better performance of their exchanges. For venture capitalists, decisions based on familiarity criteria manage downside risk, which leads to improved survival. This leads to more successful investments over a long time horizon but reflects worse financial outcomes for any particular venture. As a result of persistent relationships with investors, entrepreneurs may learn how to "fail fast," but not how to learn from failure.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Affect Regulation, Firm Names, Institutions, and Transitions to Self-employment during COVID

 **ENT: Sizing destructive entrepreneurship: The role of institutions in the regional economic growth process** 

Author: **Sebastian Aparicio**, *Durham U. Business School*
Author: **Juan Carlos Muñoz-Mora**, *U. EAFIT*
Author: **Diego Martínez-Moya**, *EAFIT*
Author: **David Urbano**, *U. Autònoma De Barcelona*

Despite the importance of (productive) entrepreneurship for economic growth, there is little attention about the existence of destructive entrepreneurial activity and its influence on growth. Thus, we explore how the relationship between destructive entrepreneurship and economic outcomes is conditioned by existing formal and informal institutions. Institutional economics frames such interplays, which are assessed through 3SLS, using a sample of 1122 municipalities in Colombia. Our findings reveal that the negative effect of coca crops (as destructive entrepreneurship) on regional economic growth is mitigated thanks to institutional reinforcement and integral performance index (as formal), as well as land conflict and religious communities (as informal institutions). Theoretical and policy implications can be derived from these results.

Paper is Available to Meeting Registrants Only.

ENT: How Do Firms Choose Their Names: Insights from Biotechnology 

Author: **Irina Stoyneva**, *Thomas Jefferson U.*
Author: **Veselina Vracheva**, *Chapman U.*

In this paper, we explore patterns of name choices of entrepreneurial firms in the field of biotechnology. Drawing on the legitimacy argument and institutional entrepreneurship theory, we hypothesize that in the early years of the industry, entrepreneurs choose the names of their start-ups with greater focus on their unique sound. In these early years, we find that more start-ups select names that are longer, begin with rare sounds or plosives, and have stronger links to the biotechnology industry. We further argue that in the later years of the industry evolution, entrepreneurs are more likely to select names that are more generic. We find that in the later years of the industry, the start-ups select names that are shorter and with cues from technology and discipline. Our findings hold across 281 entrepreneurial firms in the field of biotechnology.

Paper is NOT Available. Please contact the author(s).

ENT: Don't Calm Down! Collective affect regulation in startups

Author: **Marius Jones**, *NHH Norwegian School of Economics*
Author: **Elisabeth Norman**, *U. of Bergen*
Author: **Therese Egeland Sverdrup**, *NHH Norwegian School of Economics*
Author: **Vidar Schei**, *NHH Norwegian School of Economics*

Prior research has demonstrated how affect (mood and emotions) often emerge and influence outcomes in startups. While prior research has explored how startup CEOs regulate affect, we know less about how startup team members collectively regulate mood and emotions. Through a 22 month-long multiple case study, we explore how five startup teams regulate affect. We reveal a pattern of affect regulation that allowed some startups to develop organisational learning and manage team member's negative mood and emotions. In these startups, negative affect was expressed openly, met with curiosity and understanding, and managed through problem-focused coping. Through a theoretical framework on how collective affect regulation allow startups to learn and develop, we contribute to literatures on affect regulation in entrepreneurship, affect regulation more broadly, and organisational learning in startups.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurial career outcomes of women who switch to self-employment during the crises

Author: **Retno Ardianti**, *Petra Christian U., Indonesia*
Author: **Adwin Atmadja**, *Petra Christian U., Indonesia*

This paper aims to reveal the implication of transitions from paid to self-employment during the period of economic crises, and whether such a transition may widen the gender gap in career outcomes. We use insights from the career perspective in entrepreneurship to study career outcomes in three steps. First, we study the survival rate and the career patterns of individuals who switch to self-employment in the post-crisis period. Second, we examine income, job satisfaction, and life satisfaction, as the subjective and objective measure of career success of individuals who survive in self-employment. Lastly, we look at the possible differences in entrepreneurial career outcomes between male and female self-employed in our samples. We use descriptive statistics and entropy balancing to examine the changes in career outcomes of individuals who switch to self-employment during the 1998 Asian financial crisis in Indonesia and the 2008 global financial crisis in the United Kingdom. Our findings demonstrate that in both countries, the survival rate is less than 50% for over 5 years following the transitions, with the risk of experiencing downward job mobility for those who do not survive in self-employment. In addition, our study reveals that transitions to self-employment give no gains to the individuals; as the career outcomes of those who switch to self-employment are relatively similar or even not any better than similar individuals who remain in paid employment. Lastly, we found a smaller proportion of females survive in self-employment in the long term, as those who switch to and survive in self-employment in both countries are dominated by males.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Resilience 1

ENT: **Building Entrepreneurial Resilience Through Adversity**

Author: **Lauren Atkinson Zettel**, *U. of Louisville*
Author: **Robert P. Garrett**, *U. of Louisville*

Although significant adversity can have detrimental effects on entrepreneurs' venturing efforts, recent research also points to a potential benefit of facing challenges. It is possible that through weathering adversity, entrepreneurs build their resilience and ability to respond and adapt to future difficulties. Nonetheless, it is still unclear how and under what circumstances this growth occurs. The existing literature offers several suggestions, and also debates, over the types of adversity that build resilience, as well as the mechanisms that account for the relationship between adversity and resilience. However, these ideas have yet to be thoroughly explored and grounded in theory, particularly in the domain of entrepreneurship. We suggest that viewing entrepreneurial resilience through the lens of entrepreneurial learning offers a systematic explanation for the ability of adversity to build entrepreneurial resilience. We draw on the psychological resilience, entrepreneurial resilience, and entrepreneurial learning literatures to develop a theoretical model of the development of entrepreneurial resilience through weathering adversity. This model has the potential to not only provide a framework for studying entrepreneurial resilience, but also to inform future programs designed to cultivate resilience in entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: **Towards a Dynamic Model of Entrepreneurial Fatigue**

Author: **Aishwarya Kakatkar**, *TUM School of Management, Technical U. of Munich*
Author: **Holger Patzelt**, *TUM School of Management, Technische U. München*
Author: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*

Feeling energy in connection with the venture is arguably a core aspect of what it means for founders to be psychologically well, and recent research in entrepreneurship has highlighted the need for better understanding the well-being of founders. While founders might initially feel a high level of energy for their venture, over time some founders develop a condition we term entrepreneurial fatigue – a persistent and extreme exhaustion that arises when working on the venture. Drawing on rich, longitudinal data from 38 founders nested within 14 early-stage ventures, we develop a dynamic model of entrepreneurial fatigue consisting of three phases: eudaimonic, destructive, and diverting. Founders in the eudaimonic phase do not experience entrepreneurial fatigue, as they balance out the energy consumed in tackling entrepreneurial challenges with energy recharged through periodically detaching from the venture. However, in the destructive phase, tackling entrepreneurial challenges triggers disillusionment and identity conflict, two ways through which the founder may develop entrepreneurial fatigue. Finally, in the diverting phase, the founder is unable to recover from entrepreneurial fatigue and may redirect energy into other endeavors, potentially exiting from the venture entirely. Our study has implications for research on entrepreneurial well-being, adversity, and founder exits.

Paper is Available to Meeting Registrants Only.

ENT: **Role of creativity and resilience in contemporary and entrepreneurial knowledge work**

Author: **Anna-maija Nisula**, *Associate Professor*
Author: **Heidi Olander**, *Associate Professor*
Author: **Ilona Toth**, *LUT U.*

In the contemporary economy, knowledge work is entrepreneurial whether it takes place in organizations or in any form of entrepreneurship. In this paper, we investigated individual creativity in contemporary knowledge work among organisational and platform knowledge workers. Specifically, we investigated what role creativity and resilience play in knowledge work and how creativity and resilience are related. We conducted a mixed-method study, collecting qualitative data (N=15) from platform knowledge workers to build understanding regarding the nature of contemporary knowledge work. Based on the findings of the qualitative study, we created a research model in which we linked creativity and resilience and tested the proposed model with the data collected from 419 organisational knowledge workers. We found that knowledge worker creativity and resilience are bidirectionally linked in the context of organizational knowledge work. We discuss the implications of our study for research on knowledge work and creativity in knowledge work as well as for practitioners in the field of contemporary knowledge work.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurial Resilience During a Crisis: Systematic Review and Integrative Framework**

Author: **Xueqi Yuan**, *Imperial College Business School*
Author: **Erkko Autio**, *Imperial College Business School*

The Covid-19 pandemic presents an urgent challenge and opportunity for entrepreneurial resilience research. A sub-set of broader research on general organisational resilience, extant research on entrepreneurial resilience remains limited, fragmented, and under-conceptualised. To address this gap, we conduct a systematic review of resilience and crisis research in entrepreneurship. Based on a review of 146 articles published in business and management journals, we propose an integrative framework that distinguishes between five dimensions of entrepreneurial resilience: agent, context, temporal orientation, enabler and outcome. We highlight key findings and salient features of received research along each dimension. Our findings contribute to entrepreneurial resilience literature by presenting a coherent research platform that integrates extant literature and supports future research. Building on the review, we consolidate the definition of entrepreneurial resilience as opportunity-seeking, opportunity pursuing and opportunity consolidating behaviour prior to, during, and after an external shock and introduce a distinction between static and dynamic resilience. The paper offers implications to support entrepreneurial adjustment and post-Covid recovery and informs timely policy responses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Resource  

 ENT: **How new ventures from resource-scarce contexts form ties with foreign resource holders**  

Author: **Lina Reypens**, TUM School of Management, Technische U. München
Author: **Hana Milanov**, TUM School of Management, Technical U. of Munich

When domestic resources do not suffice to satisfy their needs, entrepreneurial ventures in resource-scarce contexts are impelled to liaise with foreign resource holders. Extant literature suggest the use of domestic networks for foreign tie formation and otherwise provides few options for less well endowed ventures in these conditions. New ventures' domestic partners can forge links to foreign targets through introductions, referrals, endorsements, or signals of visible affiliation. We conducted a multiple-case study to examine international tie formation behaviors of 10 medical technology ventures operating in the resource-scarce context of Uganda. Our data reveals that ventures relying less on domestic networks and deploying a strategic approach with proactive tie formation behaviors tend to acquire more resources. In contrast, ventures relying more on domestic networks and deploying an opportunistic approach tend to acquire fewer resources. The theory we develop contributes to the integration of international entrepreneurship with network research and guides entrepreneurs in resource-scarce contexts in mobilizing resources on the international stage.

Paper is NOT Available. Please contact the author(s).

 ENT: **Deciding to Be Different: A Protocol Analysis of Entrepreneurs Positioning Their Ventures** 

Author: **Devin Burnell**, Indiana U. - Kelley School of Business

Entrepreneurs seek to reconcile the competing tensions of conformity to established institutions and competitive advantage from differentiation by choosing to become optimally distinct. This research, however, has yet to explain how entrepreneurs begin to think about the strategic position of their ventures. Understanding these cognitive processes is important given that resources and performance benefits result from strategic balance. This research aims to reveal internal cognitive processes that successful entrepreneurs use when thinking through positioning their ventures to be optimally distinct. Preliminary findings from verbal protocol analysis suggests (a) entrepreneurs will tend to use sensemaking, analogical reasoning, and perspective-taking when thinking about positioning their ventures; (b) experts and novices differ in how they think about strategic positioning; (c) experts and novices differ in their attention to factors that determine market uncertainty and (d) copying the prototype or exemplar may depend on how many strategic dimensions entrepreneurs decide to differentiate.

Paper is Available to Meeting Registrants Only.

ENT: **The Relationship between Resource Allocation, Knowledge Transfer and Innovation Performance** 

Author: **Chueh Chu Ou**, -
Author: **Ku-Ho Lin**, -
Author: **Wei-kuo Tseng**, National Chung Hsing U.
Author: **Yi-Ru Lai**, Chung Hsing U.

In the face of a turbulent and rapidly changing business environment, enterprises must respond to customers and market demands in real time. Start-ups, featuring high flexibility and innovative energy, are rising in this rapidly competitive market. Although they have a certain knowledge base in their own professional fields, they need the help of external network partners to obtain key resources. Furthermore, in the process of acquiring key resources, the absorptive capacity of start-ups will affect the quality of acquiring resources and further affect their innovation performance, which was the main topic in this study. Based on resource-based theory and network theory, this study explored the relationship between the internal and external resources (network resources and knowledge bases), knowledge sharing and innovation performance of start-ups, and probed into the possible moderating effect of the absorptive capacity of start-ups. Questionnaires were mainly distributed to the Angel and Start-up Resources Platform databases as the main subjects, and 154 questionnaires were effectively collected. This study found that there is a positive relationship between network resources, internal organizational knowledge and knowledge sharing behavior. Absorptive capacity plays a key role in knowledge transformation between acquiring external network resources, internal knowledge bases and knowledge sharing behavior.

Paper is Available to Meeting Registrants Only.

ENT: **When money isn't everything—Exploring different patterns of entrepreneur resource acquisition**

Author: **Esther Leibel**, Boston U.
Author: **Denise Falchetti**, U. of Bologna

Entrepreneurs use business pitches to persuade and gain support from investors. While scholars have examined what makes business pitches successful, they have narrowly defined success as financial capital acquisition. Yet, different types of entrepreneurs (i.e., early-stage vs. late-stage entrepreneurs) need different types of resources. In a qualitative field study of social entrepreneurs, we identify social ties formation as a key outcome of the relationship between early-stage entrepreneurs and investors, one that is key to access other resources. Building on our qualitative findings and the literature on strategic ties formation, we theorize that firms use language referencing relational processes when they prioritize investor relational commitment, while they use language referencing money when they seek investor financial commitment. We test our hypotheses on a database of in person, one-to-many pitches of social entrepreneurs. We find that early-stage firms attract a broader range of investors and a higher amount of financial resources. Also, the benefits of using relational language are higher for early-stage firms who seek to acquire investor relational commitment, whereas later-stage firms using financial language can reduce their disadvantage with respect to the acquisition of financial commitment. These findings add to the literature on strategic ties formation by increasing our understandings of pitches as a proactive networking tool for less-endowed firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Self-employment 1

ENT: Quitting Your Job to Pursue Entrepreneurship or Join Start-ups: Implications on Job Satisfaction

Author: **Danny Chung**, *Ivey Business School*

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

Paper is Available to Meeting Registrants Only.

ENT: Steal, Tinker, Tailor: how coordination emerges in start-ups

Author: **Marius Jones**, *NHH Norwegian School of Economics*
Author: **Peter Kalum Schou**, *NHH Norwegian School of Economics*

Start-ups operate in uncertain and dynamic environments that put great toll on their ability to coordinate their activities to secure growth and development. However, little is known about how start-ups develop coordination mechanisms. As start-ups are new organizations with few routines or structures to rely on, they must develop coordination from scratch with limited time to get it right. As such, coordination represents a unique challenge for start-ups. We study how start-ups manage this challenge. Relying on a longitudinal qualitative multiple-case study of 5 start-ups, we present an emergent theoretical framework of how start-ups achieve and improve coordination over time. We find that start-ups develop coordination by mixing vicarious and experimental learning in a cyclical manner. This framework contributes to the literatures on coordination in start-ups and the emergent coordination literature by showing how coordination emerges and develops in start-ups, who begin with no clear rules, plans, routines, or roles.

Paper is NOT Available. Please contact the author(s).

ENT: Diversity in Coworking Spaces: A Comparative Keyword Analysis of Online Customer Reviews

Author: **Nam Kyoon Kim**, *Ivey Business School*
Author: **Dominic Sun Kyu Lim**, *Ivey Business School*

Coworking spaces emerged as a new type of shared workspace for entrepreneurs and mobile knowledge workers but significant differences exist among coworking spaces. For instance, coworking in corporate franchise occupied with thousands of members and coworking in independent operators with relatively small group of coworkers offers vastly different experience. We examine the differences of coworking spaces based on users' perceptions of coworking spaces collected from online customer reviews. This paper uses a novel research method, comparative keyword analysis, and finds strong evidence that operation types of coworking spaces are closely related to the differences in members' coworking experiences. Specifically, we find that independent coworking space are salient for its positive review mentioning the keyword 'entrepreneur'.

Paper is Available to Meeting Registrants Only.

ENT: Exploring the motivations and success metrics of everyday entrepreneurs: A qualitative examination

Author: **Corey Fox**, *Texas State U.*
Author: **Steven Rayburn**, *Texas State U.*

Entrepreneurs are diverse. However, the concept of entrepreneurship has evolved over time to become synonymous with exceptional ventures – the high-growth, technology-focused, and equity-financed ventures indicative of the Silicon Valley Model (SVM) of entrepreneurship. The academic research associated with entrepreneurship has similarly evolved along this path. Unfortunately, this focus on a narrow type of entrepreneurship has undermined research on everyday entrepreneurs, who are responsible for much of the entrepreneurial activity around the world. Following calls in the literature, we explore these entrepreneurs to better understand this often-overlooked group. In this qualitative study, we address two research questions related to motivation and success in the everyday entrepreneurship context. We conclude with a discussion of the importance of this research and how it contributes to the extant literature.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Social Entrepreneurship 1

ENT: **The Liability of Gender: Examining Investment Gaps in Male- and Female-led nascent social ventures**    

Author: **Romi Kher**, *City U. of New York, Baruch College*
Author: **Shu Yang**, *Hofstra U.*
Author: **Scott L. Newbert**, *City U. of New York, Baruch College*

While most empirical evidence suggests that male-led ventures raise more financing than female-led ventures due to investor biases, these studies primarily focus on commercially-oriented ventures seeking traditional forms of investment (debt/equity). In response, we draw on stereotype content theory and signaling theory to determine whether and how entrepreneur gender impacts nascent social ventures' access to traditional and non-traditional (philanthropy) financing. Our results show that while female-led ventures do raise less traditional investment, they also raise more non-traditional investment than male-led ventures. However, a third-party endorsement signal increases female-led ventures' disadvantage in traditional investment and eliminates their advantage in non-traditional investment

Paper is Available to Meeting Registrants Only.

ENT: **Gender's Influence on Starting a Social Business by User-Innovators:**  

Author: **Marlies Koers**, *Saxion U. of Applied Science*
Author: **Paula Danskin Englis**, *Berry College*
Author: **Aard J. Groen**, *U. of Groningen center of entrepreneurship*

Our research investigates the influence of gender on user-innovator' characteristics in starting a social business. Specifically, we examine the extent to which unmet personal needs, being ahead of the trend, experiencing high expected benefits to develop a solution to overcome these needs, use experience and product-related knowledge influence these entrepreneurs in starting a social business. We use a sample of 142 (nascent) social entrepreneurs (64 men and 78 women) who enrolled in a social entrepreneurship training program in the Netherlands. A mixed-method approach was used that combines quantitative (survey) and qualitative (19 in-depth interviews) research. Using Fuzzy Set Qualitative Comparison Analysis (FsQCA) to examine the gender-related differences and the user-innovator characteristics' influence in starting a social business, we find different configurations for men and women. With our research, we gain more insight into gender's influence on the lead user characteristics in this process. We also gain an understanding of the interplay of these specific conditions, which is a methodological contribution to the underlying assumptions regarding data asymmetry, equifinality, and causal conjunction. Our findings are useful to social entrepreneurs to better understand what drives them and to entrepreneurial development and education programs to develop more effective training and support with less masculinization by showing how gender may influence the factors that facilitate social business startups.

Paper is NOT Available. Please contact the author(s).

ENT: **The Spatial Dimension of Social Entrepreneurship: Manifesting the Imaginary during COVID19**

Author: **Emilio Costales**, *Royal Holloway, U. of London*
Author: **Anica Zeyen**, *Royal Holloway, U. of London*
Author: **Oana Branzei**, *Ivey Business School*

This paper explores the spatial dimension of social entrepreneurship by examining how social entrepreneurs respond to spatial disruption in light of the COVID-19 pandemic. In doing so we analyse which elements of space social entrepreneurs engage with to affect change. Adopting a sociomateriality framework, we explore the extent to which the digital dimension of space is adopted as an intermediary through which space is (pre)constructed and enables shared social imaginaries to manifest in the physical realm. We implement a Netnographic and practice-tracing methodology with 17 social entrepreneurs in the Netherlands and United Kingdom over a 10-month period (February – December 2020). This research contributes to the social entrepreneurship literature by illustrating the cognitive and spatial configuration capacity of social entrepreneurs. Methodologically, this research demonstrates the value of space as an epistemic tool through which research can analyse routine behaviours and how these behaviours may change in according to spatial (re)configuration. The longitudinal and exploratory nature of this research provides in-depth insight on the influence of social and material elements of space. Our findings suggest that social entrepreneurs utilize space as a mechanism of protracting and contracting psychological distance to innovatively promote change.

Paper is Available to Meeting Registrants Only.

ENT: **Business Models in Social Entrepreneurship – Linking Founder Imprinting and Financial Performance**

Author: **Aman Bhuvania**, *Indian Institute of Management, Bangalore*
Author: **Srivardhini K. Jha**, *Indian Institute of Management, Bangalore*
Author: **Nachiket Bhawe**, *U. of North Carolina Pembroke*

We examine the relationship between founder imprinting and the financial performance of their social enterprises (SEs) and the important role of business model choice in shaping it. We do this by studying microfinance institutions (MFIs). We argue that business imprinting on the founders influences their business model choice (target market) for their social enterprises. This choice is vital for explaining the subsequent financial performance of their SEs. The enduring effect of business imprinting is such that it leads to a lower likelihood of them selecting rural customers as their target market. This in turn influences their ability to generate interest income from their loan portfolio as well as to manage their business risk, due to the prevailing institutional context. The results obtained from a generalized multilevel structural equation model on data based on Indian MFIs between the years 2013 and 2018 support our hypotheses. Overall, our findings have important theoretical and practical implications for business models and social entrepreneurship literatures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Wellness 1 

ENT: **How Adolescent Destructive Deviance Improves Lifetime Health Through Entrepreneurship** 

Author: **Jinyi Zhou**, *U. of Science and Technology Beijing*
Author: **Yawen Li**, *Beijing U. of Posts and Telecommunications*

ABSTRACT: Despite the fact that some prior studies indicated that destructive deviance in adolescence can destroy individuals' whole life, in current study, based on the career stage theory, we propose a theoretical model indicating that even a high level of destructive deviance in adolescence can also improve individuals' life by encouraging them to enter the entrepreneurship (have their own business), which in turn can bring them with a better lifetime health after retirement. Employing a relatively large and representative dataset from National Longitudinal Survey of Youth (1979) with 12,686 participants across different social classes in United States and more than 35-year career tracks, we indeed find that although the adolescent destructive deviance is negatively related to the lifetime health, entrepreneurship will suppress this main effect, meaning that teenagers with a high level of destructive deviance are likely to enter entrepreneurship (i.e., owning business) which can bring many benefits to their lifetime health even after 30 years. Potential theoretical contributions and implications are also discussed.

Paper is Available to Meeting Registrants Only.

ENT: **The Opaque-Side of Entrepreneurship: Some Founders Trade Substances for Entrepreneurship Addiction**

Author: **Nicola Anne Thomas**, *Technical U. of Denmark*
Author: **Carina Lomberg**, *Technical U. of Denmark*
Author: **Lars Alkærsg**, *Technical U. of Denmark*

We examine substance addiction as a primary antecedent in the development of entrepreneurship addiction, which is the compulsive need to engage in entrepreneurship. We draw on psychological addiction literature to expand examining entrepreneurship addiction through the lens of behavioural addictions, such as gaming or internet use, to focus on theories of behavioural and substance addictions alike. Through the use of a mixed-method approach, we team both epidemiological data from more than 48,833 founders from 2005-2014, with qualitative case study data from four founders with a history of addiction. We demonstrate how founders with a history of any addiction are more likely to become serial entrepreneurs, and consequently entrepreneurship addicts, and how the cycle of entrepreneurship addiction plays out for founders with concomitant addictions. We found some founders trade-up more socially undesirable addictions for the socially acceptable addiction of entrepreneurship, evidencing perhaps a more opaque side of entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **The Impact of Psychological Vulnerabilities, Gender and Venturing Stage on Entrepreneurial Wellbeing** 

Author: **Mi Hoang Tran**, *Syracuse U. Whitman School of Management*
Author: **Johan Wiklund**, *Syracuse U.*
Author: **Wei Yu**, *National U. of Singapore (NUS)*
Author: **Ana Perez-Luño**, *Pablo de Olavide U.*

This study examines the effect of ADHD symptoms on entrepreneurial well-being and how gender and venturing stage moderate this relationship. Surveying 2,000 entrepreneurs in the U.S, Australia and Spain, we hypothesize and find negative associations between ADHD symptoms and well-being. Gender moderates this relationship. The negative effect of ADHD symptoms on well-being is aggravated for women entrepreneurs. We theorize that this is because both ADHD and entrepreneurship are male gendered – women entrepreneurs with ADHD simultaneously challenge two behavioral stereotypes. And the challenging of stereotypes takes a toll in terms of well-being. Our research highlights the importance of examining gender differences in ADHD research, and examining outcomes other than performance in research on gender and entrepreneurship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

**Innovation in Global Entrepreneurship Education: Babson
Collaborative and International Comparison**
Innovation in Global Entrepreneurship Education



Chair: **Yipeng Liu**, *Henley Business School, U. of Reading*
Chair: **Heidi M. Neck**, *Babson College*
Discussant: **Candida G Brush**, *Babson College*
Discussant: **Lise Aaboén**, *NTNU*
Presenter: **Servane Delanoé-Gueguen**, *Toulouse Business School*
Presenter: **Christina Theodoraki**, *Toulouse Business School*
Presenter: **Colin Donaldson**, *EDEM Business School*
Presenter: **Jorge Villagrasa**, *EDEM Business School*
Presenter: **Carlos Rodrich**, *UDEP*
Presenter: **Abhinav Chaturvedi**, *Bennett U., India*
Presenter: **Cris Bravo Monge**, *U. of Guelph*
Presenter: **Cristian Granados**, *Tecnológico de Monterrey*
Presenter: **Maripier Tremblay**, *U. Laval*
Participant: **Darryl Cummins**, *Ulster U.*
Participant: **Maria De Los Dolores González**, *EGADE Business School, Tecnológico de Monterrey*

As entrepreneurship education grows across disciplines and permeates through various areas of university programs, this timely symposium offers an interdisciplinary, comparative and global perspective on best practices and new insights for the field. Through the theoretical lens of collaborative partnerships, it examines innovative practices of entrepreneurship education and advances understanding of the discipline. Exploring and showcasing how global collaboration can foster entrepreneurship education, international contributors share their experiences as educators, scholars and thought-leaders involved in the Babson Collaborative for Entrepreneurship Education – a global institutional membership organization connecting universities around the world that are building and expanding their entrepreneurship ecosystems. Presenters will illustrate the challenges faced by educators and creative methods for tackling them, offering useful insights from a range of disciplinary perspectives in an international comparison. Highlighting the significance of the field to higher education environments, this symposium encourages active participation in entrepreneurial practice and collaboration between stakeholders and disciplines to ensure high-quality education in a variety of settings. Our symposium will be a rousing and inspiring view of entrepreneurship education for scholars and academic entrepreneurs who are working to build robust education ecosystems in the field. In this symposium, we include six papers that explore (1) the contextual factors and (2) the managerial and policy implications of entrepreneurship education from an international comparative perspective. Following the six presentations, Candy Brush, one leading entrepreneurship scholar and a major contributor in entrepreneurship research, and Lise Aaboén, Chair of Teaching and Learning Conference at AOM will serve as the discussants to provide both theoretical and practical suggestions on the role of entrepreneurship education in shaping the evolutionary path of entrepreneurial ecosystems and implications for policy.

From incubator to full internal entrepreneurship education ecosystem: the example of TBS

Author: **Servane Delanoé-Gueguen**, *Toulouse Business School*
Author: **Christina Theodoraki**, *Toulouse Business School*

Tracking the entrepreneurial journey from inspiration to perspiration

Author: **Colin Donaldson**, *EDEM Business School*
Author: **Jorge Villagrasa**, *EDEM Business School*

Revitalizing the innovation and entrepreneurship ecosystem at Universidad de Piura

Author: **Álvaro Tresierra**, *Incubadora HUB UDEP*
Author: **María Mercedes Henri**, *Incubadora HUB UDEP*
Author: **Carlos Rodrich**, *UDEP*
Author: **Cynthia Posso**, *Incubadora HUB UDEP*
Author: **Eddie Valdiviezo**, *Hub Udep*
Author: **Nicolas Vasquez**, *Incubadora HUB UDEP*

Dynamism of entrepreneurship education: role of an entrepreneurship educator in an emerging economy

Author: **Abhinav Chaturvedi**, *Bennett U., India*

The development of high-potential intrapreneurs: an executive education approach to drive innovation

Author: **Cris Bravo Monge**, *U. of Guelph*
Author: **Cristian Granados**, *Tecnológico de Monterrey*

Responsible entrepreneurship: a new challenge for entrepreneurship education and training

Author: **Matthias Pepin**, *FSA ULaval (Laval U.)*
Author: **Maripier Tremblay**, *U. Laval*
Author: **Luc K. Audebrand**, *FSA ULaval (Laval U.)*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Stigma, Prejudice and Discrimination

GDO: **Accent Speaks Louder than Ability: The Effect of Nonnative Accents on Trust Repair**   

Author: **Mingang K. Geiger**, *West Virginia U.*
Author: **Luke A. Langlinais**, *West Virginia U.*

This paper examines whether speaking with a nonnative accent adversely affects individuals' perceived trustworthiness and level of trust after a trust violation in an English-speaking context. Furthermore, this study also examines how others-focused perspective taking plays a role in helping to overcome the biased judgements. An experimental vignette situated around a hiring process was conducted to examine these research questions. The results suggest that nonnative English speakers do face bias in the form of being judged as less trustworthy in terms of their ability, but not benevolence and integrity, and are hence trusted less in comparison to native English speakers following an identical interaction. In addition, the findings indicate that perspective taking ameliorates that unjustified penalty by having the trustor vicariously walk in the nonnative speaker's shoes. These study findings hold promising theoretical and practical implications for organizations that unfair judgements on stigmatized individuals, including nonnative English speakers, may be overcome through operationalizing perspective taking. This study contributes to the current literature on diversity management by emphasizing language-based stigmas and a more comprehensive understanding of interpersonal trust repair. Keywords: Nonnative accent, stigma, ability, trust repair, trustworthiness, perspective-taking

Paper is NOT Available. Please contact the author(s).

GDO: **Talented, Valuable, and Committed: Employer Perceptions of Applicants with a Criminal History**

Author: **Nicole C. Young**, *Franklin & Marshall College*
Author: **Jakari Griffith**, *Bridgewater State U.*
Author: **Jessica Keech**, *Franklin & Marshall College*

Research on hiring consistently finds criminal history to be one of the most stigmatized and detrimental characteristics during the selection process. However, once hired, little research exists regarding the employer perceptions of employees with a criminal history. We surveyed employers to explore how employers that have hired individuals with a criminal history may perceive them to be a valuable source of talent, productive, committed, and able to fit skill demands. We also considered how employers who interpreted diversity and inclusion to be an important part of their organization may be more or less willing to hire individuals with a criminal history. Overall, employers that hired individuals with a criminal history were more likely to do so when they perceived diversity and inclusion to be important. Moreover, these employers were also more likely to perceive individuals with a criminal history to be a valuable source of talent, productive, committed, and able to fit skill demands. In effect, while stigma may still keep this population out of many workplaces, those employers who invite them in may hold favorable perceptions.

Paper is Available to Meeting Registrants Only.

GDO: **Not all Disclosures are Created Equal: Employee Ratings of Leader Effectiveness After Disclosure**   

Author: **Amanda J. Hancock**, *Memorial U. of Newfoundland*
Author: **Kara Anne Arnold**, *Memorial U. of Newfoundland*

Most empirical research on voluntary disclosures of concealable stigmatized identities in the workplace has focused on employee populations of stigma holders. Early leader-focused results suggest employee evaluations of leaders are negatively affected when leaders disclose a concealable stigmatized identity. The current research aims to improve our understanding of factors that may attenuate or reverse these negative perceptions. Using experimental vignettes, I examined employee reactions to leader disclosures of concealable stigmatized identities. Independent variables including leader gender and disclosure content (Study 1a, n = 478), discloser identity (Study 1b, n = 422), and group prototypicality (Study 1c, n = 365) were manipulated to determine how differing disclosure contexts affected employee ratings of leadership effectiveness. Across studies, leader gender and discloser identity did not play a significant role in follower ratings of leader effectiveness, but disclosure content and group prototypicality did. Post-hoc testing showed that leaders who disclosed minority sexual orientation received the highest ratings of leadership effectiveness - higher than leaders who did not disclose a stigmatized identity. Leaders who disclosed substance abuse received the lowest ratings of leadership effectiveness. In terms of group prototypicality, highly prototypical leaders received the highest ratings of leadership effectiveness. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

GDO: **In the Shadows of Instagram: How Marginalized Groups Resist Stigmatization on Social Media Platforms** 

Author: **Milena Leybold**, *U. of Innsbruck*
Author: **Monica Nadegger**, *U. of Innsbruck*

In our research, we focus on moral stigma as an additional and structural diversity dimension that unproportionally intersects with precarious working conditions of those being affected. Marginalized groups facing soft or hard moral stigmatization regarding their occupations, such as pole dancers, sex workers, or strippers, flee into digital spaces to build their business ties, organize learning, and make livelihoods. However, obscure content moderation practices in the digital hinder communication within and among marginalized groups facing moral stigmatization and thus, enforce the precarity. Consequently, marginalized groups either leave or organize resistance. We focus on strategies of the pole dance community as a marginalized group to resist moral stigmatization encoded in the content moderation practices of Instagram. Applying a 'communication constitutes organization (CCO)-perspective', we see content moderation and the encoded moral stigma as co-constitutive for organization and therefore, for organizing resistance. We conducted a netnography and analyzed 288 communicative acts uttered by the pole dance community and other marginalized groups. We identified three strategies of resistance that evolve from individual to collective resistance and from emphasizing differences and, thereby, stigmatizing to emphasizing similarities among pole dancers and other marginalized groups. The findings show how the moral stigmatization in the digital is contestable through content moderation and how it constitutes collective resistance re-establishing and finally fighting it.

Paper is Available to Meeting Registrants Only.

Author: **Janet Xu**, Princeton U.

Many universities and companies have used diversity scholarships and pipeline programs to achieve organizational diversity goals. These programs target high-achieving members of underrepresented groups by offering them additional opportunities and resources. At the same time, however, these initiatives publicly identify their recipients as targets of affirmative action efforts, which can be stigmatizing. This paper investigates the reputational effects of diversity scholarships for recent college graduates seeking entry-level jobs. Using a multi-city audit study, I compare the rate at which employers call back applicants with diversity scholarships, applicants with other types of merit scholarships, and applicants with no scholarships at all. I also examine how the scholarship signals differ when applicant names have a Black racial cue versus a white racial cue. I find that while putatively white applicants with diversity scholarships and non-diversity merit scholarships receive more callbacks than white applicants without scholarships, putatively Black applicants do not receive similar benefits from either type of scholarship. Black diversity scholarship winners are treated more similarly to Black applicants without scholarships than Black applicants with non-diversity merit scholarships. The findings illustrate the importance of examining individual-level effects of diversity practices in addition to organizational-level outcomes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diversity Spotlight on CEOs

GDO: **How poorly-educated CEOs are sometimes evaluated less strictly?**

Author: **Xiaoou Bai**, *U. of Texas at Dallas*
Author: **Wei Xia**, *U. of Washington*
Author: **Eric WK Tsang**, *U. of Texas at Dallas*

By examining an under-researched group, CEOs who do not have a bachelor's degree, we develop two new theoretical constructs – expectation mismatch and mismatch elasticity – to show how unfulfilled audience expectations regarding a CEO's qualification may affect organizational outcomes. This expectation mismatch is elastic and can be alleviated in two ways: first, through the audience changing its evaluation standard by justifying the reasons for an “educational deficiency”; and second, through the audience adjusting its evaluation by recognizing the identity work CEOs devote to compensate for such deficiency. We examine this idea in the context of initial public offerings (IPOs) using a sample consisting of the entire population of private firms listed on the Shanghai and Shenzhen stock markets between 2000 and 2016. Our results indicate that poorly educated CEOs are liable for illegitimacy costs and, accordingly, raise less capital through an IPO. However, investors will look into the reasons underlying the unfulfilled expectation in relation to educational qualifications in the case of older or female CEOs and adjust upward their evaluation of CEOs who have pursued an MBA degree or assembled a well-educated top management team.

Paper is Available to Meeting Registrants Only.

GDO: **The Effects of Dominance and Optimism Displays by Male and Female CEOs on Hedge Fund Activism (WITHDRAWN)** 

Author: **Steven Kardel**, *Pennsylvania State U.*
Author: **Aparna Joshi**, *Penn State Smeal College of Business*
Author: **Mark R. DesJardine**, *Penn State Smeal College of Business*

During interactions with external stakeholders, to convey a positive impression of the firm, two influence tactics are likely to be vivid among CEOs – dominance and optimism. Drawing on social psychological research on social influence, we theorize that these tactics are also likely to seep into the decision-making of activist hedgefunds about whether to target the firm. Although both male and female CEOs are likely to display dominance and optimism to varying degrees, we also theorize that CEO gender acts as an interpretive lens through which the credibility of these tactics is evaluated and affects the likelihood that the firm is targeted. Using data on hedge fund activism campaigns between 2011 and 2019, linguistic analyses of CEO communications with external stakeholders revealed that both dominance and optimism had a negative effect on the likelihood that the firm is targeted. This negative effect varied across male and female CEOs: firms led by male CEOs were less likely and firms led by female CEOs were more likely to be targeted when CEOs displayed higher levels of dominance or optimism. We highlight how these findings contribute to shareholder activism and gender research in the upper echelons.

Paper is NOT Available. Please contact the author(s).

GDO: **Examining How Women CEOs' Financial Knowledge and Ownership Homophily Affect Venture Performance** 

Author: **Ian Blount**, *George Washington Carver Food Research Institute*
Author: **Maria Del Carmen Triana**, *Owen Graduate School of Management Vanderbilt U.*
Author: **Orlando C. Richard**, *UMass Amherst*

We examine the impact of female-led firms' knowledge of alternative forms of financial capital and its effect on their financial performance as compared to male-led ventures. We contend that women entrepreneurs face unique historical and stereotypical challenges when attempting to enhance their financial knowledge and performance. We utilize social and liberal feminism frameworks, complemented with homophily theory to illustrate how female entrepreneurs can overcome these challenges by increasing the proportion of females in the ownership structure of female-led firms.

Paper is Available to Meeting Registrants Only.

GDO: **When Marriage Becomes a Liability: The Economic Implications of Marital Status for Female CEOs**  

Author: **Ipek Kocoglu**, *Kean U.*
Author: **Murad A. Mithani**, *Rutgers U., Camden*

While research has consistently found that divorce has a negative effect on women's earnings, we argue that for females who are successful in navigating social constraints, divorce has a positive effect on earnings. Building on evolutionary psychology, which shows that mate removal increases resource acquisition efforts by females but not by males, we argue that divorced female CEOs have more cognitive resources to invest at work. It leads them to earn higher compensation – a divorce premium – relative to married female CEOs. Using a matched sample of female and male CEOs, we found a divorce premium for female CEOs that was absent for male CEOs. The premium increased the longer the female CEOs were divorced although it decreased with children and when the CEOs remarried. Our findings offer new insights into gender differences in earnings by explaining that constraints that emanate from evolutionary adaptations operate differently. While social constraints decrease women's earnings after divorce, evolutionary adaptations decrease women's earnings when they are married. The lack of any difference between divorced and married male CEOs validates that partner's presence affects women's preferences but not those of men.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Women and STEM

GDO: Gender diversity and project publication quality – an analysis of STEM in the UK

Author: **Yasaman Sarabi**, *Edinburgh Business School, Heriot Watt U.*
Author: **Matthew Smith**, *Edinburgh Napier U.*

Gender diversity in STEM remains a salient issue, as the field continues to be a male dominated one, despite increased attention on the subject. This paper examines the interplay between gender diversity on projects funded by a major UK research council, the EPSRC (Engineering & Physical Sciences Research Council) and the publication success of a project, as measured by the average journal quality of project publication output, over a ten-year period. The proportion of female representation and leadership on these projects remains very low. This study does not find a significant relationship between gender diversity and journal quality output.

Paper is Available to Meeting Registrants Only.

GDO: Complexity, Competition, and Ambiguity in OLMs - Experimental Evidence on the Role of Gender

Author: **Yifei Wang**, *U. of Maryland R.H. Smith School of Business*
Author: **Nishtha Langer**, *Rensselaer Polytechnic Institute*
Author: **Anand Gopal**, *U. of Maryland*

Online labor markets (OLMs) such as upwork.com and freelancer.com are increasingly common channels for engaging with trained individuals for technical and analytical work. Yet, like much of the tech industry, OLMs suffer from under-representation of women. In this paper, we address the broad question of why this may be the case by focusing on project factors that deter women from participating. We study how task complexity and competition increase the risk profile of projects, and disproportionately affect the odds of women choosing to bid for projects, as well as their bid amount, relative to men. Furthermore, we examine the role of environmental ambiguity, induced by Covid-19, on the propensity of women to bid for such projects. We conducted two large, randomized experiments conducted on Amazon Mechanical Turk (AMT) before and during the pandemic. We vary task complexity and competition as experimental treatments within the experiments, while we treat the pandemic as an external shock that raises environmental ambiguity between the two experiments. We find that women are indeed deterred by project complexity in their bidding behavior but are more likely to bid when faced with competition pre-pandemic. However, during the pandemic, women forgo competition, suggesting the presence of significant opportunity and transaction costs for women as they deal with online work during the pandemic. We contribute to the literature on STEM and gender diversity by establishing the specific factors affecting women's participation and wages in OLMs and suggest several actionable managerial insights to make OLMs more inclusive and attractive to women.

Paper is Available to Meeting Registrants Only.

GDO: Embodiment and Women in STEM: A Proposal

Author: **Patty Sofirin**, *Michigan Technological U.*
Author: **Sonia M. Goltz**, *Michigan Technological U.*

We advocate that change programs aimed at faculty women's advancement in STEM fields engage with embodied knowledge both because lived bodies are at the heart of such projects and because embodiment is not. We discuss two challenges for centering the material body in such intervention programs. The first challenge is overturning a paradigmatic research bias that marginalizes embodied knowing. The second challenge is the integration of embodied knowledge into programs that seek to transform advancement practices and policies. To this end, we make several suggestions for pragmatic approaches that draw on our own experiences working on gender equity in academe.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Women and Networks

GDO: **With a Little Help from Another Woman: Female Networking and the Professional Networking Divide**

Author: **Patricia Helena Hein**, *EBS U. für Wirtschaft und Recht*
Author: **Karin Kreutzer**, *EBS U. für Wirtschaft und Recht*
Author: **Marjo-Riitta Diehl**, *Aalto U. School of Business*

This paper illustrates women's networking patterns at female-only events. Existing research has emphasized structural challenges (e.g., network position, and network type) as well as women's individual networking behaviors as issues that hinder female networking success in comparison to men. Yet, insufficient attention has been given to the mechanisms underlying female networking. In this study, we inductively investigate women-only networking events, which are specifically set up to promote women's careers. Drawing on extensive interviews, observations and archival data, we find that proactive networking in such settings paradoxically can lead to the emergence of the female professional networking divide that hinders social capital accumulation. Our findings advance theorizing on networking, social capital, and female careers. First, we offer a grounded theory model that reveals the female professional networking divide as an underlying mechanism impacting the success of women-only events. We also show how this divide may become less salient. Second, we provide a nuanced view on the relationship between female networking and the attainment of social capital. Third, we theorize that female networking is embedded in and may even reproduce gendered organizations instead of decreasing gender inequality.

Paper is NOT Available. Please contact the author(s).

GDO: **Female Network Opportunities: Reflecting on the Place & Purpose of External Women-Only Networks**

Author: **Hannah-Rose Williams**, *U. of Edinburgh*
Author: **Heather J. McGregor**, *Heriot Watt U.*

In recent decades there has been increasing emphasis placed on the benefit of women-only network opportunities within organizations, finding these environments to foster network strategies and professional outcomes that mitigate for gendered network inequalities. More recently there have been changes occurring in the landscape of External women-only network organizations, providing network opportunities through spaces, events, and socializing outside of traditional workplaces. The impact of these communities on network outcomes is yet to be captured with research. Our paper seeks to add an additional perspective by interviewing member-club and professional-oriented external women-only network members. Further, due to lack of research comparisons between external network organizations and Internal women-only networks, we set out to analyze differences between these networks regarding opportunity, member perception, and career outcomes. Results indicate that professionals engage in external women-only networks as extensions of pre-existing strategies, providing instrumental and expressive network benefits simultaneously. Additionally, external women-only network experiences are found to differ from internal networks in structure, ideology, and member diversity. Our paper provides encouraging feedback on the impact of external women-only network membership and takes the first step in using research to highlight differences between internal and external women-only networks to the benefit of all associated stakeholders.

Paper is Available to Meeting Registrants Only.

GDO: **Dis/Organising Women's Freedom: Feminist Dialectical Tensions in Women's Business Networks Blogs**

Author: **Florence Villeseche**, *Copenhagen Business School*
Author: **Eina Meliou**, *Aston Business School*
Author: **Harsh Kumar Jha**, *Newcastle U. Business School*

The growing popularity of women's business networks (WBNs) is paralleled by a critique of their postfeminist character: by promoting individualist ideals in line with neoliberalism, WBNs are considered to disorganise rather than contribute to women's freedom. To unpack this tension between the empirical phenomena and the feminist critique, we employ an inductive approach combining topic modeling, thematic coding and dialectical analysis to examine over 1,500 blog posts from four WBNs. We show how multiple discourses are circulated in the blogs and exist in tension with each other, and interpret the interstices for change and action that these tensions open. We thus contribute to understanding the ways to women's freedom at the intersection of neoliberalism and postfeminism and extend the comprehension of how WBNs can contribute to this agenda. Furthermore, we make ancillary methodological contributions by using topic modeling in conjunction with other qualitative analysis tools and a large corpus of blog posts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diversity in Teams: Benefits and Consequences

GDO: **More Team Cognitive Diversity, Higher Team Member Creativity? The Role of Chaxu Climate**    

Author: **Jiaojiao Qu**, *Taiyuan U. Of Technology*

Author: **Shuming Zhao**, *Nanjing U.*

Author: **Man Cao**, *Southeast U.*

Author: **Xia Cao**, *Shanxi U. of Finance and Economics*

In the diversity literature, empirical studies investigating the effects of cognitive diversity on creativity have not yielded conclusive findings. To reconcile the inconsistencies, we attempt to disentangle when and how team cognitive diversity fosters individual creativity. Drawing upon the categorization-elaboration model (CEM) and the literature on Chaxu climate, we theorize a multilevel mediated moderation model with team Chaxu climate as the moderator and team knowledge sharing as the mediator. Using two-wave paired data of 46 teams and 368 members, we find that the team Chaxu climate mitigates the positive effect of team cognitive diversity on team knowledge sharing, and, in turn, team knowledge sharing mediates the interactive effect between team cognitive diversity and team Chaxu climate on individual creativity. Our study not only facilitates a shift in the research lens from automatically oriented to contingently oriented but also advances research concerning the mechanisms from general to specific, enriching our knowledge of the boundary conditions and processes underlying the function of cognitive diversity.

Paper is Available to Meeting Registrants Only.

GDO: **Can Membership Change Bring Beneficial Outcomes to Strong Faultline Teams?** 

Author: **Grace M. Y. Poon**, *Chinese U. of Hong Kong*

Author: **Qin Su**, *Sun Yat-Sen U.*

Author: **Dora C. LAU**, *Chinese U. of Hong Kong*

Author: **Lynn Shore**, *Colorado State U.*

Author: **Ran Li**, *Hitotsubashi U.*

Membership change is common in organization. However, extant research generally suggests that teams with low temporal stability (i.e., frequent membership change) tend to perform worse than teams with high temporal stability (i.e., stable membership), because membership change often disrupts team coordination. In this paper, we examine whether membership change can also bring beneficial outcome to strong faultline teams by 'disrupting' team conflict. We conduct experiment on 179 student teams and field survey on 71 organizational teams to test this idea. Our finding reveals a mixed benefit and cost of low temporal stability on strong faultline teams. Our experiment result supports that low temporal stability has beneficial effect to newly formed strong faultline teams by reducing conflict and increasing team performance growth. However, temporal stability does not moderate the effect of faultline on team conflict in our field survey. Instead, when strong faultline teams experience task conflict, such conflict would reduce team performance when temporal stability is low. While further research will be needed, our results provide some evidence that low temporal stability may sometimes reduce conflict of newly formed strong faultline teams, but may also intervene with effective conflict resolution among long-standing teams.

Paper is NOT Available. Please contact the author(s).

 GDO: **Does Age Diversity Benefit Team Outcomes, if so, When and How? A Moderated Mediation Model**   

Author: **Xinhui Wu**, *China U. of Political Science and Law*

Author: **Alison M. Konrad**, *Ivey Business School*

While prior research has shown a relationship between age diversity and outcomes in teams, little knowledge exists regarding the theoretical mechanisms driving these outcomes. Furthermore, mixed findings from prior research indicate that these relationships differ depending upon contextual factors. Our field study tests two potential mediators and one possible moderator of the relationship between age diversity and team performance. Multi-source data collected from 71 Chinese township government leadership groups showed that team age diversity is positively associated with survey measures of two emergent states, specifically, perceived team effectiveness and collective team identification, which in turn positively predict an objective measure of team performance. The fully mediated model was moderated by leader moral identity, which strengthened the relationships between age diversity and both team emergent states. Results also showed a curvilinear relationship between age diversity and the two team emergent states which was not significantly moderated by leader moral identity. These findings contribute to extant knowledge from an integrative approach within a non-Western cultural context. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

GDO: **How disability diverse teams can drive innovation through mutual perspective taking**    

Author: **Stephan Alexander Boehm**, *U. of St. Gallen*

Author: **David J. G. Dwertmann**, *Rutgers U.*

Author: **Kristie Lynne McAlpine**, *Rutgers U.*

Conceptualizing disability as a job-related facet of diversity within organizations, we provide the first empirical examination of the relationship between work unit-level disability diversity and innovation. We propose and test perspective taking within units as a relevant boundary condition to build upon and translate health-related differences between unit members into implemented ideas for improving work processes. Results, based on time-lagged and objective data in a sample of 7,037 employees of a construction site of a large German manufacturing organizational largely support our arguments. Our findings allow us to challenge the conventional framing of disability as a weakness, burden, and reason for individual accommodation. Rather, we propose and theorize disability as a job-related facet of diversity within organizations which has the potential to serve as a catalyst for positive outcomes within firms as it propels workplace redesign and work-design related innovation. We provide recommendations for organizations on how to make use of the innovation potential that disability brings to the workplace.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Enabling Diverse Teams

GDO: **We Are Vigilant Yet Eager: Attaining Team Psychological Safety to Unleash the Potential of Teams** 

Author: **Victor Chen**, *U. of North Texas*

Team psychological safety represents the key that unlocks the untapped potential of work teams. Interpersonal risk-taking sparks a team process of exchanging and building on ideas. However, how demographic diversity (racial/ethnic diversity) channels into team psychological safety needs to be further understood. Based on two different collective regulatory frames, we build on regulatory focus theory to shed light on how collective prevention focus and collective promotion focus co-occur to differently influence team psychological safety. By doing so, we elucidate the path which seeks to reduce uncertainty through collective prevention focus. We also explain how humble leader behaviors enhance the conditions of team psychological safety by way of collective promotion focus. Through group-level inclusion of racial/ethnic identities, work teams realize their fullest potential. The attainment of team psychological safety has important implications on how work teams embrace divergent thinking.

Paper is NOT Available. Please contact the author(s).

GDO: **Does my Leader Care about my Subgroup? Team Faultlines and Subgroup-based LMX Differentiation**

Author: **Sophie Johanna Moser**, *U. of Konstanz*
Author: **Max Reinwald**, *LMU Munich*

This article investigates the impact of age-gender faultlines in work teams on absenteeism by considering the level of leader-member exchange (LMX) that supervisors develop with the different subgroups in a team. We integrate faultline research with the literature on LMX differentiation to build an integrative multilevel model to explain absenteeism behavior in subgroups. Drawing from social categorization and social comparison theory, we propose that subgroups receiving less favorable LMX treatment than their outgroup increase their absenteeism behavior due to faultline-induced social categorization. In contrast, subgroups receiving more favorable LMX treatment compared to the outgroup reduce their absenteeism behavior. Our predictions receive empirical support using a sample of 32 subgroups of a German electrical engineering company. We discuss implications for the faultline and LMX literature and executives who have to lead in diverse team settings.

Paper is NOT Available. Please contact the author(s).

GDO: **The Empathic Potential of Diverse Teams: How Member Contact Reduces Disparity in Treatment (WITHDRAWN)**

Author: **Anusuya Banerjee**, *U. of Washington*
Author: **Xiao-Ping Chen**, *U. of Washington*

Disparity in treatment of customers and beneficiaries from different social groups is a pervasive phenomenon in the United States. To address this issue, we propose that service organizations should form work teams of providers from a diverse range of social groups. Drawing on intergroup contact theory and literature on intergroup emotions, we present a theoretical model articulating how inter-member contact inside diverse work teams reduces member anxiety about , and builds affective ties with, other social groups, resulting in increased empathy and decreases in affective prejudice (or empathy bias). Moreover, we theorize an empathy diffusion process from colleague-to-colleague to service provider-to-service recipient, which ultimately results in reduction of disparity in treatment of extra-organizational individuals at work. Our conceptual model makes important theoretical contributions to the team diversity literature by challenging the assumptions of social categorization process theories to highlight the empathetic potential of diverse teams. This model also has significant practical implications for organizations struggling to curb discrimination and alleviate the disparity in treatment of service recipients.

Paper is NOT Available. Please contact the author(s).

GDO: **THE CONSEQUENCES of PERCEPTION of SOCIAL-STATUS-BASED LMX DIFFERENTIATION in DIVERSE WORK GROUPS**

Author: **Pegah Sajadi**, *HEC Montreal*
Author: **Christian Vandenberghe**, *HEC Montreal*

This paper proposes the construct of social-status-based LMX differentiation (SS-LMXD) and shows its importance in predicting interpersonal behaviors in diverse teams. Specifically, we hypothesize a model in which relationship conflict mediates the relationship of SS-LMXD with interpersonal deviance and interpersonal citizenship behavior. Using a sample of 734 individuals in 75 teams, we found that individual perception of SS-LMXD was negatively related to interpersonal citizenship behavior and positively related to interpersonal deviance and relationship conflict. Indeed, we show that relationship conflict partially mediated the effect of SS-LMXD on interpersonal deviance. Theoretical implications and directions for future research are explored.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Work Family Conflict and Support

GDO: Why and When Family-Supportive Supervisor Behaviors Relate to Performance: A COR Perspective

Author: **Samuel Aryee**, *U. of Surrey*
Author: **Emmanuel E. Y. Seidu**, *U. of Ghana Business School*
Author: **Hsin-Hua Hsiung**, *National Taiwan U.*
Author: **Lilian Otaye-Ebede**, *U. of Liverpool Management School*

Drawing on Conservation of Resources (COR) theory, this study examined why and when family-supportive supervisor behaviors (FSSB) relate to overall performance (a second order construct comprising task proficiency, task adaptivity, and task proactivity). Specifically, we examined work-family balance effectiveness and sleep quality as serial mediators of, and use of family-supportive paid leave as a boundary condition of, the FSSB-overall performance relationship. Data obtained in Ghana from healthcare employees (n = 481) and their supervisors (n = 117) were used to test our hypotheses. Results of Multilevel Structural Equation Modeling (MSEM) revealed that FSSB related to overall performance through the serial mediation of work-family balance effectiveness and sleep quality. Additionally, use of family-supportive paid leave moderated the FSSB-overall performance relationship such that this relationship was stronger when use of family-supportive paid leave was high rather than low. We interpret these findings as underscoring the generalizability of work-home resource-based theories of the work-family interface in accounting for work-family dynamics as well as contributing to the growing interest in workforce sustainability.

Paper is Available to Meeting Registrants Only.

GDO: Work-life Preferences of Female Entrepreneurs: The Role of Marriage, Children and Education

Author: **Veselina Vracheva**, *Chapman U.*

Entrepreneurship is the lifeblood of economic development. It requires risk-taking and decisiveness—characteristics scarcely used to describe women. The notion of increasing female entrepreneurship is popular, but male- and female-run businesses are pegged against each other, with performance discrepancies explained by background and institutional barriers that disadvantage women. Equalization of institutional opportunities for both sexes reflects the expectation of equal entrepreneurship outcomes. Nevertheless, fewer women than men view entrepreneurship as a viable employment choice and in the most egalitarian societies this is prevalent. Preference theory has explanations. Women and men choose self-employment for different reasons and few women view entrepreneurship as a career. This study suggests that in developed economies self-employment relates to work-life preference differences between the sexes. Current policies disregard such differences. The focus of this study is on whether women entrepreneurs differ than men in their work-life priorities. Findings suggest so. Preference theory is a viable predictor of work-life priorities of US female entrepreneurs. The study also explores how these preferences link to marriage, education and children and is intended to inform policymakers with a genuine interest in promoting (female) entrepreneurship.

Paper is NOT Available. Please contact the author(s).

GDO: A Meta-Analysis on Marital Status-Performance Relations: Like a Horse and Carriage?

Author: **Yingyi Chang**, *Virginia Commonwealth U.*
Author: **Frank A. Bosco**, *Virginia Commonwealth U.*

A meta-analysis was conducted to examine relations between marital status and three dimensions of job performance. Results indicated that marital status was weakly, positively related to in-role performance and counterproductive work behavior, yet unrelated to organizational citizenship behavior. After statistically controlling for age, parenthood, and perceived organizational support, marital status was positively related to all three performance dimensions. Mediation analyses revealed that family-to-work conflict partly explains the marital status-performance relations. Implications are drawn concerning personnel policies regarding married and unmarried employees.

Paper is Available to Meeting Registrants Only.

GDO: Weathering Work-Family Conflict: an analysis and model of shock event resolution

Author: **Linh Chi Vo**, *ESDES, U. Catholique de Lyon*
Author: **Mary C. Lavissière**, *U. of Nantes*
Author: **Alexandre Lavissiere**, *Kedge Business School, France*

Work-family conflicts (WFC) is an established topic both for researchers and practitioners. The episode-driven approach facilitates understanding of psychological perception and the decision-making process of an individual facing a work-family conflict. In this sense, specific incidents of work-family incompatibility that disrupt the habitual ways of simultaneously ensuring work and family responsibilities are called shock events. In this paper, we interviewed 35 women executives from a male-dominated industry, the maritime transport industry, in order to explore and theorize the psychological perception and decision-making processes of working individuals in response to work-family conflict shock events. Our results show how macro level factors, grounding factors (including internal cues, future self, and work-family ideology), and situation-specific factors (including shock event cues) are related to each other and to different types of resolution of a work-family conflict shock event. Based on these results, we develop a model of decision-making processes to handle work-family shock events which integrates these factors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Disability: Work and Accommodation

GDO: [Motivating Supervisors During Disability Accommodation](#)

Author: **Mohammad Alam**, *S & P Data*

Author: **DuckJung Shin**, *Korea U. Business School*

This study examined the relationship between increased job demands and strain on supervisors during disability accommodation (DA). We proposed and tested a comprehensive model of supervisors' DA, applying/integrating existing theories on job demand and resources (i.e., demand-ability fit, job demand-control, job control-control-support, effort-reward balance, and job demand-resource models) to explain how and why supervisors' increased job demand during DA can be negatively associated with their work motivation. Specifically, we examined whether the level of supervisors' job strain can mediate the relationships between multiple dimensions of demand and resources of supervisors (job demand, job control, social support, and rewards) and their work motivation. We also suggest that DA complexity can be associated with increased job demand, which in turn increases strain on supervisors and reduces work motivation. Based on a sample of 335 British, Canadian, American, Australian, Dutch, and German supervisors with recent DA experience, we found support for the demand-ability fit, effort-reward balance, and job demand-resource models. Job strain did not mediate the relationship between job control and social support and work motivation; instead, job control and social support directly affected work motivation. Our findings contribute to the understanding of how increased job demand during DA influences supervisors' strain and motivation, how DA regulates supervisors' job demand and strain, and why sufficient job control, social support, and reward is important to support supervisors to accommodate employees with disabilities.

Paper is Available to Meeting Registrants Only.

GDO: [Working with Chronic Illness: Investigating Individual Health Status and Burnout](#)

Author: **Alexandra Cook**, *Vrije U. Amsterdam*

Author: **Alexander Zill**, *Organizational and Economic Psychology, Technical U. Chemnitz*

Although chronic illnesses are prevalent and increasing among the workforce in the US and Europe, their consequences are rarely attended to in theoretical considerations and empirical analyses on work and health. In this paper, we analyze the impact of chronic illnesses and their perceived severity on employee burnout in two studies including employees with multiple sclerosis, rheumatoid arthritis, and inflammatory bowel diseases. In the first study, we show that people with a chronic illness report more higher burnout levels compared to employees without any chronic medical conditions. Furthermore, we show that the perceived severity of the illness is associated with higher levels of exhaustion burnout in two cross-sectional analyses. In the second study, we show that the perceived severity of the illness predicts exhaustion burnout 6 months later. Our results strongly imply the inclusion of health status and chronic illness into occupational health research and practice.

Paper is Available to Meeting Registrants Only.

GDO: [Evidence of Reversal of Ableism among High Performing Students with Disability in a Business School](#)

Author: **Deepti Sharma**, *156230*

Author: **Ganesh N. Prabhu**, *Indian Institute of Management, Bangalore*

Educational policies and school level interventions are often targeted at average students and inclusive policies meant for students with disability are no exception. How do gifted or high performing students with disability overcome their disability hurdles in the absence of targeted inclusive policies and academically perform on par or even better than their peers? We address this research question through in-depth interviews of eight multi-talented high performing students with disability from birth currently enrolled in a top ranked business school in India. These students had achieved a reversal of ableism in their context by showing remarkable agency to develop a positive identity among their business school peers. Common factors found salient across our interviews were: (a) key early incidents in life that showed the student as an exception to the habitus of disability, (b) active parental support that countered any negativity from others regarding the student's disability, and (c) motivation from role models in the family and among tutors during critical phases of the student's academic journey. Some students crafted innovative ways early in life to become self-dependent and had learnt new skills that were hard to learn due to their disability. Some students had developed a larger social circle and become a source of inspiration to their peers. We provide a positive narrative of an under-represented social group in the business school context and identify new factors relevant to the inclusion and encouragement of high performing students with disability to enable them to reach their true human potential.

Paper is Available to Meeting Registrants Only.

GDO: [Understanding versus Liking: Disability Dissimilarity as Predictor of Idiosyncratic Deals](#)

Author: **Miriam Karin Baumgaertner**, *U. of St. Gallen*

Author: **Amit Jain**, *S P Jain Institute of Management and Research*

Author: **Christoph Breier**, *U. of St. Gallen*

Although people with disabilities (PWD) represent the largest minority in the world, they are still underrepresented within organizations. Idiosyncratic deals (i-deals) are an effective tool to realize accommodations for PWD, aligning their individual needs and abilities with job demands. While antecedents of i-deals are generally under-researched, this particularly applies to minority employees, such as PWD. Past research demonstrated that similarity in supervisor-subordinate dyads plays a decisive role in this respect. We go beyond the similarity attraction paradigm by introducing the perceived need for accommodation, which is operationalized by person-job fit, as a second theoretical process. We argue that both processes interact depending on the different subordinate-supervisor dyad constellations. They can either reinforce or oppose each other, leading to different outcomes in terms of i-deals and subsequent job and life satisfaction. We test our hypotheses in a time-lagged sample of 6,944 employees who are representative for the German working population. We compare three different scenarios with the baseline in which neither of the dyad members has a disability and find a varying amount of i-deals, also with regard to the different types of i-deals. In dyads in which both members have a disability, more i-deals of any type are granted. Dyads, in which only the subordinate has a disability, do not differ in terms of task and location i-deals, but schedule i-deals are lower, suggesting that similarity outweighs perceived need. However, supervisors with disabilities grant more task and location i-deals to their subordinates without disabilities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender and Entrepreneurship

GDO: **Gender-Biased Implementation Support for Novel Ideas: A Theoretical Lens of Judgments of Morality**  

Author: **Zhenyu Liao**, *Northeastern U.*
Author: **Haoyue Zhang**, *Washington U. in St. Louis, Olin Business School*
Author: **Nan Wang**, *Lingnan U.*
Author: **William Bottom**, *Washington U. in St. Louis*

Although gender inequality research has long recognized social and economic barriers as primary factors causing gender disparity in creative achievement, less well understood is why such barriers emerge and how they accumulate to disadvantage creative women. Drawing upon research on the ethicality of creation and social role theory, we posit that resource holders may unconsciously adopt stricter moral standards for, then impose harsher moral judgments on, novel ideas proposed by women regardless of idea usefulness. This asymmetry leads resource holders to disproportionately withhold support for implementing ideas from women. Our hypotheses were supported by results from four methodologically complementary studies situated in managerial and entrepreneurial settings including two experiments with manager participants, one archival field study of Shark Tank (2009-2019), and one survey study of organizational managers. By studying how resource holders' gender-based double standards for moral evaluations of creative ideas affect their implementation support, our research casts light on a cumulative disadvantage process that precipitates gender stratification in creative achievements and thus, generates new insights for reducing sequential barriers that produce and perpetuate gender inequality.

Paper is NOT Available. Please contact the author(s).

GDO: **Sexism, Deficits, and the Gendered Representation of Entrepreneurship in Canadian Print Media** 

Author: **Suzanne Marie Gagnon**, *Asper School of business, U. of Manitoba*
Author: **Wendy Cukier**, *Ryerson U.*
Author: **Amy Oliver**, *U. of Manitoba*

This paper explores media representation of entrepreneurship in Canada in order to understand how men and women are presented. Inspired by research on the gendered nature of entrepreneurship stereotypes and how they reinforce barriers to women's entrepreneurship at the societal, organizational and individual level, the paper considers the frequency but also the themes in entrepreneurs and entrepreneurship stories. Drawing on more than 500 articles in Canada's largest English print national newspapers – the Globe and Mail and National Post – as well as the largest French newspaper La Presse, over a five year period, the themes include the gendered representation of entrepreneurship, the deficit discourse pertaining to women as well as the ways in which barriers to women are presented. The study, which is exploratory, reveals interesting patterns and significant differences in the stories about women and men entrepreneurs in terms of the ways in which their families, their motivations, their characteristics, perceptions and experiences are presented recognizing that the differences could be a function of the different ways in which women and men speak about their experiences and or the questions and framing posted by journalists. It also demonstrates that women entrepreneurs are more likely to be featured in stories about women entrepreneurs than they are in stories about entrepreneurs in general, which is a double edged sword – it raises awareness of the challenges facing women entrepreneurs but also tends to reinforce othering or exceptionalism. It also confirms that a small number of mostly white men, mostly in tech, are reference repeatedly. Finally the study calls for further research to explore the complex ways in which media representation both reflects and shapes assumptions about entrepreneurship.

Paper is Available to Meeting Registrants Only.

GDO: **How Signals of Existing Funding Sources Moderate Gender Effects on Business Accelerator Acceptance**  

Author: **Fatemeh Askarzadeh**, *Old Dominion U.*
Author: **Veronika Ermilina**, *Old Dominion U.*
Author: **Matthew Farrell**, *Old Dominion U.*
Author: **Jing Zhang**, *Old Dominion U.*

Building on insights from signaling theory and gender literature, this multi-national study aims to differentiate the effect of existing funding source on accelerator acceptance for male and female-led venture. Using survey-data of 10,298 observations for startups in 166 countries over 2016-2018, we find a female advantage in applying for business accelerators. Further, we show that the self-funding signal complements the gender signal sent by women, while external funding substitutes for it. Unlike previous studies, we show that sending signals incongruent with the founder's gender stereotypes do not necessarily decrease likelihood of success in accelerator acceptance. Instead, the presence of signals that women stereotypically lack can increase female advantage in accelerator applications. Access to global initiatives that support growth-oriented entrepreneurs is highly valuable for new ventures; however, female entrepreneurs traditionally face discrimination when seeking capital. This is the first study that shows female advantage in the context of formal entrepreneurial assistantship programs and identifies a new source of variation (i.e., existing funding source) in men and women business owners' access to accelerator programs.

Paper is Available to Meeting Registrants Only.

GDO: **Exploring Gender Influences on Debt vs. Equity Financing of Social and Socio-Tech Ventures**    

Author: **Mohsen Mohaghegh**, *Ohio State U.*
Author: **Mohammad Saleh Farazi**, *U. of Montpellier*
Author: **Joanne Lee Scillitoe**, *California State U., Northridge*

The extant literature has shown there is a persistent bias against women founders in regard to securing equity funding. In this study we look specifically at the gender balance of for-profit social venture founding teams and their acquisition of debt versus equity financing. Social ventures have a growing influence both socially and economically and have a higher proportion of women founders than other types of ventures making this an important subsample for study on this issue. Drawing from the gender, entrepreneurship and institutions literature, we hypothesize and empirically test the varying proportion of females on founding teams of social ventures and its influence on securing debt versus equity financing within the U.S. and Latin American. Findings suggest gender bias remains a considerable issue for equity financing for these social ventures in all countries studied. In addition, we tested a small subsample of socio-tech ventures; social ventures leveraging a core technology. Findings suggest that gender bias in regard to equity financing to socio-tech ventures is greater in the U.S. than in Latin America.

Paper is Available to Meeting Registrants Only.

GDO: **Entrepreneurial entry: Does family diversity matter?**

Author: **Wei Wang**, *School of Management, Xi'an Jiaotong U.*

Author: **Qiaozhuan Liang**, *Xi'an Jiaotong U.*

Author: **Stephen Xu Zhang**, *U. of Adelaide*

Author: **Wei Deng**, *School of Management, Xi'an Jiaotong U.*

Based on the family embeddedness perspective and the literature on team diversity, we build a framework on how individuals' family diversities in terms of industry and demographic (age, gender and education) characteristics are associated with their entrepreneurial entry, i.e. whether they start new businesses. We further posit that the relationship between individuals' family diversity and entrepreneurial entry is stronger for individuals' who have more frequent family meals, because family meal helps the family members to bond and exchange ideas together. Using data from a sample of representative adults via the China Family Panel Studies (CFPS) in the period 2014-2018, our study casts new light on entrepreneurial entry research by introducing two new antecedents in family diversity and family meals, carrying concrete implications to both theory and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Age and Generational Differences

GDO: Age Differences in Affective Responses to Daily Inclusion: An Daily Diary Method

Author: **Yixuan Li**, *U. of Florida*
Author: **Catherine Kleshinski**, *Indiana U. - Kelley School of Business*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Author: **Kaili Zhang**, *East China U. of Science and Technology*

The global trend of increasing age diversity in workforces has called for research on understanding and managing age differences to better integrate employees across the lifespan into organizations. Integrating aging and lifespan development research and inclusion work, we adopt an experience sampling approach to investigate age differences in response to inclusion experience on a daily basis. In light of socioemotional selectivity theory, we argue that older workers exhibit stronger affective responses (i.e., increased positive affect and lessened negative affect) to inclusion experience because they put higher value on relationships, such that the daily effects of inclusion experience on positive and negative affect are stronger for older (vs. younger) workers through the mediating mechanism of relationship value. We tested our hypotheses by surveying 128 employees from a manufacturing company for 10 consecutive workdays (N = 1,248). Consistent with our hypotheses, the daily effects of inclusion experience on positive and negative affect were only significant for older workers through the mediation of higher relationship value. Positive and negative affect, in turn, related to employees' work engagement. Our study serves as an important initial step to uncover age differences in responses to daily inclusion and sheds light on the importance of promoting workplace inclusion for older workers in particular.

Paper is Available to Meeting Registrants Only.

GDO: Millennial's Perception on Cyberloafing: Workplace Deviance or Cultural Norm?

Author: **Meena Chavan**, *Macquarie U.*
Author: **Bella Galperin**, *U. of Tampa*
Author: **Alexander Ostle**, *Macquarie U.*
Author: **Abhishek Behl**, *O. P. Jindal Global U., Sonipat, India*

This research examines the perceptions of 'Millennials' on cyberloafing, as a form of workplace deviance, and uncovers their rationale for cyberloafing to better understand, how organisations can mitigate this issue. Employing a qualitative research methodology, a total of 90 semi-structured interviews were conducted. Results suggested that Millennials viewed cyberloafing to be a relatively inconsequential form of workplace deviance and a social and cultural norm among their cohort. Cyberloafing was seen as a tool to work faster and to enhance their productivity in the long-term. Other themes that emerged included, cyberloafing as an escape from boredom and a stress reliever. Many respondents justified their behaviour and explained that cyberloafing has developed as an ingrained habit and is a brilliant necessity in today's competitive world and good for business. Our findings suggest that organisations will need to develop policies in collaboration with Millennials to reach a middle ground between deterrence and laissez-faire policies to curb this menace that is costing organizations millions of dollars in productivity.

Paper is Available to Meeting Registrants Only.

GDO: Young Female Managers Are Less Endorsed as Leaders When Claiming Leadership in Interactions

Author: **Sofia Schlamp**, *Vrije U. Amsterdam*
Author: **Fabiola Heike Gerpott**, *WHU - Otto Beisheim School of Management*
Author: **Tanja Hentschel**, *Amsterdam Business School, U. of Amsterdam*
Author: **Niels Van Quaquebeke**, *Kühne Logistics U.*

Integrating implicit leadership theory with intersectionality theory, we propose that the extent to which a manager is endorsed when claiming leadership is a function of a manager's gender (i.e., being female) and their age difference between manager and employee (i.e., being older). We test our hypothesis using a fine-grained relational control coding approach to analyze the meeting communication of 55 manager-employee dyads in daily workplace meetings. Providing support for a double jeopardy effect, we found that female managers who are younger than their employees are less endorsed for displaying leader claiming behaviors, whereas female managers who are older than their employees are more endorsed. For male managers, age did not matter – younger and older male managers claiming leadership were equally endorsed. Our work suggests that existing research on gender biases benefits from an intersectional lens – integrating additional demographic characteristics – when explaining leadership endorsement.

Paper is NOT Available. Please contact the author(s).

GDO: The older the fairer? Board chairs and CEOs' age effects on gender diversity in leadership positions (WITHDRAWN)

Author: **Jie Huang**, *Capital U. of Economics and Business, China*
Author: **Sandra Paterlini**, *U. of Trento*

This paper discusses the obstacles to women's career advancement from the perspective of corporate strategic leadership, namely CEOs and board chairs. Drawing on a sample of thirty Germany-based public companies that comprised the DAX 30 index, we find that the age of both the board chair and CEO has significant negative effects on female participation in boards and executive teams, respectively. In so doing, we contribute to the existing literature by highlighting that the team composition in terms of age influence how board chairs and CEOs approach gender diversity. Our findings also contribute to the pipeline theory by clarifying that the selection procedure and mechanisms of the two boards (supervisory board and management board) differ, leading to different types of pipelines for management boards and supervisory boards, respectively. We also expand the emerging understanding of antecedents of gender diversity literature beyond the U.S. context.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Diversity and Climate of Inclusion

GDO: **On Legitimate Exclusion and Illegitimate Inclusion: A Paradox Theory of Inclusion**

Author: **Hans Van Dijk**, *Tilburg U.*

Author: **Jasmien Khattab**, *Erasmus U. Rotterdam*

Inclusion holds numerous benefits, but theory on inclusion suffers from a number of shortcomings regarding its nature and boundary conditions. In conceptualizing inclusion and exclusion as a paradox (i.e. contradictory yet interrelated elements that exist simultaneously), we develop theory on its three dimensions: latency (i.e. including and excluding behaviors), salience (i.e. experiences of inclusion and exclusion), and persistence (i.e. changes in the presence and experience of inclusion and exclusion). By disentangling their latent and salient dimensions, we argue that including and excluding acts and behaviors are complementary and can both be functional and dysfunctional, and legitimate or illegitimate. We further assert that only a fraction of all latent including and excluding behaviors become salient, and advance an understanding of the conditions under which such behaviors are (considered) illegitimate. In subsequently theorizing about the persistence dimension of inclusion and exclusion, we provide insights on the temporal dynamics of inclusion and exclusion, and how including and excluding behaviors and experiences can change over time. Based on our paradox theory of inclusion, we conclude, among others, that inclusion and exclusion can both be beneficial or detrimental, that dialogue is key to fostering inclusion, and that the path towards inclusion requires identity work.

Paper is Available to Meeting Registrants Only.

GDO: **When is a Diversity Climate Specious? A Theory of Diversity Climate Development**

Author: **Anna Katherine Ward**, *Virginia Tech*

Author: **Jieun Park**, *Drake U.*

Author: **Elizabeth C Ravlin**, *U. of South Carolina*

We argue that positive diversity climates that appear to be genuine may in fact be specious; that is, the climate may look good, but this appearance may be false. We examine this phenomenon by building theory on the development of positive diversity climate (unit value for fairness and difference) based on three foundational elements: 1) leader inclusiveness, 2) unit composition (leader in- and out-group members), and 3) the negative/positive experiences members have had with diversity initiatives in the past. While leader inclusiveness may reduce effects of potential subunits or faultlines based on membership in the leader's in-/out-group, prior experiences with diversity initiatives are not necessarily addressed, and can still produce specious elements in the climate. We address cases in which members do not agree as to what constitutes unit value for fairness and difference, and those in which distinct prior diversity initiative experience aligns with leader in-/out-groups. This theory development should lead to a better understanding of when a reported positive diversity climate will actually result in positive outcomes.

Paper is NOT Available. Please contact the author(s).

GDO: **Personalized Optimal Distinctiveness: An Exploration of Dynamic Inclusion**

Author: **Caitlin Ray**, *Darla Moore School of Business, U. of South Carolina*

Fostering inclusion among employees has become increasingly important to organizations in light of evidence that inclusion leads to positive outcomes for both employees and organizations. However, although organizationally driven programs and policies of inclusion are increasing, it is unclear whether these programs actually make individuals feel included. This is because inclusion literature has mainly taken a universalistic approach to inclusion, assuming that all individuals feel inclusion in the same way. To challenge this assumption, this paper explores how individualized views of inclusion may cause individuals to seek out and experience inclusion in unique ways.

Paper is NOT Available. Please contact the author(s).

GDO: **Can leadership training improve climate for diversity? A quasi-experimental investigation**

Author: **Narda Quigley**, *Villanova U.*

Author: **Kristin Broussard**, *Villanova U.*

Author: **Amanda Grannas**, *Villanova U.*

Author: **Teresa Nance**, *Villanova U.*

Author: **Noelle Comolli**, *Villanova U.*

Author: **Seth Matthew Fishman**, *Villanova U.*

Author: **Teresa Boyer**, *Villanova U.*

Author: **Kate Kozlova**, *Villanova U.*

Author: **Elizabeth Svenson**, *Villanova U.*

Author: **Adam Smith**, *Villanova U.*

Author: **Priscilla Futema**, *Villanova U.*

Author: **Kamil Vickers**, *Villanova U.*

Although a great deal of published research supports the importance of climate for diversity—or “employees’ perceptions about the extent to which their organization values diversity as evident in the organization’s formal structure, informal values, and social integration of underrepresented employees” (Dwertmann, Nishii, & van Knippenberg, 2016: 1137)—and its impact on workplace outcomes, little research to date has examined its antecedents. This quasi-experimental study considers whether different approaches to leadership training in a half-day workshop (general leadership training vs. mindfulness training for bias reduction) influence individual-level climate for diversity perceptions among employees in the short and longer term. We collected five waves of data in an academic setting from full-time faculty nested within departments whose department chairs had either not received training, received general leadership training, or received mindfulness for bias reduction training. 345 faculty responded to at least one wave of data collection. Multilevel modeling results suggest that baseline levels of climate for diversity perceptions interacted with training condition in influencing post-training climate for diversity perceptions; longitudinal growth curve modeling results suggest that training condition may have a main effect on the climate for diversity perceptions over time. We discuss the implications and future research directions associated with these findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender and Leadership

GDO: Androgyny and the 2020 US Presidential Election: The Benefits of a “Balanced” Ticket?

Author: **Gary N. Powell**, *U. of Connecticut*
Author: **D Anthony Butterfield**, *U. of Massachusetts, Amherst*
Author: **Xueting Jiang**, *New York Institute of Technology*

Data gathered from 667 respondents during the 2020 U S presidential election showed that, in contrast to previous studies of presidential leadership, the Ideal President was viewed as androgynous (i.e., balanced in masculine and feminine traits) rather than masculine. None of the four (President and Vice-President) major party candidates fit the ideal profile perfectly. Donald Trump, Mike Pence and Kamala Harris were perceived as higher on masculinity than femininity, whereas Joe Biden was perceived as higher in femininity than masculinity. Compared to the White male candidates, Harris, a woman of color, was most notably perceived as the opposite of her running mate Biden in both masculinity and femininity. Male and female respondents perceived the Ideal President differently, men as higher in masculinity than femininity and women as higher in femininity than masculinity. Respondents' presidential candidate preferences were related to their descriptions of the Ideal President: Trump supporters perceived the Ideal President as higher in masculinity than femininity, whereas Biden supporters perceived the Ideal President as balanced in masculinity and femininity. The Democratic ticket as a whole represented a balanced team, with one candidate higher on femininity and the other higher on masculinity; in essence, an androgynous ticket. In contrast, the Republican ticket as a whole represented a decidedly masculine team. That the Democratic ticket clearly won the election (both the popular vote and the electoral college vote) with an androgynous ticket raises the question of whether the relationship between gender and leader stereotypes has shifted towards a more level playing field for female vis-à-vis male candidates for leader roles.

Paper is NOT Available. Please contact the author(s).

GDO: When Gender Matters: The Female Leadership Trust Advantage during the COVID-19 Crisis

Author: **Alan Belasen**, *SUNY Empire State College*
Author: **Ariel R. Belasen**, *Southern Illinois U., Edwardsville*

Trusted leadership offers promise for a new era of relational methods of leadership critical for navigating through major crises, such as COVID-19. More so than their male-equivalents, female leaders' interpersonal skills were found to be critical in earning trust and in reducing the negative effects of crisis situations. Successful leaders also share inherent qualities of honesty, accountability, credibility and transparency essential for building trust. Are women also better than men on these qualities? Our findings reveal significant differences in two key outcome measures between the sampled males and females: A one-standard deviation increase in female self-perceived value for Transparency is associated with a desired Transparency score nearly five times higher than their male counterparts – and reflects a desirability score that is roughly 5% higher than the average female in the sample. Likewise, a one-standard deviation increase in self-perceived Honesty would be associated with a 0.157-point increase in the desired Honesty, roughly 121% higher than their male counterparts. Further research should examine the role of women in leading businesses during crises and the benefits organizations can reap by tapping into the qualities and talents that women bring to senior leadership.

Paper is Available to Meeting Registrants Only.

GDO: Examining the moderating effect of gender on compassion and leader emergence

Author: **Reut Livne-Tarandach**, *Manhattan College*
Author: **Sophie Pychlau**, *U. of Oregon*
Author: **Angela R. Grotto**, *Manhattan College*
Author: **Poonam Arora**, *Manhattan College*

Compassion, the endeavor to alleviate another individual's distress, is commonly seen as a prosocial behavior with positive consequences. Drawing on social role theory and leadership categorization theory, we propose that compassionate behavior is related to perceptions of competence and warmth, which are subsequently related to leader emergence perceptions. Yet, because compassion is a behavior often associated with women, it may activate gender stereotypes, and thus we propose that gender will moderate the relationship between compassion and leader emergence via perceptions of competence and warmth, with compassionate women less likely to be perceived as leaders. However, men stand to benefit from acting compassionately because defying gender stereotypes is unexpected behavior that invites positive attention. Study 1, a longitudinal study with 38 student teams working together for 8 weeks, demonstrates a mediated moderation effect of gender on the relationship between compassion and leadership via competence, such that men, but not women, gain competence credit for displaying compassion and are thereafter ranked higher on leader emergence. To offset these negative consequences of compassion for women, the authors distinguish between two different types of compassion, agentic and communal. Study 2, a pre-registered vignette study with a diverse sample of 563 working adults, shows that gender effects are attenuated when women engage in agentic compassion, a specific form of compassion that both conforms to and breaks with gender stereotypes.

Paper is Available to Meeting Registrants Only.

GDO: Female Disadvantage in Hollywood: How Do Conventions and Audiences Constrain Female Leaders?

Author: **Jusang Lee**, *U. of Michigan*
Author: **Michael Jensen**, *U. of Michigan*

This study suggests that deviations from established conventions are evaluated differently depending on the gender of the deviating individual and the audience evaluating the deviation. Female leaders are evaluated more negatively for deviating from conventions than male leaders because of the greater critical attention that stems from their minority status in leadership positions. Moreover, professional evaluators rate female leaders more negatively for deviating from conventions than regular consumers because their expectations of female leaders are likely to be inflated because they recognize the uniqueness of females in leadership positions. Using a sample of 1,135 U.S. films from 2004 to 2015, we find that female directors are evaluated more negatively for deviating from gender-level genre conventions and that the negative evaluation is particularly pronounced among professional critics compared to regular audiences. We do not find any evidence that female directors are evaluated differently for deviating from industry-level genre conventions. Taken together, our study contributes to a more nuanced understanding of audience evaluation on deviance and of underlying factors behind the persistence of female disadvantages in leadership positions.

Paper is Available to Meeting Registrants Only.

Author: **Avani Pimpotkar**, *Wayne State U.*

Previous research has explored the many benefits and drawbacks of using humor in the workplace, deepening our understanding of its effects on various organizational outcomes. One stream of research, in particular, focuses on leaders and how their use of humor can affect followers. However, scholars have paid little attention to how leaders' use of humor affects follower boredom. I argue that this is an important oversight, particularly since boredom is a common feeling in the workplace which can hinder focus, concentration, and performance. Drawing on the appraisal theory of humor and arousal theory of boredom, I propose that leaders' use of humor will help relieve followers' experiences of boredom at work and stimulate creative behaviors. I also propose that gender plays an important role in these relationships and will increase understanding of the conditions in which leaders' use of humor would be most effective. I expect that humor expressed by leaders is likely to have a greater affect on follower boredom and, consequently, follower creative behaviors for male followers. These differences have implications for understanding leadership assessments, managing follower boredom, and inspiring a positive and productive work environment. Results from surveys of both followers and their leader provide partial support for the moderated mediation model presented. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender Differences at Work

GDO: [Think Star Performer, Think Male? Existence and Nature of Implicit Star Performer Theories](#)  

Author: **Isabel Villamor**, *George Washington U.*
Author: **Herman Aguinis**, *George Washington U.*
Author: **Kelly Gabriel**, *George Washington U.*

We conducted a research program involving four studies to generate new theoretical insights about the star performer gender gap. Based on inductive and deductive theorizing, experimental and non-experimental designs, multiple analytical techniques, and a dependent quasirandom replication, we discovered the think star performer, think male phenomenon. First, we uncovered the existence of implicit star performer theories (i.e., common shared beliefs) (ISPTs) and the five characteristics star performers are believed to have: Kind, Dependable, Ambitious, Smart, and Fast. Second, we found that ISPTs are gendered because attributes comprising ISPTs were more closely related to masculine attributes (e.g., decisive, desires responsibility) than to feminine attributes (e.g., grateful, helpful). In addition, while implicit theories of male stars are similar to ISPTs, Dependable (with attributes such as reliable, productive, timely), and Ambitious (with attributes such as driven, eager, committed) are believed to be characteristics that female star performers in less traditionally male industries lack. Our results contribute to existing theory as well as future theory building and testing and also have implications on how to mitigate the practically important but understudied societal problem of the star performer gender gap.

Paper is Available to Meeting Registrants Only.

GDO: [Workplace Gender Segregation in the “New Economy”](#)

Author: **Alex Makarevich**, *California State U., East Bay*

Using an institutional theory perspective we examine workplace gender segregation and provide a systematic analysis of what the rise of nonstandard employment means for gender inequality in the workplace. We compare four standard and nonstandard employment regimes paying special attention to independent contingent employment - the segment of nonstandard work representing novel and consequential developments in work arrangements. Our analyses based on a comprehensive sample of the U.S. workforce reveal that the overall degree of workplace gender segregation is lower in nonstandard employment, that the degree of segregation corresponds to the degree of attachment to the employer, and that the pattern of segregation in nonstandard work arrangements is not uniform but complex, with some occupations segregated more, not less, despite the overall lower segregation.

Paper is NOT Available. Please contact the author(s).

GDO: [Knowledge Hiding within Organizations: Do Males and Females Differ?](#)  

Author: **Tatiana Andreeva**, *Maynooth U.*
Author: **Paola Zappa**, *Maynooth U.*

The role of gender in knowledge behaviors remains largely unexplored. We address this topic by examining whether, how and why gender matters in shaping two complementary aspects of knowledge hiding behaviors: frequency of hiding and approaches used by the perpetrator to hide knowledge. We suggest the social roles to which females and males are socialized and the sanctions faced if they behave incongruently with them affect both aspects of knowledge hiding. We explore these ideas in a longitudinal study of participants in the Prolific online platform. Our findings suggest that males hide more frequently and in a way which is congruent with others' expectations on their social role. This study constitutes a first step toward a gender theory of knowledge hiding.

Paper is NOT Available. Please contact the author(s).

GDO: [Lucky Lady: Antecedents & Consequences of the Exceptional Woman Mindset](#)    

Author: **Dana Kanze**, *London Business School*

Male-dominated organizations are settings that not only devalue women but also misvalue women in ways that are likewise detrimental. What happens when a woman in a male-dominated organization is told that only the strongest of women can survive in that environment, and she is one of the chosen few lucky enough to be working there? Based on theories of resource scarcity, social dominance, and social identity, we propose that a factor of benevolent sexism known as protective paternalism can manifest as expressions of gender scarcity as opposed to gender abundance in organizations. We outline a model by which female numerical minorities in male-dominated organizations are indoctrinated into a “gender mindset,” internalizing the subtitled social identity of being an “Exceptional Woman” valued due to her rarity as a female numerical exception. We reason that a prospective female entrant will trigger a social identity threat to the “Exceptional Woman” who will constitute less of a numerical exception upon her entry, inducing competitive as opposed to cooperative interdependence as a threat response. Rather than competition originating from numerical minorities themselves, our theoretical model sheds light on the institutional inductions of competition that serve to divide and undermine them. By introducing the concept of gender mindset, we provide a theoretical model for developing interventions that foster cooperation, facilitating movement toward gender neutrality in male-dominated organizational settings.

Paper is NOT Available. Please contact the author(s).

GDO: [Are men just insensitive \(to job experience in their application decisions\)?](#)  

Author: **Brian Rubineau**, *McGill U.*
Author: **Alyson Gounden Rock**, *McGill U. - Desautels Faculty of Management*
Author: **Jean-Nicolas Reyt**, *McGill U.*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Labor force gender segregation has many contributing mechanisms including gender differences in job application decisions. One widely-reported difference is that for similar levels of job-relevant experience, women are thought to be less likely than men to apply for jobs. Testing for such gender differences presents multiple empirical challenges, and we can find no prior empirical study meeting them all. We leverage data from a labor market including information about jobs considered but not applied for and allowing for a within-individual analysis of job application decisions. We find significant gender differences in the role of job-relevant experience on job application decisions. Men exhibit a one-and-done pattern, where for men with at least one year of job-relevant experience, additional experience plays no role in their job application decisions. Women exhibit a the-more-the-better pattern, where increases in job-relevant experience consistently increase women's likelihood of applying to jobs. For most of our data, women are less likely to apply for jobs than similarly-experienced men. This gender difference goes away for men and women with two or more years of job-relevant experience. We discuss how the gendered patterns of sensitivity to job-relevant experience inform current theories concerning the mechanisms of labor force gender segregation. Keywords: Gender segregation, job applications, labor market

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Representation of Women on Boards

GDO: **Cross-Country Examination of Speed of Advancement and Exit of Male and Female Executive Directors**   

Author: **Esha Mendiratta**, *Groningen U. (RuG)*
Author: **Shibashish Mukherjee**, *RSM Erasmus U.*
Author: **Jana Oehmichen**, *U. of Groningen*

In the context of intense global stakeholder pressures to improve female representation in the executive suite, we examine the speed of advancement and exit of first time executive directors around the world. We make two inter-related arguments. First, we argue that while normative pressures from global stakeholders have created a gender premium for women in the form of lower age at the time of appointment vis-à-vis male executive directors, appointed women are also penalized in the form of quicker exits from these positions because of their lower age. Second, we contend that this gender premium and penalty is contingent on the local gender norms in a society such that lower gender parity leads to a higher premium and penalty for these women. Results based on a sample of 15,202 first time executive directors from 6,452 firms in 33 countries largely support our theoretical predictions.

Paper is Available to Meeting Registrants Only.

GDO: **Regulation and the Trickle-Down Effect of Women in Leadership Roles: An Attention-Based View.** 

Author: **Aaron Page**, *U. of Exeter Business School*
Author: **Ruth Sealy**, *U. of Exeter Business School*
Author: **Andrew Parker**, *U. of Exeter Business School*

The gender diversity of a board can trickle-down to increase the representation of women in lower-level management roles. Although this relationship has been well established by prior research, little is known about how trickle-down effects are influenced by external events in a firm's environment. Using the attention-based view of the firm as a theoretical framework, we present a natural experiment that demonstrates how the trickle-down effect is influenced by regulation in a firm's external environment. Specifically, we focus on the implementation of a regulatory target aimed at increasing the representation of women on the boards of firms listed on the FTSE 350 Index. The results of this paper provide evidence of a positive relationship between female board representation and female senior management representation in the pre-regulation era. However, the introduction of regulation substantially weakens this trickle-down effect, such that the representation of women at board level ceases to have a meaningful impact on the subsequent representation of women in senior management. This suggests attention and action of the board and senior management team becomes misaligned after regulatory targets are set. We discuss the implications of the findings for research on trickle-down effects and the attention-based view.

Paper is Available to Meeting Registrants Only.

GDO: **0% Female Directors as an Aspiration Level – Gender Targets for German Corporate Boards**  

Author: **Luise Pentter**, *Otto-von-Guericke U. Magdeburg*

This paper discusses the antecedents of firms' target-setting for female representation on executive boards as a signal of intent. Our analyses are based on targets disclosed by firms in their annual reports and supplemental secondary data. We find that firm size, prior female executive board representation, executive board size as well as female representation on the supervisory board predict firm targets. Our findings suggest that the motivations for aspirational talk on gender representation are similar to those of actual female representation i.e. signals of quality. We contribute to literature on signaling and voluntary quotas in the gender context by distinguishing between quality signals and signals of intent.

Paper is Available to Meeting Registrants Only.

GDO: **The Illusion of Inclusion: Examining Trickle-Down Effects of Board Gender Quota Regulation in India**   

Author: **Esha Mendiratta**, *Groningen U. (RuG)*
Author: **Hammad Ul Haq**, *U. of Groningen*

Proponents of board gender quotas argue that such policies ought to generate trickle-down effects in the form of higher female executive appointments within organizations because of female directors' motivation and ability to correct firm level gender imbalances. In this study, we argue and show that such normative arguments may not be reflective of social realities of historically male dominated corporate boards. Grounding our theoretical ideas in the attention based view, we argue that such policies increase appointments of female directors because of the mandated shift in firm level attention towards the issue. However, given the controversial nature of such policies and gender differences in status and power, such policies may have unintended consequences of negative trickle-down effects where firms reduce appointment of women in senior executive positions. Analysis on a sample of 185 largest, publicly listed firms in India during 2008-2017 find support for our theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Gender Diversity and Equity Issues

GDO: **Unleveled playing fields: Gendered institutional entrepreneurship and deviance neutralization**  

Author: **Eun Young Song**, *U. College London*

Although existing studies highlight that new institutional logics are grounded in pre-existing norms and beliefs in society, few studies have examined how a society's gendered expectations can shape and constrain the development of a new logic. To address this gap, I focus on the first American movement for bird conservation from 1889 to 1920 and the movement participants' responses to women's institutional entrepreneurship. Specifically, I investigate a mechanism that is responsible for the slow expansion of the new logic and that perpetuates gender inequality throughout the bird conservation movement: deviance neutralization. This is an individual strategy to counteract perceived deviance from gender norms by living up to society's gendered expectations. When female participants introduce a new technology-based practice and hold leadership positions that enable them to further the movement, movement participants see the women's entrepreneurial action as deviance from generally expected feminine qualities. To neutralize such deviance, movement participants are less likely to promote what these women campaign for, environmentalism. I test this mechanism using an event count analysis of individual contributions, by article count, to the movement's bimonthly magazine that shared the movement's vision with the public. I find that the more women implemented a new practice and the more women occupied official positions, the fewer contributions participants were likely to make to the magazine. The findings of this study extend current understanding of institutional entrepreneurship using the lens of gender, and the mechanism of gender inequality in even progressive movements. They also have practical implications for addressing deviance neutralization today.

Paper is NOT Available. Please contact the author(s).

GDO: **The Unintended Consequences of Organizational Gender Diversity Strategies on Psychological Safety**  

Author: **Stephanie Smallets**, *U. of Southern California*
Author: **Andrea Villafuerte**, *USC Marshall School of Business*
Author: **Leigh Plunkett Tost**, *U. of Southern California*

As gender equity continues to be a pressing goal, organizations are increasingly adopting gender diversity management strategies, and sometimes these strategies may have unintended consequences. Researchers have identified two primary competing gender diversity management strategies: the gender blindness strategy, which encourages downplaying gender differences, and the gender awareness strategy, which encourages celebrating gender differences (Koenig & Richeson, 2010; Martin & Phillips, 2017). We propose that the gender blindness approach, despite having potential positive consequences for women (e.g., Martin & Phillips, 2017), leads to lower psychological safety among employees, compared to a gender awareness approach or no strategy at all. We also argue that, as a consequence of this effect on psychological safety, a gender blindness strategy reduces perceptions of organizational openness to diverse opinions and increases employees' vigilance of speech. We find support for these ideas in two pre-registered experimental studies.

Paper is Available to Meeting Registrants Only.

GDO: **Regulatory Mandates and Gender Diversity in Corporate Boards: The Family Firm Effect**   

Author: **Raveendra Chittoor**, *U. of Victoria*
Author: **Nupur Pavan Bang**, *Indian School of Business*
Author: **Ramachandran Kavil**, *Indian School of Business*

Regulatory mandates by various governments on women representation in company boards play an important role in fulfilling the sustainable development goal 5 (SDG-5 on gender equality) adopted by the members of United Nations. In this paper, we explore the heterogeneity in firm responses to such a regulatory mandate introduced by the Indian government in 2014. We propose that, driven by the need to build legitimacy among internal and external stakeholders, family firms are more likely to comply with the mandate, when compared to non-family firms. However, family firms are also driven by considerations to leverage woman family members and minimize board independence and hence are likely to appoint a woman executive director rather than an independent director. Within a sample of family firms, this pattern of behaviour is more likely among standalone firms when compared to firms belonging to family-owned business groups. We find supportive evidence in a comprehensive panel data sample of 1507 publicly listed Indian firms over a five year period (2013 to 2017), consisting of pre- and post-regulation years.

Paper is Available to Meeting Registrants Only.

GDO: **Social Sustainability: Challenges and Opportunities (WITHDRAWN)**   

Author: **Maria Fernanda Wagstaff**, *U. of Texas at El Paso*
Author: **Gabriela Flores**, *Southwestern U.*
Author: **Rawia Ahmed**, *Zayed U.*
Author: **Sarah Villanueva**, *U. of Texas at El Paso*
Author: **Erica Helena Salvaj**, *U. del Desarrollo*

The purpose of this study is to examine individual responses to gender inequality in organizational settings. In this process, we consider different perspectives and conceptualizations. To accomplish this goal, we analyze interviews of female leaders from different countries around the world. Results reveal how female leaders respond to unequal treatment. We discuss implications of our findings for theory and practice. In particular, we consider the role of responses to gender inequality in theories of cross cultural human resource management and propose opportunities for leadership development.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Advancing Research on Workplace Disclosure of Disabling Conditions

Workplace Disclosure of Disability



Organizer: **Joy E. Beatty**, *Eastern Michigan U.*
Organizer: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Discussant: **Eden King**, *Rice U.*
Presenter: **Alecia Marie Santuzzi**, *Northern Illinois U.*
Presenter: **Robert Keating**, *Northern Illinois U.*
Presenter: **Jesus Martinez**, *Northern Illinois U.*
Presenter: **Daniel S. Samosh**, *U. of Toronto*
Presenter: **Brent John Lyons**, *Schulich School of Business, York U.*
Presenter: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Presenter: **Joy E. Beatty**, *Eastern Michigan U.*
Presenter: **Amy Hurley-Hanson**, *Chapman U.*
Presenter: **Cristina Marie Giannantonio**, *Chapman U.*
Presenter: **Amy Jane Griffiths**, *Chapman U.*
Presenter: **Christine Nittrouer**, *Texas Tech U.*
Presenter: **Evan Dean**, *U. of Kansas*
Presenter: **Karrie Shogren**, *U. of Kansas*
Presenter: **Ramona L. Paetzold**, *Texas A&M U.*

This symposium focuses on the experiences and strategies of persons with disabilities and the disclosure and identity management steps they take to manage their careers. The conceptual foundations are stigma, identity, and disclosure. The session incorporates organizational-level phenomenon, such as HR practices for disclosure and hiring intentions; and individual-level studies of employee disclosure and advocacy, accommodation, identity, and career success over time. We contribute empirically to research on diversity and disability disclosure to improve employment outcomes for this population. While we are focused on disability, our findings are applicable to other minority groups (e.g., sexual minorities, refugees) who may experience disclosure dilemmas.

The Impact of Response Options on Disability Disclosure Rates

Author: **Alecia Marie Santuzzi**, *Northern Illinois U.*
Author: **Robert Keating**, *Northern Illinois U.*
Author: **Jesus Martinez**, *Northern Illinois U.*

Examining Social Status, Identity Management Strategies, Observer Perceptions, and Hiring Intentions

Author: **Daniel S. Samosh**, *U. of Toronto*
Author: **Brent John Lyons**, *Schulich School of Business, York U.*

Self-Conceptions, Disclosure, and Identity Threats for Academics with Disabilities

Author: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Author: **Joy E. Beatty**, *Eastern Michigan U.*

The Role of Disclosure in the Recruitment of Neurodivergent Applicants

Author: **Amy Hurley-Hanson**, *Chapman U.*
Author: **Cristina Marie Giannantonio**, *Chapman U.*
Author: **Amy Jane Griffiths**, *Chapman U.*

Career Progression: Strategies used by Self-Advocates with ASD and their Allies

Author: **Christine Nittrouer**, *Texas Tech U.*
Author: **Evan Dean**, *U. of Kansas*
Author: **Karrie Shogren**, *U. of Kansas*

Stigma and Sanism: Employment and Identity Management for People with Serious Mental Illness

Author: **Joy E. Beatty**, *Eastern Michigan U.*
Author: **Ramona L. Paetzold**, *Texas A&M U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Unexpectedly Pursuing Employment in a New Country: How Refugees Overcome Vocational Barriers

How Refugees Overcome Vocational Barriers



Chair: **Rachel Williamson Smith**, *Georgia Southern U.*
Chair: **Lisa E. Baranik**, *U. at Albany, State U. of New York*
Discussant: **Vickie Coleman Gallagher**, *Department of Management, Cleveland State U.*
Presenter: **Alexander Newman**, *Deakin U.*
Participant: **Karen Dunwoodie**, *Deakin U.*
Participant: **Zhou Jiang**, *Flinders U.*
Participant: **Ingrid Nielsen**, *Monash U., Australia*
Presenter: **Hans Van Dijk**, *Tilburg U.*
Participant: **Sophie Alkhaled**, *Lancaster U. Management School*
Participant: **Lena Knappert**, *Vrije U. Amsterdam*
Participant: **Silke Van Herk**, *Tilburg U.*
Presenter: **Katja Wehrle**, *Justus-Liebig U. Giessen*
Participant: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*
Participant: **Mari Kira**, *U. of Michigan*
Participant: **Elena Glauninger**, *U. of Graz*
Presenter: **Renate Ortlieb**, *U. of Graz*
Participant: **Silvana Weiss**, *U. of Graz*
Presenter: **Matthew Hanson**, *SUNY, Albany*
Participant: **Liyue Fan**, *U. of North Carolina, Charlotte*

Our goal in the current symposium is to build on this base of knowledge regarding the barriers faced by refugees, and to present research that unpacks the processes and factors that enable refugees to overcome tremendous challenges in pursuing successful employment from multiple perspectives. In doing so, we provide deeper insight into the problems and challenges that refugees face, provide preliminary solutions, and make theoretical contributions in the field. Finding solutions to the barriers that refugees face is necessary, as research has found that the single most important factor for successful refugee resettlement is securing employment (Porter & Haslam, 2003). From a theoretical standpoint, researchers have started to criticize current career theories for failing to describe the careers of underprivileged people, such as refugees, as underprivileged people often lack agency and choice in their careers (Duffy, Blustein, Diemer, & Autin, 2016). Thus, the scholarship presented here aligns with the 2021 conference theme Bringing the Manager Back in Management, as managers increasingly face the challenge of shaping how organizations are perceived by society. Our symposium addresses critical questions pertaining to the successful management of organizations, such as factors that can enable refugee career adaptability, how managers successfully and ethically integrate refugees into their workplace and identifying potential barriers refugees may face during their job search process. We focus on the two major career choices refugees face: traditional employment and entrepreneurship.

Uncovering the Relationship Between Openness to Experience and Career Adaptability in Refugees

Author: **Alexander Newman**, *Deakin U.*
Author: **Karen Dunwoodie**, *Deakin U.*
Author: **Zhou Jiang**, *Flinders U.*
Author: **Ingrid Nielsen**, *Monash U., Australia*

Gender Similarities and Differences in Experiences in Refugee Entrepreneurs

Author: **Hans Van Dijk**, *Tilburg U.*
Author: **Sophie Alkhaled**, *Lancaster U. Management School*
Author: **Lena Knappert**, *Vrije U. Amsterdam*
Author: **Silke Van Herk**, *Tilburg U.*

Fostering Refugees' Labor Market Integration: The Roles of Businesses and Host Country Agencies

Author: **Katja Wehrle**, *Justus-Liebig U. Giessen*
Author: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*
Author: **Mari Kira**, *U. of Michigan*

Organizational Socialization Practices, Refugees' Experiences, and Polyhythmic Socialization

Author: **Elena Glauninger**, *U. of Graz*
Author: **Renate Ortlieb**, *U. of Graz*
Author: **Silvana Weiss**, *U. of Graz*

Development of the Refugee Job Search Stressor Scale

Author: **Matthew Hanson**, *SUNY, Albany*
Author: **Lisa E. Baranik**, *U. at Albany, State U. of New York*
Author: **Rachel Williamson Smith**, *Georgia Southern U.*
Author: **Liyue Fan**, *U. of North Carolina, Charlotte*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mental Health Challenges at Work  
Mental Health Challenges at Work

Organizer: **Emily Rosado-Solomon**, *California State U., Long Beach*
Discussant: **Neal M. Ashkanasy**, *U. of Queensland*

This symposium includes four papers that provide diverse yet complementary perspectives on mental health challenges at work. Whereas many employees face mental health challenges in the course of their employment—underscored by the fact that one in six employees have a mental illness—mental health challenges are persistently under-examined in management research. The papers in this session are diverse in their contextual focus, temporal focus (e.g., short-term challenges versus chronic mental illness) and analytic approach, yet have commonalities that serve to promote a cohesive multifaceted view of this topic. For instance, multiple papers in this session investigate the role of work-related antecedents to mental health challenges and the role of support in helping—or failing to help—those with mental health challenges. Of note, all these studies uncover nuanced and complex dynamics that underscore the futility of merely trying to “fix” employees’ mental health challenges with simplistic interventions. Following presentation of the papers, integrative commentary will be provided that suggests fruitful opportunities for future research on mental health challenges at work.

Anger Trajectories and Resilience Among Combat-Deployed Soldiers

Author: **Jason Kautz**, *U. of Texas at Dallas*
Author: **Laura Campbell-Sills**, *U. of California, San Diego*
Author: **Paul Bliese**, *Darla Moore School of Business, U. of South Carolina*
Author: **Robert Ursano**, *Uniformed Services U.*

Hidden from View: Leading with Depression and Anxiety

Author: **Sally Maitlis**, *U. of Oxford*

Consequences of Work Injuries on Mental Health: The Role of Social Support

Author: **Steve Granger**, *U. of Calgary*
Author: **Nick Turner**, *U. of Calgary*
Author: **Sandy Hersheovis**, *U. of Calgary*
Author: **Patrick Bruning**, *U. of New Brunswick*

Social Support of Employees with Mental Illness

Author: **Emily Rosado-Solomon**, *California State U., Long Beach*
Author: **Sherry M. B. Thatcher**, *U. of South Carolina*
Author: **Sam Strizver**, *U. of South Carolina*
Author: **Ron Capistrano**, *California State U., Long Beach*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Showcase Symposium**Program Session: **1461** | Submission: **10616** | Sponsor(s): (GDO, OB, HR)
Virtual session type: **Asynchronous (On Demand; Not Live)****Allies and detractors: Insights on disability inclusion in organizations***Allies and detractors in disability inclusion*

Organizer: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
 Organizer: **David Baldrige**, *Oregon State U.*
 Discussant: **Susanne Bruyere**, *Cornell U. Yang-Tan Institute*
 Discussant: **Adrienne Colella**, *Tulane U.*
 Participant: **Catherine Connelly**, *McMaster U.*
 Participant: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*
 Participant: **Ian R. Gellatly**, *U. of Alberta*
 Participant: **Amit Jain**, *S P Jain Institute of Management and Research*
 Participant: **Christoph Breier**, *U. of St. Gallen*
 Participant: **Miriam Karin Baumgaertner**, *U. of St. Gallen*
 Participant: **Stephan Alexander Boehm**, *U. of St. Gallen*
 Participant: **Christine Nittrouer**, *Texas Tech U.*
 Participant: **Michelle Hebl**, *Rice U.*
 Participant: **Eden King**, *Rice U.*
 Participant: **John Lynch**, *U. of Illinois at Chicago*
 Participant: **Arjun Mitra**, *California State U., Los Angeles*
 Participant: **Haoying Xu**, *U. of Illinois at Chicago*
 Participant: **Koen Van Laer**, *Hasselt U.*
 Participant: **Frederike Scholz**, *Hasselt U.*

Over the past few decades, research on the inclusion of employees with a disability has allowed for theoretical as well as practical contributions. A key focus of this research has been on how best to include (e.g., through accommodations, legislation) those with a disability in the workplace (Beatty, Baldrige, Boehm, Kulkarni, & Colella, 2019). While this research has alluded to the importance of allies and detractors in influencing workplace inclusion, this topic has not received as much research attention. Specifically, allies can support others through affording tangible help, support, defense from threats, and policy advocacy (Asta & Vacha-Haase, 2013; DiStefano, Croteau, Anderson, Kampa-Kokesch, & Bullard, 2000; Sabat et al., 2013; 2014). To address this important albeit under-researched area, this presenter symposium features five research papers by well-known disability scholars. Together, these studies summarized below, extend the boundaries of disability research by highlighting who can be an ally (e.g., internal stakeholders such as managers, external stakeholders such as vocational rehabilitation employees), when, and forms of help extended by such allies.

Informal accommodations for employees with disabilities: i-deal or no i-deal?

Author: **Catherine Connelly**, *McMaster U.*
 Author: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*
 Author: **Ian R. Gellatly**, *U. of Alberta*

More than a pillar: When co-workers and supervisors become allies for persons with disabilities

Author: **Amit Jain**, *S P Jain Institute of Management and Research*
 Author: **Christoph Breier**, *U. of St. Gallen*
 Author: **Miriam Karin Baumgaertner**, *U. of St. Gallen*
 Author: **Stephan Alexander Boehm**, *U. of St. Gallen*

Allies as intermediaries: Strategies that promote hiring people with intellectual disabilities

Author: **Christine Nittrouer**, *Texas Tech U.*
 Author: **Michelle Hebl**, *Rice U.*
 Author: **Eden King**, *Rice U.*

Enacting and slipping: Workplace behaviors of disability allies

Author: **John Lynch**, *U. of Illinois at Chicago*
 Author: **Arjun Mitra**, *California State U., Los Angeles*
 Author: **Haoying Xu**, *U. of Illinois at Chicago*

Workplace materiality as an ally or detractor

Author: **Koen Van Laer**, *Hasselt U.*
 Author: **Frederike Scholz**, *Hasselt U.*

KEY TO SYMBOLS

Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1462** | Submission: **16649** | Sponsor(s): **(GOV)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

The AOM Fellows Group Annual Program *AOM Fellows Virtual Dinner*

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*
Host: **Donald Siegel**, *Arizona State U.*
Presenter: **Miriam Erez**, *Technion - Israel Institute of Technology*
Organizer: **Jel Erica Hampson**, *Academy of Management*

By Invitation Only. Join us at our virtual fellows dinner as we welcome new inductees into The Fellows Group of the Academy of Management. The purpose of the Fellows Group is to recognize and honor members of Academy of Management (AOM) who have made significant contributions to the science and practice of management, and to provide opportunities for fellowship and a forum for discussion among persons so recognized and honored.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Processes and Patient Safety Outcomes



Processes and Safety

HCM: **Organizational and Individual Contributing Factors to Safety Climate in Healthcare Industries**

Author: **Yimin He**, *U. of Nebraska at Omaha*
Author: **Jin Lee**, *Kansas State U.*
Author: **Yueng-hsiang Huang**, *Oregon Health and Science U.*
Author: **Chang-Ya Hu**, *National Chengchi U.*
Author: **Bowen Shi**, -

Research has demonstrated that safety climate is a robust predictor of organizational safety outcomes. The current study aims to identify individual and joint key drivers of safety climate in healthcare industries using Bayesian Network simulations to explore which individual or combinational factors can be leveraged to most effectively improve safety climate for the healthcare industry. We collected the survey data from 452 employees from one hospital in China and use Bayesian Network analysis to identify the best key drivers and joint strategies for safety climate improvement. The results from Bayesian Network analyses showed that among the five contributing factors, interpersonal trust and locus of control had the strongest independent effects on safety climate. Moreover, the results indicated that the best two joint strategies for promoting safety climate were the joint optimization of error disclosure culture and interpersonal trust as well as error disclosure culture and self-efficacy. The findings suggest that hospital safety climate can be improved by providing a psychologically safe error disclosure culture and enhancing interpersonal trust among employees and their self-efficacy.

Paper is Available to Meeting Registrants Only.

HCM: **The Incomplete, Outdated, Incorrect, and Unknown: Mitigating Threats to Knowledge Errors**

Author: **Alden Lai**, *New York U.*

HCM Division Best Paper Based on a Dissertation

Patient-centered medical homes (PCMHs) are a type of high-performance primary care clinics where workers are constantly acquiring and processing information about patients to help ensure their health and safety. Because PCMH workers have to acquire fragments of information from various sources that are not always coordinated, they can commit knowledge errors when they do not know certain facts, or are unable to form an appropriate cognitive representation of a patient situation. Given this complex informational environment, I use a qualitative approach to explore how PCMH workers handle knowledge errors at work. The findings reveal that PCMH workers encounter four types of informational threats to knowledge errors – information that is incomplete, outdated, incorrect, and unknown. To address these threats, PCMH workers engage in various modes of information acquisition, which result in two different knowledge outcomes. The first is maximized knowledge, which contributes to decision-making, such as the formulation of diagnoses and care plans. The second is elaborated knowledge, which represents a new understanding of a situation that is enhanced by what was previously unknown, such as linking a patient's personal life conditions with their health status. These discoveries contribute to the error literature by examining error from an information-processing perspective, and how efforts to prevent knowledge errors create different kinds of knowledge in organizations. More generally, because knowledge errors have typically been studied in the context of technical systems, this paper indicates the need for a more complex view where information acquisition is also highly relational in nature (i.e., based on agent-client interactions).

Paper is NOT Available. Please contact the author(s).

HCM: **Patient Education for Infection Prevention: Roles for Managers in Patient Engagement**

Author: **Sarah MacEwan**, *The Ohio State U. College of Medicine*
Author: **Eliza Beal**, *The Ohio State U. College of Medicine*
Author: **Alice Gaughan**, *Ohio State U.*
Author: **Cynthia Sieck**, *Ohio State U.*
Author: **Ann Scheck McAlearney**, *Ohio State U.*

Device-related healthcare-associated infections (HAIs), such as catheter-associated urinary tract infections (CAUTIs) and central line-associated bloodstream infections (CLABSIs), are largely preventable. Patients have the potential to contribute to HAI prevention when they are educated about their risks and actions they can take to mitigate those risks. However, there is little evidence regarding what patient education is needed to engage patients in the prevention of these infections. This study examined perspectives of hospital leaders, managers, and frontline staff about the use of patient education to support CAUTI and CLABSI prevention efforts. The Engagement Capacity Framework (ECF) was used to understand how our findings about patient education may impact patient engagement in infection prevention. Interviews with 471 key informants were conducted across 18 hospitals. Participants identified patient education topics specific to the prevention of CAUTIs and CLABSIs, as well as patient education challenges and opportunities for improvement. Based on these education topics, aspects of the four ECF dimensions—patient resources, self-efficacy, willingness, and capabilities—necessary to engage in infection prevention were identified, which informed suggested roles for managers to support patient engagement through patient education. These educational topics and suggestions for managers can help guide successful strategies to engage patients in infection prevention.

Paper is NOT Available. Please contact the author(s).

HCM: **Accounts of Restorative Reconciliation After Medical Injury: Implications for Risk Management**

Author: **Jeffrey Driver**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*

This research is a qualitative examination of how patients and families describe their long-term recovery in the aftermath of a significant or fatal accidental patient medical injury (PMI). The research is designed to achieve three objectives: (1) explore the continuing lived experiences of those impacted by PMI, (2) advance industry knowledge and management of PMI response, and (3) build on existing voluntary communication-and-resolution program and PMI management infrastructure to activate the potential of CRP discussions, design, and research. We used qualitative data from interviews with 25 of 27 PMI-impacted individuals across the U.S. and Canada to examine acknowledged and existing knowledge gaps pertaining to patient or surviving family member long-term reconciliation and restorative justice. The research concludes by suggesting an emerging theory of 'restorative reconciliation' that begins to delineate an actionable process to advance long term non-compensatory recovery from loss, individual healing, and justice after PMI. We do so by focusing on analysis and synthesis of our data, culminating in our initial discovery of a triad of overarching influencers of an individual's restorative reconciliation after PMI – the influencing factors of understanding, accepting, and redirecting within a spatial recovery dimensions model.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Functionality of Work Environments: Impacts on Workforce Motivation and Wellbeing



Workforce

HCM: Perceived Organization-Profession Goal Conflicts and Work Motivation among Healthcare Professionals

Author: **Hyunjin Woo**, *U. of Toronto*

Healthcare organizations often present goals and values that conflict with those held by public health policies and healthcare professions, and this organization-profession goal conflict can influence work motivation among healthcare professionals. However, as most work motivation theories have primarily focused on micro-level factors, research has rarely been conducted to understand how perceived organizational goal conflicts influence the type of work motivation that healthcare professionals develop. To fill the research gap, this paper builds a process model on motivation development among healthcare professionals, with particular focus on those who perceive organizational goal conflicts and choose to identify with either their organization or profession. In this model, I suggest that one of four motivational situations (i.e., M1~M4) will occur depending on organizational contexts and each professional's social identification choice. This model tries to predict motivation development and suggest what management strategies will be effective for each motivational situation.

Paper is Available to Meeting Registrants Only.

HCM: Upholding of Routines in Interprofessional Collaboration: A Qualitative Study in Nursing Homes

Author: **Christian P. Kortkamp**, *U. of Goettingen*

Author: **Clarissa E. Weber**, *U. of Goettingen*

Building on research on routine dynamics and interprofessional collaboration (IPC), in this study we investigate how actors in interprofessional dyadic routines engage in upholding efforts to ensure continuous routine performance when one actor is temporarily absent during routine enactment. We conduct a qualitative field-study of routines in IPC between geriatric nurses (GNs) and general practitioners (GPs) in German nursing homes. Our findings show how routine participants engage in creative tactics, which allow for upholding the routine even when one actor cannot continuously be present for routine enactment. They do so by ensuring direct and timely communication and enabling a flexible reconfiguration of resources and roles. Furthermore, we explore conditions for the effective application of the tactics and outline a process model for upholding dyadic routines when one actor cannot continuously be present. Our study contributes to the literatures on organizational routines and IPC.

Paper is NOT Available. Please contact the author(s).

HCM: Can't Stop Eating My Feelings: The Maladaptive Responses of Abused Employees

Author: **Asfia Obaid**, *National U. of Sciences & Technology (NUST)*

Author: **Hussain Tariq**, *National U. of Sciences and Technology (NUST)*

Author: **Muhammad Subhan**, *National U. of Sciences and Technology*

Although organizational research on abusive supervision and its detrimental effects on individuals and organizations has become increasingly popular, little attention has been paid to subordinate's maladaptive responses to abusive supervision. We, synthesize on self-regulatory theory, to investigate one common but ignored subordinate's maladaptive response to abusive supervision: subordinate overeating behavior. We conducted a multi-wave experience sampling study on ten consecutive working days (N = 115 employees and 1150 daily surveys) to investigate the relationship of abusive supervision, subordinate negative mood, and overeating behavior. We, from the perspective of self-regulatory impairment, found that subordinate's perceptions of abusive supervision instills a sense of negative mood, which in turn loses control over his/her behavioral intentions towards overeating behavior. Moreover, our findings found that subordinate's recovery experiences at the workplace mitigates the depleting effects of abusive supervision, such that employees are less susceptible to the effects of abusive supervision on overeating behavior when they are high in recovery experiences at the workplace. Implication for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

HCM: Differences in Work Attitudes when Nurses Get their Ideal Roster Based on their Shift Preferences

Author: **Herlinde Wynendaele**, *Ghent U.*

Author: **Jeroen Trybou**, *Ghent U.*

Author: **Paul Gemmel**, *Ghent U.*

Author: **Dries Myny**, *Ghent U.*

Author: **Ellen Peeters**, *The Open U., Netherlands*

Background: Unattractive work schedules can be a cause of discontentment for nurses. Moreover, optimizing the fit between nurses' preferences in shifts and obtaining and securing organizational goals, is very complex. Aims: To gain insight into (1) the preferences in shifts of individual nurses and (2) the discrepancy between the "imposed roster" (drawn up by the manager or head nurse) versus the "nurses' ideal roster" (ideal for the individual nurse, without regard to any restrictions) through four work attitudes, i.e. autonomy, job satisfaction, work-life balance and employer attractiveness. Method: An exploratory cross-sectional pilot study where the focus lies on descriptive statistics rather than formal hypothesis testing. Results: The results showed a significant difference in the mean score of nurses' their autonomy, job satisfaction, and work-life balance when the "nurses' ideal roster" would be used. Nurses' preference in shifts were mapped into three groups with similar preferences. Two cluster groups showed a significant higher median autonomy, work-life balance and job satisfaction in case of the nurses' ideal roster. These groups showed no large differences with regard to their personal characteristics. Conclusion: This pilot study already indicates that nurses' ideal roster can lead to better work attitudes, and that groups of people exist with differences in shift preferences. The next step is to perform more advanced analyses in newly collected data, which aim to account for common method bias, clarify the characteristics of the different groups and take the discrepancy between the two rosters into account.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Bringing the Manager Back in Management: Implications for Healthcare

HCM: **What do Practitioners Want to Know about Managing the Performance of Healthcare Delivery Systems?**

Author: **Jenna M. Evans**, *McMaster U.*
Author: **Julie Gilbert**, *Cancer Care Ontario*
Author: **Jasmine Bacola**, *Cancer Care Ontario*
Author: **Victoria Hagens**, *Cancer Care Ontario*
Author: **Vicky Simanowski**, *Ontario Health*
Author: **Philip Holms**, *Ontario Renal Network*
Author: **Rebecca Harvey**, *Ontario Renal Network*
Author: **Garth Matheson**, *Cancer Care Ontario*

Few studies engage end-user groups in setting research priorities at the intersection of healthcare and management. With health systems increasingly establishing “Performance Management” (PM) programs to account for and incentivize performance, it is important to conduct research that is meaningful to and actionable by the end-users involved with or impacted by these programs. The aim of this study was to co-design a research agenda on healthcare PM with and for end-users in a specific jurisdictional and policy context. We undertook a rapid review and conducted end-user interviews that included a quantitative ranking exercise to prioritize directions for future research. Seventy-three interviews were conducted with 156 end-users. End-user groups prioritized different research directions. Despite this variation, a research direction on motivating improvement had the highest overall priority ranking and was modified based on end-user feedback to include an explicit behaviour change lens and stronger consideration for the influence of context. Joint research priority-setting resulted in a practice-driven research agenda capable of generating results to inform management practice and contribute to the literature. The results suggest that practitioners are keen to open the “black box” of PM to explore more nuanced questions beyond “does PM work?” Practitioners want to know how, when, and why PM contributes to behaviour change (or fails to) among front-line care providers. Keywords: research priority-setting; research co-design; performance management; performance incentives; behavior change; embedded research; healthcare; network governance

Paper is NOT Available. Please contact the author(s).

HCM: **The Identity Work of Medical Directors as Collateral Construction**

Author: **Emilie M. Gibeau**, *Royal Military College of Canada*
Author: **Fernando Fachin**, *Royal Military College of Canada*

We examine identity work performed by autonomous professionals who undertook management roles and over time experienced shifting pressures from different sources. Over a period of 21 months, we interviewed and observed 20 physicians in four different health care organizations, as they assumed their management role as medical directors of their institutions. We identified three distinct trajectories in their identity work. In particular, individuals who were successful in the role self-defined by including indirect positive definitions of others were also found to integrate positive constructions of self in their new role and to perform it according to expectations. We refer to this interactional accomplishment as “collateral identity work” that sustains the self-narrative by including the definition of others.

Paper is Available to Meeting Registrants Only.

HCM: **Local Physician Practice Migration and Changes in Practice Style**

Author: **Gary J Young**, *Northeastern U.*
Author: **David Zepeda**, *Northeastern U.*
Author: **Stephen Flaherty**, *Stonehill College*
Author: **Ngoc Thai**, *Northeastern U.*

Much interest exists in identifying strategies for changing physician practice style as research demonstrates that many physicians practice in a way that is not aligned with the best available scientific evidence. We investigated the extent to which a physician’s work environment influences practice style versus training and personal preferences. We used multiple data sources to track physician migrations to new practice settings within a single state over a span of eight years to assess changes in practice style. For practice style, we focused on inappropriate use of diagnostic imaging as we had data showing that rates of inappropriate imaging varied markedly by practice settings. Drawing from contextual shift and social contagion theories, we examined changes in physician practice style at two levels of a work environment, the practice organization comprised of peers who shared administrative arrangements, and practice site comprised of peers who shared actual physical working space. Study results indicate that migrating physicians changed their practice style for imaging quickly and substantially in conformance with the prevailing pattern of their new work environment regardless of whether or not the pattern was aligned with evidence-based standards for diagnostic imaging. The magnitude of change was greatest for shared physical space but effects also diminished as variability in the use of inappropriate imaging increased within the peer group. Policy makers and healthcare managers do have leverage for improving physicians’ adherence to evidence-based guidelines but strategies should most likely be directed toward developing strong peer influence at the physicians’ local work environment.

Paper is Available to Meeting Registrants Only.

HCM: **Leader-member Exchange and Innovative Work Behavior in Saudi Nursing Context**

Author: **Basheer M. Al-Ghazali**, *King Fahd U. of Petroleum and Minerals*

William H. Newman Award Nominee

Innovation is critical to add value to the individual and community health and it can be done by improving healthcare workers’ innovative work behaviors. Leadership of immediate supervisors is an important catalyst to encourage innovative work behaviors. The purpose of this study is to explore the effect of leader-member exchange on nurses’ innovative work behavior. Moreover, the mediating effects of psychological empowerment and knowledge sharing behavior are also examined. Data were collected from 337 nurses and their immediate supervisors (137 nurse managers) from seven public hospitals in Saudi Arabia. Results show that psychological empowerment and knowledge sharing mediated the effect of leader-member exchange on innovative work behavior. Theoretical and practical implications and future area of research are discussed at the end.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Better Together: The Influence of Teams and Teamwork in the Workplace

Teams and Teamwork in the Workplace

HCM: Surgical Team Effectiveness Model: Team Awareness mediates subculture teamwork and communications

Author: **Tobi Lam**, *U. of Toronto*

Author: **Melanie Hammond Mobilio**, *U. of Toronto*

Author: **Carol-anne Moulton**, *U. Health Network*

The Institute of Medicine (Kohn et al, 2000) reports that effective team function is a core principle of safe health care systems. Lemieux-Charles and McGuire (2006)'s Integrated Team Effectiveness Model (ITEM) provides a comprehensive and adaptable framework for describing healthcare team effectiveness. Here we adapt the ITEM within the microenvironment of surgical team design based on the ad hoc nature of a Standard Roles Variable Personnel construct (Andreatta, 2010). With the changing nature of personnel, we propose that team monitoring requires a degree of constant awareness to changes in membership and task prioritization throughout the course of a surgery. We propose the concept of Team Awareness, the negotiation of Standard Roles Variable Personnel at the level of the individual as a mediator between teamwork and organizational outcomes. The implications of Team Awareness are necessary for understanding how individuals balance between competing priorities in team subcultures. Describing a group-level context for surgery offers the opportunity to shift agency towards individuals' role in effectiveness. The result is a Surgical Team Effectiveness Model, an understanding of the relationships between teamwork and organizational outcomes in surgery. This model may be valuable for soliciting organizational and team member support for improving teamwork in the operating room.

Paper is Available to Meeting Registrants Only.

HCM: Team Faultlines, Professional Stereotypes and Leadership in Interprofessional Teams

Author: **Galia Sheffer Hilel**, *Tel-Hai academic college*

Author: **Anat Drach-Zahavy**, *U. of Haifa*

Author: **Ronit Endevelt**, *U. of Haifa, Israel*

Despite the calls for ensuring quality care via interprofessional teamwork, interprofessional teams do not necessarily fulfill its potential to perform effectively. This study focused on professional stereotypes emerging in interprofessional teams and examined the contingency effects of interprofessional teams' faultlines, professional stereotypes and the leader's championship behaviors. The model was tested with a nested sample, consisting of 59 interprofessional teams working in geriatric facilities, and 5-7 residents that they cared for. Data collection employed a multi-source (interprofessional team members) multi-method (questionnaires and data from residents' medical files) strategy. The results indicated that faultlines are not harmful to team's quality of care, however rather they can mitigate team quality of care only when team stereotypes emerge. Furthermore, whereas teams typified by high professional stereotypes require a person-oriented type of championship leadership, for teams typified by low team stereotypes championship leadership harms team's quality-of-care. These findings carry implications for handling interprofessional teams.

Paper is Available to Meeting Registrants Only.

HCM: Contribution of an Inclusive Climate to the Work of Culturally Diverse Healthcare Teams

Author: **Timur Uman**, *Jönköping International Business School*

Author: **Ellinor Edfors**, *Kristianstad U.*

Author: **Anna-Karin Edberg**, *Kristianstad U.*

Author: **Sergio Padoan**, *Kristianstad Central Hospital*

The purpose of the study is thus to explore the contribution of inclusive climate to the work of culturally diverse healthcare teams. This study has a qualitative descriptive design and is based on 17 interviews with health care professional in an acute unit of a regional hospital in Sweden. The study adopts general inductive approach for analyzing qualitative data. Findings of the study suggest that an inclusive climate serves as an important catalyst for the effective functioning of these teams by highlighting the value of individual and team differences and similarities, stimulating meaningful interaction among culturally diverse healthcare team members, and assisting in establishing engagement structures that benefit the work of these teams. These findings demonstrate the importance of introducing an inclusive climate into healthcare organizations that increasingly employ culturally diverse healthcare teams and identify the mechanisms through which these practices benefit patients, healthcare, and organizations.

Paper is Available to Meeting Registrants Only.

HCM: When the Personality of Others Matters: Self-monitoring, Homophily, and the Origins of Brokerage

Author: **Stefano Tasselli**, *Erasmus U. Rotterdam*

Author: **Alberto Caimo**, *Technological U. Dublin*

Author: **Alessandro Lomi**, *U. of Italian Switzerland*

Author: **Martin J. Kilduff**, *UCL School of Management*

We investigate whether the personalities of the professionals with whom individuals interact help explain the extent to which individuals occupy brokerage positions in social networks. We draw on self-monitoring theory and research concerning the extent to which people flexibly adapt attitudes and behaviors to the demands of different situations. We suggest that differences in self-monitoring personality affect social structure beyond the reach of the individual. In Study 1, we use cross-sectional data on advice relations in a hospital to investigate patterns of similarity matching. We find that high self-monitors attract advice requests mainly from high self-monitors, and low self-monitors from low self-monitors, although high self-monitors receive more advice requests overall. In Study 2, we use longitudinal data on advice relations within a post-graduate cohort, to show that high self-monitors come to occupy network brokerage roles to the extent that they are sought for advice by other high self-monitors. High self-monitoring contacts tend to remain unconnected from each other whereas low self-monitoring contacts tend to interact with each other. In contrast to existing research that emphasizes the agency of focal individuals, our research reveals the extent to which brokerage opportunities depend on the personalities of those with whom professionals interact.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **1467** | Submission: **16595** | Sponsor(s): **(HR)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

**HR Division 50th Birthday Celebration Kickoff: Looking Back and Sailing
into the Future**
HR Division 50th Birthday Celebration

Participant: **Jill Ellingson**, *U. of Kansas*
Participant: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Participant: **Anthony J. Nyberg**, *U. of South Carolina*
Facilitator: **Christopher C. Rosen**, *U. of Arkansas*
Participant: **David Collings**, *Dublin City U.*

Current and past division leaders will discuss the founding of the HR Division, how it has grown and evolved over the past 50 years, as well as the future of the HR Division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1468** | Submission: **16604** | Sponsor(s): **(HR)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

HR Division Presentation of Awards *HR Division Awards*

Presenter: **Jill Ellingson**, *U. of Kansas*
Organizer: **Julie Irene Hancock**, *U. of North Texas*
Organizer: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*
Organizer: **Pat Downes**, *U. of Kansas*
Organizer: **Karina Van De Voorde**, *Tilburg U.*
Organizer: **David W. Sullivan**, *U. of Houston*
Organizer: **Jamila Maxie**, *U. of North Texas*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Evolution of Digital HR

HR: **Digital Technologies and Expatriation – A Systematic Literature Review**

Author: **Jana Bucher**, *Leuphana U. Lüneburg*
Author: **Jürgen Deller**, *Leuphana U. Lüneburg*

Over the last two decades, the impact of digital technologies on the management of international assignments (i.e., expatriation) has gained increasing attention by researchers across the world. Although, studies on the influence of digital technologies on the expatriation process exist for 20 years now, most researchers focus on conventional face-to-face expatriate assignments. Given the new relevance of digital technologies in a COVID-19 pandemic affected world, we reviewed existing expatriation literature between 2000 and 2020 to guide future research. Our review shows that the entire expatriation cycle is influenced by various digital technologies and that global HR practices need to reflect the increasing use of digital technologies from an integrated perspective. We point to the emergence of advanced technologies (i.e., Virtual Reality) and their potential for expatriation. Thus, understanding the transformation and digitalization of expatriation should be the focus of researcher and practitioners aiming to adapt expatriation to the new normal.

Paper is Available to Meeting Registrants Only.

HR: **Making digital transformation work: Drivers and barriers in HRM digitalisation**

Author: **Neil Lowndes**, *Trinity College Dublin*

Digital transformation has transcended contemporary people management practices, spurring fast developments in HRM digitalisation. Despite the progress made in HRM digitalisation during the past few decades, a few major questions remain unanswered. For example, the conceptualisations of digital HRM are limited and inconsistent. In addition, scant research has examined how organisations are using digital HRM, and few studies have investigated the predominant drivers and barriers pertinent to HRM digitalisation. The present study capitalised on these research opportunities, particularly the drivers and barriers of digital HRM, by adopting a qualitative approach and conducting 20 in-depth interviews with HRM professionals involved in digital HRM. The findings inferred that digital HRM was conceptualised relative to data and technology. The adoption of digital HRM was relative to various selection criteria, digital platforms in use, transition and integration of digital HRM tools. Digital HRM drivers constituted organisational support and efficiency as a benefit, whilst barriers comprised lack of user training and employee resistance. The results and implications for future research are discussed.

Paper is Available to Meeting Registrants Only.

HR: **Whether and when e-HRM improves organizational performance: A meta-analysis**

Author: **Yuan Cheng**, *School of Business, Renmin U. of China*
Author: **Yunqing Zou**, *School of Business, Renmin U. of China*

Using information technology, a growing number of companies have adopted a digital approach to human resource management. We provide evidence and propose a framework to confront two questions: Does e-HRM adoption effectively enhance organizational performance? If e-HRM does matter, what factors would facilitate the adoption of e-HRM? To address these questions, we conducted a meta-analysis of e-HRM. The results generally supported our framework. Our findings provide meaningful and timely implications for future research and e-HRM adopters.

Paper is NOT Available. Please contact the author(s).

HR: **Pluralism and Digitalization: Reinstalling Employee Voice for Social Sustainability**

Author: **Verena Bader**, *Bundeswehr U. Munich*
Author: **Georg Loscher**, *Bundeswehr U. Munich*

In this paper we ask how pluralism in organizations matters for the evolution of social sustainability when digital technologies are implemented. To do so, we explore employment relationships in seven case organizations that implemented new digital technologies. We identify three pluralist negotiation practices alongside digitalization: controverting, envisioning, and experimenting. Divergent activities within these practices transformed pluralism into two forms—asymmetric pluralism and eye-level pluralism—both laying the ground for different pathways of social sustainability. While the former fosters surveillance capitalism and erodes employee voice, the latter paves the way for sustainable organizing within digitalization. By emphasizing the importance of pluralism for digital transformation, our paper offers a positive perspective on how digital technologies can be implemented within organizations in a fair and socially sustainable way.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Pay, Perceptions, and Firm Outcomes

HR: [Sparkling Creativity among Manufacturing Workers using Extrinsic Rewards](#)

Author: **Caihui Lin**, *U. of Queensland*
Author: **Helen Shipton**, *Human Resources*
Author: **Weili Teng**, *Nottingham Trent U.*
Author: **Adam Kitt**, *Nottingham Business School, Nottingham Trent U.*

The relationship between extrinsic rewards and creativity has been debatable. In particular, there is a lack of research in the manufacturing sector. In this study, using 187 employee-supervisor dyads in an electronics manufacturing company, this study investigated how and when extrinsic rewards may foster creativity among manufacturing workers from a conservation of resources perspective. We found that employee psychological availability mediated the relationship between extrinsic rewards and creativity. However, this relationship only held when employees rated their leader-member-exchange (LMX) as high and when their uncertainty avoidance orientation (UAO) was low. The findings reveal the important role of extrinsic rewards in guiding manufacturing workers' resource investment and stimulating creativity. The identification of LMX and UAO as moderators uncovers crucial boundary conditions of this relationship. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

HR: [Dispersed or Skewed? An Expanded Conceptualization of Pay Dispersion and Firm-Level Implications](#)

Author: **Joonyoung Kim**, *Cornell U.*

This article extends prior research on the performance implications of horizontal pay dispersion. Prior research has shown mixed evidence about the influence of pay dispersion, and most studies have conceptualized and measured pay dispersion based on its variance and range. I expand the conceptualization of pay dispersion by suggesting pay skewness as a supplementary measure. I then hypothesize that the benefits of pay dispersion are magnified (and its drawbacks are mitigated) when the pay distribution is negatively skewed, and the drawbacks of pay dispersion are exacerbated (and its benefits are weakened) when the pay distribution is positively skewed. Longitudinal analyses of five-wave panel data yield general support for my expanded conceptualization of pay dispersion and my hypotheses.

Paper is Available to Meeting Registrants Only.

HR: [The Effects of Pay Equity Perceptions and Pay Transparency on Personal Pay Disclosure](#)

Author: **Ormonde Cragun**, *U. of Minnesota, Duluth*
Author: **Jason Kautz**, *U. of Texas at Dallas*
Author: **Lin Xiu**, *U. of Minnesota, Duluth*

Pay transparency and pay disclosure represent a top-down and a bottom-up perspective on pay information transfer, respectively. Yet, despite the importance of understanding the cross-level implications of both pay transparency and pay disclosure, there is little research considering both perspectives simultaneously. Utilizing an experimental design, we seek to untangle the effects of pay equity perceptions (individual-level) and pay transparency policy and practice (organizational-level) on employees' enactment of pay conversations. Using ANOVA and structural equation modeling, we find pay equity perceptions are negatively related to the likelihood of holding a pay conversation and positively related to the perceived credibility of the information in that conversation. We find pay equity perceptions are negatively related to pay seeking behaviors but positively related to pay sharing behaviors. We find pay transparency policy and practice are positively related to the likelihood of holding a pay conversation, but only together do they affect the credibility of the information exchanged during a pay conversation. Thus, while pay transparency policy and practice encourage pay conversations, high pay equity perceptions discourage individuals from seeking pay information. Such a situation indicates that employees who perceive high pay equity may be operating under a false understanding of pay within the organization. Finally, this study shows pay transparency and policy have unique effects that warrant future study.

Paper is Available to Meeting Registrants Only.

HR: [Examining the Relationship between Bonus Pay and Voluntary Turnover](#)

Author: **Rakoon Piyanontalee**, *U. of Wisconsin, Madison*

Winner of HR Division Best Student Paper Award

William H. Newman Award Nominee

The relationship between bonuses and turnover is far from simple because bonuses not only influence the likelihood of turnover occurring, but also the timing at which they occur. Conventional beliefs suggest that bonuses help reduce the level of turnover; however, closer examinations suggest that such behaviors may simply be delayed, only to reemerge en masse. The current study investigates the turnover patterns surrounding multiple bonus pay periods in a call center context. Consistent with economic and psychological theories, results suggest that employee turnover decreases as bonus payout approaches before increasing sharply afterwards. Moreover, this pattern can also give rise to turnover clusters that are comprised of high performers. Since the extant literature indicates that turnover clusters and quality are negatively associated with unit and firm performance, the timing of bonus pay and its relationship with outcomes of interests should be of central importance when designing incentive schemes.

Paper is Available to Meeting Registrants Only.

HR: [Sink or Swim Together: Team Pay for Performance and the Role of Team Managers](#)

Author: **Anvesha Choudhury**, *Binghamton U.-State U. of New York*
Author: **Cynthia Kay Maupin**, *Binghamton U.-State U. of New York*

Team-based pay for performance (PFP) practices are organizational-level interventions often used by organizations with the intention of motivating team performance. However, limited theory and research has been devoted to the motivational processes at the team- and individual-level that underlie the link between team PFP practices and team performance. Further, little attention has been paid to critical contextual factors, such as the actions and behaviors of the team manager, which might shape how a team PFP practice is enacted throughout an organization. Therefore, we integrate signaling theory with theories of team motivation to provide a dynamic conceptual framework detailing the multilevel processes a team and its members undergo in response to a team PFP practice. Further, we elucidate how team managers can affect these processes through the implementation of the PFP practice, their leadership behaviors, and their manner of providing feedback between performance episodes. We provide implications for both theory and the practice of team PFP in organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Citizenship and Prosocial Behaviors

HR: From Help to Helpful Help: A Social Network Examination of Antecedents and Outcomes of Helpfulness

Author: **Andra Serban**, *Virginia Commonwealth U.*
Author: **Zitong Sheng**, *Curtin U.*
Author: **Yimin He**, *U. of Nebraska at Omaha*
Author: **Jose M. Cortina**, *Virginia Commonwealth U.*
Author: **Xiang Yao**, *Peking U.*

Utilizing a multilevel social network design, the current study demonstrates the importance of helpfulness, an understudied aspect of helping behavior, in predicting key individual outcomes (i.e., task performance, job satisfaction) and team outcomes (i.e., team satisfaction). Using a sample comprised of 416 nurses and 42 supervisors from a large hospital in Beijing, China, we distinguish between helping behavior frequency and helping behavior quality (i.e., helpfulness) and reveal that the latter is a stronger predictor than the former of all focal outcomes, at both the individual and the team level. In addition, we identify servant leadership as a crucial predictor of employee and team helpfulness. We discuss theoretical and practical implications associated with our findings and provide avenues for future research.

Paper is NOT Available. Please contact the author(s).

HR: When and Why Does Safety Compliance Lead to One's Well-being?

Author: **Junhyok Yim**, *City U. of Hong Kong*
Author: **Jeonghun Kim**, *Cornell U.*
Author: **Heeun Jang**, *Chungbuk National U. South Korea*
Author: **Anthony Klotz**, *Texas A&M U.*
Author: **Matt Call**, *Texas A&M U., College Station*

Employee safety compliance has been a critical issue in the workplace for centuries, but it has taken on increased significance as a result of the COVID-19 pandemic. Because of the importance of employee safety, prior research has focused on the predictors of employee safety compliance. In this paper, we shift the focus of safety compliance research beyond the accident-based consequences of such compliance and examine how complying with safety measures affects how employees feel about their impact on others, and their subsequent well-being. Specifically, drawing from work on prosocial impact and self-determination theory, we predict that complying with safety measures will boost employees' feelings of having a prosocial impact in their work, leading to higher well-being. Moreover, we expect the prosocial-impact driven effects of safety compliance on employee well-being to be particularly strong when employees' compliance is not driven by external pressure (i.e., controlled motivation). Results from an experience-sampling study of independent delivery drivers in South Korea, operating in the midst of the COVID-19 pandemic, suggest complying with safety measures during the workday elicits higher perceptions of prosocial impact, which generates increased psychological vitality and job satisfaction and reduced emotional exhaustion in the evening. However, this effect was not significant when delivery drivers felt compelled to comply with safety measures for controlled reasons. By highlighting some benefits of safety compliance for frontline workers, these findings meaningfully extend our understanding of the effects of safety compliance on employee well-being, and the boundaries of these effects.

Paper is Available to Meeting Registrants Only.

HR: Being Helpful and Being Innovative: The Role of Psychological Meaningfulness and Positive Affect

Author: **Zhenduo Zhang**, *Harbin Institute of Technology*
Author: **Li Zhang**, *Harbin Institute of Technology*
Author: **Ping Li**, *Harbin Institute of Technology*

This study attempts to link helping behavior to innovative behavior. Helping behavior can be regarded as an emotional regulation tool that facilitates helpers' positive affect, which is important to enhancing innovative behavior. The present study is developed based on conservation of resources theory (COR) to explore the underlying mechanism and boundary condition for the relationship between helping behavior and innovative behavior. Through collecting two-wave data from 193 full-time Chinese workers nested in 68 supervisors, this study developed a moderated mediation model using Mplus 7.0. The results show that: 1) helping behavior increases innovative behavior through enhancing positive affect, and 2) psychological meaningfulness moderates the indirect relationship between helping behavior and innovative behavior through positive affect. In the condition of high psychological meaningfulness, helping behavior has a stronger indirect impact on innovative behavior through enhancing positive affect. This study enriches the literature on the outcomes of helping behavior. Moreover, this study provides several managerial implications to amplify the positive impact of helping behavior on innovative behavior.

Paper is Available to Meeting Registrants Only.

HR: A Curvilinear Relationship: Perceived Overqualification and Organizational Citizenship Behaviors

Author: **Farid Jahantab**, *Pennsylvania State U., Worthington-Scranton*
Author: **Prajya Rakshit Vidyarthi**, *U. of Texas at El Paso*

Drawing upon equity theory, we integrate two contrasting perspectives on overqualification and propose a curvilinear relationship between perceived overqualification (POQ) and organizational citizenship behaviors (OCB) with the lowest level of OCB occurring at the intermediate levels of POQ. Further, we extend overqualification research to employees' social context of workgroup membership and propose that workgroup fit climate moderates the curvilinear relationship between POQ and OCB. Results of multi-level analyses from 215 employees nested in 40 workgroups demonstrated a U-shaped relationship between POQ and OCB. Moreover, moderation analysis revealed that workgroup fit climate influences the relationship between POQ and OCB. Implications for individual and group level overqualification research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Total Rewards - Benefits and Practices

HR: [Employee Benefit: A Meta-analysis of Relationships with Work Attitudes](#)

Author: **Yeong-hyun Hong**, *U. of Alabama*
Author: **Michael Thomas Ford**, *U. of Alabama*
Author: **Jaehye Jong**, *Northern Illinois U.*

Although employee benefits account for 38.1 percent of total compensation cost (U.S. Bureau of Labor Statistics, 2020) and their importance has been recognized by management scholars (Dulebohn et al., 2009), the literature on employee benefits is currently scattered and not systematic. To address this issue, we performed a meta-analysis to integrate the literature on employee benefits and employee work attitudes and commitment. A database of 526 effect sizes from 87 primary studies (81 articles) identified 11 types of employee benefits. The meta-analytic results showed that a) perceived availability, b) usage, and c) perceived quality of (each type) of employee benefits were positively associated with employee work attitudes and commitment. Specifically, perceived quality of employee benefits showed the strongest positive effects on work attitudes and commitment, followed by perceived availability and usage of employee benefits. Interestingly, usage of employee benefits was positively related to absenteeism and turnover intention. Taken together, the present meta-analysis advances the literature on employee benefits by organizing a comprehensive list of benefits types and investigating differential effects of availability, usage, and perceived quality of employee benefits on work attitudes and commitment.

Paper is Available to Meeting Registrants Only.

HR: [Work-life balancing practices can help in maintaining morale when pay needs to be cut or frozen](#)

Author: **Yeong Joon Yoon**, *Texas A&M U. Central Texas*
Author: **Sukanya Sengupta**, -

Research on the effect of pay cuts/freezes on employee morale is limited. More importantly, past studies examining this relationship tend to focus on fairness perception as a mediator. This study hypothesizes that work-life conflict also mediates the negative relationship between pay cuts/freezes and employee morale. An analysis of 13,245 employees in 1,848 workplaces in Britain confirms the hypothesis. The results also demonstrate that this mediating mechanism can be mitigated to some extent when work-life balancing practices are available, but much more strongly when they are actually used. Thus, our study provides implications to practitioners that organizations should provide and encourage employees to use work-life balancing practices when employees' pay needs to be cut or frozen if maintaining employee morale is a concern.

Paper is NOT Available. Please contact the author(s).

HR: [Evaluation of Workplace Wellness Programs](#)

Author: **Bianca Mulaney**, *Stanford U.*
Author: **Rebecca Bromley-Dulfano**, *Stanford U.*
Author: **Erin McShane**, *Stanford U.*
Author: **Martin Stepanek**, *Vitality Health London*

Objective: To provide companies with information on employee engagement in workplace wellness interventions. Methods: We summarize the distribution of wellness intervention availability, awareness, participation, and associated self-reported health improvement using 2019 survey data from 23,667 UK employees and 135 workplaces. Results: Employees' awareness of wellness interventions at their workplaces was often low (mean 43.3%, sd 2.57, range 11.6%-82.3%). Participation (mean 30.0%, sd 2.32, range 2.1%-94.2%) was highest in diet/nutrition initiatives and lowest in alcohol counseling and smoking cessation interventions. Employees considered higher-risk for various health concerns were less likely than lower-risk employees to report awareness, participation and health improvements from wellness interventions addressing the relevant health concern. Conclusions: Employers and policymakers should consider variation in wellness intervention engagement as they plan and implement wellness interventions. A more targeted approach is needed for engaging employee populations with higher health risks.

Paper is NOT Available. Please contact the author(s).

HR: [Longitudinal effects of engagement with workplace health programs on employee outcomes](#)

Author: **Annilee Game**, *U. of East Anglia*
Author: **Roberta Fida**, *U. of East Anglia, Norwich Business School*
Author: **Martin Stepanek**, *Vitality Health London*
Author: **Cloé Gendronneau**, *RAND Europe*

Employers increasingly adopt organizational health and wellbeing programs (HWPs), yet little is known about the underlying processes or boundary conditions that may influence the effectiveness of these initiatives on employee outcomes such as wellbeing and job satisfaction. In a 3-year study, we adopted a social exchange approach to examine: 1) the role of relational context in mediating the links between employee engagement with HWPs and wellbeing and job satisfaction over time, and 2) whether organizational prioritization of HWPs moderates the relationship between engagement with HWPs and quality of relationships at work. The results of our multilevel and longitudinal structural equation model (N=7,785 UK employees, nested within 64 organizations) showed that the more employees engage with HWPs the better the quality of co-worker relationships, the less they experience bullying over time, and the better their longer-term wellbeing and job satisfaction. Against expectations, organizational prioritization of HWPs did not moderate the link between HWPs engagement and perceived co-worker relationship quality. Theoretical and practical implications of the study are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

HR Systems and Strength

HR: **Emergence of HRM in Organizations: An Exploratory Study**

Author: **Varun Elembilassery**, *Indian Institute of Management Ranchi*

A review of existing literature suggests that studies concerning the contextualized nature of HRM (Human Resource Management) and, in particular, the process by which an HRM system emerges in organizations are significantly less. Further, literature also indicates that the Emergence of organizational entities or how an HRM comes into being remains underexplored, prompting an inquiry to understand Emergence of HRM. We used criteria like the state of theory development and the research question's nature to identify the most appropriate methodology, which is an inductive approach using a multiple case study method. A detailed case study design is prepared to ensure reliability. The design includes criteria for selecting cases, the process of data collection, the type of data analysis, and the form of data representation that was followed. A brief note on the interview guidelines, question development, and quality criteria was prepared and ensured. Three firms from different industry sectors were studied. Data include detailed interviews of selected managers from the HRM department, conducted across several sessions and archival information related to HRM. Cumulative from all research questions, thirty-eight empirical categories emerged. These categories are grouped into three theoretical aggregates under each research question. Further, the data indicate that an HRM system's Emergence involves activities related to learning, adaptation, and stabilization.

Paper is NOT Available. Please contact the author(s).

HR: **The Antecedents of HR strength in Times of Crisis: An attributional lens**

Author: **Karin Sanders**, *UNSW Business School, Australia*

Author: **Phong Thanh Nguyen**, *UNSW Sydney*

Author: **Dave Bouckennooghe**, *Brock U.*

Author: **Alannah Rafferty**, *Griffith U.*

Author: **Gavin M. Schwarz**, *UNSW Sydney*

Author: **Aline Elias**, -

Author: **Frances Jorgensen**, *Royal Roads U.*

Author: **Adelle Bish**, *North Carolina A&T State U.*

Author: **Adam Michael Kanar**, *Cornell U.*

Author: **Stefan Razinskas**, *Freie U. Berlin*

Author: **Xiaobei Li**, *Sungkyunkwan U.*

Author: **Susan Kirk**, *Newcastle U.*

Author: **Upamali Amarakon**, -

Author: **Silja Hartmann**, *Freie U. Berlin*

Author: **Bryndis Steindorsdottir**, *BI Norwegian Business School*

Author: **Sumbal Babar**, *National U. of Sciences and Technology (NUST)*

Author: **Amelia Manuti**, *U. of Bari*

Author: **Maria Vakola**, *Athens U. of Economics and Business*

Author: **Margo Turnbull**, *Polytech U.*

Author: **Bernadette Maria Watson**, *Hong Kong Polytechnic U.*

Author: **Émilie Lapointe**, *BI Norwegian Business School*

Author: **Timothy Colin Bednall**, *Swinburne Business School, Swinburne U. of Technology*

Author: **Kleanthis Katsaros**, *Athens U. of Economics and Business*

Author: **Bo Chen**, *Sungkyunkwan U.*

Author: **Sadia Jahanzeb**, *Brock U.*

Author: **Zain Rafique**, *National U. of Modern Languages*

During times of crises, employees turn to their managers for information and guidance. Human resource (HR) research highlights the pivotal role of HR strength, which refers to distinctive, consistent, and consensual information, when communicating messages to staff. However, the literature has remained silent around the antecedents of HR strength. Drawing on attribution theory and crisis management frameworks, we develop and test a longitudinal, multi-level and cross-cultural model of the antecedents of HR strength in times of crisis. More specifically, we examine whether the severity of the crisis influences HR strength, and whether this relationship is influenced by the reliability of the organization and the avoidance uncertainty of the country. To test this model, we conducted a study within the higher education sector (281 fortnight periods, among 33 universities within 13 countries and regions). The results provide insights about the factors that influence the emergence of distinct, consistent, and consensual information during a crisis. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

HR: **Imprinting Antecedents of the HR Process: Towards a Multi-level Model**

Author: **Adam Kitt**, *Nottingham Business School, Nottingham Trent U.*

Author: **Karin Sanders**, *UNSW Business School, Australia*

Human resource (HR) process research refers to the way HR policies and practices are communicated to employees, including the way HR is received (i.e., perceived HR strength) and interpreted (i.e., HR attributions) by employees. Previous research has mainly focused on the HR process in the HR practice-employee relationship. However, research that examines the antecedents of the HR process is rare. This is especially the case for the so-called 'imprinting factors', defined as the hereditary and familial/parental influences, individual differences, non-work contextual factors, and cultural beliefs that can have an effect on the way individuals perceive, understand, and attribute HR in their organization. To further explore this relatively new area of research, 20 studies are reviewed that investigate imprinting antecedents in HR process research. Applying an imprinting framework, we theorise why, how, and when these factors influence the HR process. In addition, we also examine the role of bundles of HR practices (content approach) and national values in this relationship. We conclude the paper with several research directions that act as a platform of future scholarship in this area. Finally, we outline the importance of this research area for HR professionals and practitioners.

Paper is Available to Meeting Registrants Only.

Author: **Madleen Meier-Barthold**, *U. of Mannheim*

Author: **Torsten Biemann**, *U. of Mannheim*

Author: **Kerstin Alfes**, *ESCP Business School*

In explaining the effectiveness of a human resource (HR) system within an organization, researchers have turned their attention to HR attributions, which capture employees' perceptions about the intentions behind their organization's HR practices, and demonstrated that an HR system's content and process of communication drive employees to form specific HR attributions. However, current research has not yet explained why HR attributions diverge among employees. In this study, we investigate the variability in HR attributions among individuals and the organizational factors that influence this variability. Drawing on signaling theory and the concept of situational strength, we conceptualize that employees' HR attributions vary less when signals of HR information are unambiguous. Using an online scenario-based experiment with 638 participants, our findings reveal that both the internal fit and strength of an HR system have significant effects on the variability in HR attributions among employees.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Human Capital

HR: Will the Robots Take Our Jobs? An Intersectional Study of Human Capital and Automation

Author: **Bui K. Petersen**, *Memorial U. of Newfoundland*
Author: **James Chowhan**, *York U., Canada*
Author: **Gordon B. Cooke**, *Faculty of Business Administration, Memorial U., Canada*
Author: **Ray Gosine**, *Memorial U. of Newfoundland*
Author: **Peter Warrian**, *U. of Toronto*

In response to recent exponential advancements in computer technology (such as artificial intelligence, machine learning, and robotics), there have been several recent studies trying to assess the impacts on employment. Whereas most recent studies have focused on either the net effect on employment or the effect on particular occupation groups, this study extends this research by focusing on the social impacts in terms of the likely effect of various population groups. Employing a human capital and intersectionality lens, and a moderated-mediation analysis of Canadian 2016 Census data, this study finds that the likely effects of automation differ significantly depending on the intersections of income level, gender, and visible minority status, differences that for the most part are explained (or mediated) by human capital, especially education. However, a portion of the relationship between our intersecting variables and automatability is not explained by human capital variables, suggesting alternative explanations. We discuss the public policy implications, including the individual, employer, or government responsibilities for addressing the employability, labor market, human capital, and macro-level talent management challenges.

Paper is Available to Meeting Registrants Only.

HR: Double shock effects of downsizing in economic downturn on employees with high firm-specificity

Author: **Myungjune Song**, *U. of Alberta*

Extant human capital theory relies on isolating mechanisms through which the employer restricts mobility of employees with firm-specific human capital (less favorable to external market). Recently, studies suggested a possibility that such employees experience reduced job satisfaction and increased attention from new employers. In an effort to find a strong situation in which collapse of isolating mechanisms happens prevalently, this paper suggests double shock effects of downsizing in economic downturn, which cause employees with firm-specific skills to feel violation of the psychological contract and want to leave the organization voluntarily, using two Korean labor panel studies. Study 1 suggested that employees with firm-specific skills experience were less satisfied with their jobs in economic downturn than those with general skills. Study 2 showed that downsizing cause employees to perceive low levels of trust in talent management and intend to leave the organization when the employer downsize their employees in economic downturn. Firm-specificity worked as a moderator between trust and turnover intention in a way that employees with high firm-specificity are more likely to feel distrust in talent management than those with low firm-specificity, resulting in high levels of turnover intention. This paper contributes to human capital literature by shedding a light on the possibility that traditional belief of human capital theory could be inconsistent with a specific situation and fail to explain unexpected outcomes.

Paper is Available to Meeting Registrants Only.

HR: Human Resources and Service Quality: The Mediating Role of Employees' Human Capital and Turnover

Author: **Andreas Georgiadis**, *Brunel Business School*
Author: **Andreas Kornelakis**, *King's College London*

The relationship between human resource management practices and performance has received considerable attention; however, the mechanisms that link bundles of practices, intermediate outcomes, and performance in service contexts, are not yet fully understood. The article unpacks their relationship by applying a framework that combines an employment systems approach with human capital theory. It uses unique longitudinal matched employer-employee data from the social care sector in England to test the framework and to examine the pathways that underpin the impact of HRM practices on performance. The analysis provides evidence that the impact of skills-enhancing and motivation-enhancing HR practices on service quality is mediated by collective human capital and voluntary turnover. The results support the importance of a more widespread diffusion of HRM practices in low wage services sectors that improve service quality through investment on employees' human capital and reduction of turnover.

Paper is Available to Meeting Registrants Only.

HR: When New Talent Scores: The Impact of Human Capital and the Team Context on Newcomer Performance

Author: **Marvin Schuth**, *TUM School of Management, Technische U. München*
Author: **Prisca Brosi**, *KLU Hamburg*
Author: **Nicholas Folger**, *TUM School of Management, Technical U. of Munich*
Author: **Gilad Chen**, *U. of Maryland*
Author: **Robert E Ployhart**, *U. of South Carolina*

Integrating the literatures on strategic human capital, newcomer socialization, and work teams we seek to close the gap between micro staffing research and macro research on strategic human capital. We thereby examine the unique and combined influences of newcomer human capital and the team's environment (prior team performance and number of newcomers) on newcomer performance during different socialization contexts (which provided more vs. less time for newcomers and teams to mutually adjust). Examining large, multi-year data from the top five European professional football leagues, we found that individual human capital related positively to newcomer performance across socialization contexts while the relationships between the collective team environment and performance were dependent on the socialization context. Beyond the direct relationships, our results also showed that human capital is less positively related to newcomer performance when newcomers join higher performing teams. These findings extend our understanding of the complex relationships between individual human capital and the team's socialization environment on newcomer performance; relationships that are sensitive to the socialization context.

Paper is NOT Available. Please contact the author(s).

Author: **Theresa M. Welbourne**, *U. of Alabama*

Author: **Joshua Victor White**, *U. of Alabama, Tuscaloosa*

Author: **Miranda Welbourne Eleazar**, *U. of Iowa*

This paper examines how the values of a firm's leadership team at the key event of going public can determine whether it will survive twenty years later. Relying on research on the impact of imprinting at important times in a company's life, such as an IPO, we hypothesize that specific, high level imprinting of two core human capital values, sense of urgency and human resource value, could provide an underlying foundation for future growth and predict survival 20 years post IPO. We study the 1996 IPO cohort, which to date is the largest group to go public in one year. To measure urgency and value, we conducted surveys with the leaders of these firms early in the year after the 1996 IPO. We then waited until enough time passed, 20 years in particular, to conduct analyses on the impacts of those early values of the IPO leadership team on long-term survival. Using survival and logit analyses, we find a significant effect demonstrating the way in which both urgency and value, balanced together, predict the survival of this sample of IPOs. In doing so, we contribute to the literature on human capital, imprinting, and the attention-based view.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Global HR

HR: The role of recontextualization and HR practices in transferring corporate values

Author: **Therese Egeland Sverdrup**, *NHH Norwegian School of Economics*
Author: **Annelise Ly**, *NHH Norwegian School of Economics*

Companies that nurture a shared corporate culture based upon corporate values can drive companies towards high performance. However, when companies go global and establish subsidiaries in foreign countries, transferring these corporate values may be challenging. This process is particularly challenging when there are significant linguistic and cultural differences between the headquarters and the subsidiary that may lead to a misalignment of values. This study examines the transfer of corporate values and HR practices of a small Norwegian IT company into a subsidiary in India. Our data are based on a four-year field study of a small IT company based in Norway that during this period established a subsidiary in India. We examine how the leaders recontextualize the company's corporate values, how the corporate values were implemented through a set of HR practices in India, and how the local employees perceived the corporate values. Our main findings show how the Indian leaders are active participants in the recontextualization process, translating the meaning of the headquarters corporate values into the specificities of the Indian culture and day-to-day practices. Moreover, we show how a small company without a formal HR department and with no expatriates to guide the process can use activities related to more formalized and structured HR practices to implement the values. We discuss theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

HR: Cross-Cultural Collectivism supports Extraversion and Agreeableness Leadership Advantage

Author: **Anoop Javalagi**, *U. of Illinois at Urbana-Champaign*
Author: **Daniel A. Newman**, *U. of Illinois at Urbana-Champaign*

By combining insights from Culturally Endorsed Implicit Leadership Theory (CLT; House et al., 2002) and Trait Activation Theory (Tett & Burnett, 2003), we propose that aspects of the trait approach to leadership represent culturally-bound effects. First, using 1,035 correlations, we update Judge et al.'s (2002) meta-analysis of personality and leadership. Updated results show the 80% credibility intervals for Big Five-leadership effectiveness links are twice as large as the corrected correlations, suggesting the trait approach to leadership is not universal. We propose that in collectivistic societies (i.e., cultures that value interdependence with groups), leader Agreeableness and Extraversion (interpersonal traits) are both stronger predictors of leadership effectiveness—consistent with the theorized need for enhanced social coordination in such nations. In addition to supporting our hypotheses that societal-level collectivism moderates Agreeableness-leader effectiveness and Extraversion-leader effectiveness relations, we also observe that leader Emotional Stability and Openness are stronger predictors of leadership effectiveness in collectivistic nations. Implications for the cultural dependency of the trait approach to leadership are discussed.

Paper is NOT Available. Please contact the author(s).

HR: A multilevel framework for an international conceptualisation of idiosyncratic deals.

Author: **Dotun Ayeni**, *U. of Edinburgh business school*
Author: **Maryam Aldossari**, *U. of Edinburgh*
Author: **Sara Chaudhry**, *U. of Edinburgh*

A growing body of research provides evidence that comparable employees working in the same job can have dissimilar working conditions. Idiosyncratic deals (I-deals) are customised employment arrangements negotiated between employees and their employers- an indication of a fundamental shift in the nature of the traditional employment relationship. Despite growing attention to I-deals in the past two decades, the conceptualisation of I-deals in the extant literature remains predominantly static, single-level, and fundamentally fails to capture the dynamic processes shaping I-deals across multiple national contexts. To enhance conceptual and theoretical advancement, we propose a multilevel framework which considers pressures at the macro-national, meso-organisational and micro-individual levels and delineate their dispersive and constitutive impact on I-deals. We argue that our multilevel I-deals framework can serve as a sophisticated heuristic to situate extant findings in the field into a broader framework, yielding a more comprehensive understanding of I-deals. We offer researchable propositions to enhance future conceptualisation and multilevel I-deals research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

HR Practices and COVID

HR: **Leadership and Group Attachment Styles During the COVID-19 Crisis: The Role of HR Systems**

Author: **Huda Masood**, *York U., Toronto*
Author: **Parbudyal Singh**, *York U.*
Author: **Souha R. Ezzedeen**, *York U.*

The purpose of this paper is to explore the role of leadership and HR Systems in maintaining followers' attachment security during the COVID-19 crisis. Given that the current pandemic has disrupted the group ties that sustain individuals at work, we focused on group attachment activation or the extent to which individuals feel secure within a group setting. We considered the moderating roles of leadership processes and follower group dynamics to develop a typology of followers' discretionary work behaviors (i.e. positive organizational citizenship behaviors; OCB and detrimental counter-productive work behaviors CWB). We further discussed the role of relationship-oriented HRM systems (or synergized HRM practices designed to establish interpersonal work relationships) in fostering followers' group attachment security. In particular, we integrated research on attachment systems, human resource management (HRM), and leadership within the COVID-19 context. Our paper contributes to the managerial literature by offering a unique perspective in exploring the role of leadership in determining employee outcomes during the COVID-19 crisis. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

HR: **Impact of the COVID-19 Pandemic on New Hire Engagement**

Author: **Robert E Ployhart**, *U. of South Carolina*
Author: **William James Shepherd**, *The Ohio State U. Fisher College of Business*
Author: **Sam Strizver**, *U. of South Carolina*

The purpose of this paper is to simultaneously advance theory and practice by understanding the effects of the COVID-19 pandemic on new hire engagement, along with State- and individual-level moderators of such effects. Prior research suggests starting a new job is an uncertain experience; here we theorize that the COVID-19 pandemic creates additional environmental uncertainty that leads new hires to reduce their engagement. First, we hypothesize that new hires become less engaged in uncertain times, such that engagement negatively covaries with unemployment rates caused by the pandemic. Second, drawing from strategic management theory, we test whether U.S. States that introduce stronger COVID policies help reduce uncertainty and thus enhance the engagement of new hires. Third, we theorize that the effects of the pandemic become more disruptive on new hire engagement as they gain tenure within the organization. Examining a U.S. national sample of 12,577 newly hired (90 days or less) quick service restaurant employees over nine months (January to September, 2020), we find support for these hypotheses. Together, these findings advance new research directions for understanding relationships between macro contextual influences on new hire perceptions and socialization. They also offer practical implications by helping organizations understand the importance of explicitly managing environmental uncertainty, particularly in terms of COVID policy.

Paper is Available to Meeting Registrants Only.

HR: **Flexible Staffing Practices, Unit-level Turnover, and Performance Recovery During COVID-19**

Author: **Hyesook Chung**, *Cornell U.*

This study examines how flexible staffing practices, often adopted to help organizations weather difficult times, can affect organizational performance restoration in the context of an environmental shock, the COVID-19 pandemic. Despite the commonly held belief that flexible staffing practices can contribute to organizational resilience – thereby helping a firm survive an economic downturn and subsequently rebound from it, the findings of this study suggest otherwise. In particular, the findings from a longitudinal dataset of 14,902 unit-month observations from 1,678 restaurants show that establishments with a higher proportion of part-time workers and greater use of variable work hours had slower recovery after the onset of the COVID-19 crisis. Furthermore, this effect was stronger when the severity of the crisis was higher. Thus, this study calls for a reconsideration of the general assumption that HR practices that enhance labor flexibility also enhance organizational adaptability to uncertain environments.

Paper is NOT Available. Please contact the author(s).

HR: **Compensation During Crisis: Understanding the Effects of Bonus Deferral Severity During the COVID-19**

Author: **Helen Hailin Zhao**, *U. of Hong Kong*
Author: **Jingyang Gu**, *U. of Hong Kong*
Author: **Christopher C. Rosen**, *U. of Arkansas*
Author: **Brad Harris**, *Texas Christian U.*

In response to financial stress caused by the COVID-19 pandemic, many organizations have deferred bonus payments to employees. To date, the literature offers little insight into how employees process and react to bonus deferrals, particularly during times of crisis when employees may be more forgiving of employers who do not provide expected compensation. Drawing from signaling theory, we argue that employees use information from two pay-related signals, bonus deferral severity and pay-for-performance perceptions, to determine whether the deferral should be attributed to an external crisis (e.g., the COVID-19 pandemic) or company-specific factors. We argue that when bonus deferrals are perceived as more severe, employees will attribute the event to company-specific factors rather than the COVID-19 pandemic. We expect this relationship is qualified by employees' prior pay-for-performance perceptions, such that when pay-for-performance perceptions are low, employees are more likely to attribute severe deferrals to company specific factors rather than the COVID-19; however, the inverse is true when pay-for-performance perceptions are strong. Finally, we argue that company-related attributions of the deferral will be associated with higher withdrawal and turnover intentions than COVID-19 attributions. We find general support for the proposed model in a two-wave field study of 205 employees that endured bonus deferrals during the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

Author: **Jonathan D. Jensen**, Aarhus BSS, Aarhus U.

Author: **Rahul Anand**, Aarhus BSS, Aarhus U.

Author: **Kenneth Nygaard**, Aarhus U., Department of Management

Despite the increasing prevalence of freelancers in the workforce on a global scale, there is a dearth of research examining why and how firms change their human resource composition, especially during exogenous shocks. Our research aims to fill this gap by examining how firms reconfigure their human resources in response to the COVID-19 shock. We argue and show that firms, which are severely affected by the Pandemic, are more likely to (1) downsize (2) hire more freelancers, and (3) replace laid off permanent employees with freelancers. These strategic actions would allow firms to obtain much needed strategic flexibility (a) by reducing adjustment costs related to human resources, (b) building organizational resilience, and (c) rapid redeployment of resources. We test our hypotheses using survey data obtained from 1177 Danish SMEs during the COVID-19 Pandemic. To alleviate concerns regarding endogeneity, we use coarsened exact matching techniques to compare firms that were more (or less) affected by the crisis. We contribute to the literature on human resource management by combining ideas on employment externalization and strategic repositioning. We also contribute to the nascent research on strategic responses to crises, and provide a novel explanation of why firms might be inclined to externalize.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Flexible Work During COVID

HR: **Exploring Layers of Context-Related Work-at-Home Demands During Covid-19 Pandemic** 

Author: **Laxmikant Manroop**, *Eastern Michigan U.*
Author: **Daniela Petrovski**, *York U., Toronto*

In this article we use qualitative data to empirically investigate the work from home (WFH) experience during the Covid-19 pandemic. Drawing from our data, we introduce and investigate four layers of contextual variables individuals have encountered during the pandemic that forced them into mandatory WFH arrangements. We develop a conceptual process model and in so doing we extend theory by explicating the process through which these contextual factors (i.e., omnibus, task, social, and personal) influence people's affective reactions, and consequently, impact their health and wellbeing as well as their work activities. Our findings offer new insights into the forced WFH experience, showing that it is characterized by difficulties, challenges, or disruptions during the Covid-19 crisis.

Paper is NOT Available. Please contact the author(s).

HR: **The joint role of HRM and leadership for teleworker well-being - An analysis during COVID-19**  

Author: **Niklas Günther**, *Helmut-Schmidt U.*
Author: **Sven Hauff**, *Helmut Schmidt U.*
Author: **Philip Dorsel**, *Helmut-Schmidt-U*

The sudden and extensive implementation of telework at the beginning of the COVID-19 pandemic has threatened the well-being of employees. In our study, we identify telework specific sets of HRM practices and leadership behaviors and examine their joint effects on teleworkers' happiness, relational and health well-being. In particular, we hypothesize social isolation and psychological strain to serve as mediators in explaining work engagement and job satisfaction in two different models. We also expect that HRM and leadership should interact and reinforce each other. Our analysis are based on data from German teleworkers from two consecutive time points during the COVID-19 pandemic. Our findings reveal differentiated and complementary effects of telework-oriented HRM and leadership. We also identify the components that contribute most to the provision of teleworker well-being and therewith provide detailed insights that enable organizations and leaders to care for teleworker well-being successfully.

Paper is Available to Meeting Registrants Only.

HR: **A signalling theory analysis of employee interpretations of telework in times of turbulence**  

Author: **Almudena Canibano**, *ESCP Business School*
Author: **Argyro Avgoustaki**, *ESCP Business School*

How do workers make sense of telework and respond to it in a context of macro level uncertainty and crisis? This case study of a large consultancy firm in Spain, during the financial crisis of 2009, explores employee understandings and interpretations of telework in the context of major macro economic disruption. We draw on the premises of signalling theory to consider telework as a signal sent by the organization, whose interpretation by employees is affected by the environment in which it is sent out. Our data reveal that while telework is generally understood as an employee-centric practice, in the context of an economic crisis it is also interpreted as a source of vulnerability for employees, who thus reject to adhere to it. The paper argues that context is not just one more variable to control for, but a space in which employees create meaning. In this sense, the meaning of telework is not predetermined, but continually shaped socially and in light of events that go beyond the boundaries of the firm.

Paper is Available to Meeting Registrants Only.

HR: **In the loop or cut off from the business - How to keep employees virtually engaged during Covid-19 (WITHDRAWN)**

Author: **Pauline Sophie Boberg**, *Bielefeld U.*
Author: **Jana Boevers**, *Bielefeld U.*
Author: **Christopher Hansen**, *U. of Trier*
Author: **Kai Christian Bormann**, *Bielefeld U.*

The Covid-19 pandemic caught organizations all over the world totally unprepared and forced most of them to transition into a virtual workplace, whereby employees were confronted with limited social contact. Accordingly, keeping employees engaged is key to ensure business continuity. Studies on virtual work engagement offer substantive insights into how to keep employees engaged in remote work settings. However, we still lack insights into how employees experience work engagement in times of crises. To generate empirical insights into virtual work engagement during the Covid-19 pandemic, we conducted a qualitative study with 1256 ratings of employees who worked from home from March to August 2020. In particular, we draw on the job demands-job resource theory to explore how employees experience their access to supervisory-, collegial-, and organizational resources during the Covid-19 pandemic. Our findings indicate five types of virtual work engagement differing in the degree to which they have access to crucial job resources, namely supervisory support, collegial interaction and organizational working conditions. We discuss these five types and develop implications for designing resourceful work environments to enforce employees' virtual work engagement in times of crises.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Employee Development

HR: **Formal Mentoring Quality and Protégés' Motivation to Lead: Focus on Social Capital**  

Author: **Min Kyu Joo**, *U. Of Sydney*

Author: **Kevin S. Cruz**, *Georgia Southern U.*

We seek to better understand how formal mentoring quality may impact protégés' motivation to lead. We argue that protégés' social capital helps explain the relationship between formal mentoring quality and protégés' motivation to lead, but that protégés' political skill and gender serve as boundary conditions of this mediated relationship. Using 100 South Korean mentor-protégé dyads in four organizations across three points in time, we found that higher quality formal mentoring is positively associated with protégés' social capital, which, in turn, is positively associated with protégés' motivation to lead. We also found that the relationship between higher quality formal mentoring and protégés' social capital is strengthened when protégés have a higher level of political skill. In addition, we found female protégés obtain more social capital benefits from their formal mentors than male protégés. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

HR: **The Dark Side of Employees' Informal Learning** 

Author: **Yuhan Zhan**, *Ohio State U.*

Author: **Raymond A Noe**, *Ohio State U.*

Despite the recognition of the benefits of employees' informal learning, we have a limited understanding of its potential "dark side". Based on an integration of social exchange and conservation of resources theory, this study examines why and when informal learning is positively related to employees' organizational deviance and negatively related to their job performance. The results of three online surveys show that employees' informal learning is positively related to emotional exhaustion when role ambiguity is high, which in turn results in increased organizational deviance and decreased job performance. This study contributes to a more complete view of informal learning, a broader understanding of learning outcomes, and a balanced view of positive organizational behavior in the workplace. Implications of these findings for future research and practice are discussed.

Paper is NOT Available. Please contact the author(s).

HR: **Managerial coaching and tacit knowledge sharing: The role of gratitude and overqualification** 

Author: **Quan Li**, *Nankai U.*

Author: **Zhuolin She**, *Renmin U. of China*

Author: **Qianrui Chen**, *Business School, Nankai U.*

Although researchers have recognized the critical role of leader behavior in knowledge management practice, scant attention is paid to the managerial coaching, and the mechanism and boundary condition of which managerial coaching affects follower tacit knowledge sharing remains understudied. Drawing on affective event theory, we argue that managerial coaching may positively influence follower knowledge sharing via the mediating role of follower gratitude. Follower perceived overqualification would moderate the relationship between managerial coaching and gratitude such that managerial coaching exerts a stronger positive influence on gratitude for those employees with a lower perceived overqualification. To test these ideas, we conducted two studies. A ten-working day quantitative diary survey of 232 employees from an internet company supported our whole theoretical model. The implications of our findings for both theory and practice were discussed.

Paper is Available to Meeting Registrants Only.

HR: **The Chemistry Between Us: Momentary Complementarity Effects in Interpersonal Assessment Methods**   

Author: **Christoph Nils Herde**, *Singapore Management U.*

Author: **Filip Lievens**, *Singapore Management U.*

Interpersonal complementarity has emerged as a key principle to structure and regulate everyday interactions. This begs the question whether interpersonal complementarity also influences ratings in interpersonal assessment methods. Unfortunately, we still lack a solid understanding of what happens in these assessments at the behavioral exchange level. Prior studies used single-point, retrospective self-reports of one party's independent interpersonal behaviors. This study integrates Interpersonal Theory with Situational Strength Theory and conducts a fine-grained examination of how interpersonal behavior continuously unfolds to advance our understanding of interpersonal and temporal dynamics in interpersonal assessment methods. Ninety-six junior managers participated in four interpersonal simulations ("flash" role-plays) as part of diagnosing their strengths and weaknesses. In all interpersonal simulations, people consistently showed momentary interpersonal adaptation patterns in line with complementarity principles: Affiliative behavior led to affiliative behavior (correspondence), whereas dominant behavior resulted in submissive behavior (reciprocity). For affiliation, mutual interpersonal influence also occurred in that both parties' temporal trends in affiliative expressions were correlated over time. Complementarity effects were significantly related to ratings of in situ (role-playing) assessors but not of ex situ (remote) assessors. Importantly, however, complementarity effects did not contain erroneous, nondiagnostic information because they did not decrease predictive validity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Developing Current and Future Leaders

HR: [Ask and you shall receive? Linking leader development proactivity to developmental opportunities](#) 

Author: **Shawn T. McClean**, *U. of Oklahoma Price College of Business*
Author: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*

The leader development literature has long implied that the source of leader development lies either with the employee or organization. Challenging this implicit dichotomy, we propose that leader development proactivity (LDP; an employee's request for leader development opportunities and resources) is evaluated by decision makers in allocating developmental resources. Integrating social exchange theory and implicit leadership theory, we propose that LDP leads employees to be perceived as psychologically entitled to the extent that the employee and decision maker have a low-quality social exchange relationship. Meanwhile, LDP should increase perceptions of the employee as prototypical of the leader role, conditional on the degree of deep-level similarity between the employee and decision maker. In turn, both perceptions of psychological entitlement and leader prototypicality should be negatively and positively associated, respectively, with the receipt of leader development by the focal employee. Results from both an experimental and a field study provide broad support for our theoretical model.

Paper is NOT Available. Please contact the author(s).

HR: [Climbing the Ladder to Jump Ship? A Sequence Analysis of Executive Development and Job Mobility](#)  

Author: **Guorong Zhu**, *Salem State U.*
Author: **Lan Wang**, *Peking U.*

Executives learn from work experiences, advance through job changes, and move from companies to companies. Throughout this process, how do different work experiences relate to development of executive competencies and job mobility? In this study, we conducted a time sequence analysis to explore three primary questions: (1) What are the major paths of work experiences that lead up to senior executive positions? (2) How does an executive's path of work experiences relate to post-GM job mobility? (3) How do executive competencies affect job mobility? Using sequence analysis on longitudinal data collected in 2001-2004 (Time 1) and 2019 (Time 2), we identified three distinctive paths of general manager (GM)'s work experiences in a Fortune 100 company across half a century from 1963 to 2019, namely stayer, internal mover, and external mover. Different paths of work experiences were associated with different levels of executive competencies measured at the transition point of taking on the GM position which led to future turnover and employer transitions. These findings highlight the sequential and temporal nature of work experiences in executive careers and also underscore the critical role of executives' developmental paths on their future job mobility, therefore shedding theoretical and practical light on executive development and job mobility.

Paper is Available to Meeting Registrants Only.

HR: [Developing and Validating a Model of Leadership Potential for VUCA Environments](#)   

Author: **Kevin S. Groves**, *Pepperdine U.*

A critical succession planning challenge for organizations across industries is the identification of leadership talent in mid-management roles who are ready for executive-level positions. Despite the incredible demand for greater attention to executive succession practices and the challenges associated with unplanned executive turnover, the published research literature currently lacks a model and assessment process designed for organizations competing in highly complex and volatile business contexts. To develop theory and guide succession management practices, this paper presents a multi-phased study describing the development and validation of such a model: Learning, Engaging, Adapting, and Persevering (LEAP). The first phase presents a qualitative study that identified the leadership competencies associated with executive potential in VUCA (volatile, uncertain, chaotic, and ambiguous) work contexts. The second phase presents a quantitative study of 308 mid-level leaders and 213 of their immediate managers across four organizations in a highly complex and turbulent industry. The third phase consists of a quasi-longitudinal study examining the LEAP's predictive validity across a series of job performance, promotion, and attitudinal outcomes. Based on convergent, concurrent, and predictive validity estimates provided across the three phases, this paper presents evidence for a theory of leadership potential, providing much needed guidance for executive succession planning. The study's implications for theory, future research, and a range of practical applications for executive teams, board members, and HR professionals are discussed.

Paper is Available to Meeting Registrants Only.

HR: [Evaluation of a change-oriented training in instrumental and transformational leadership](#)

Author: **Catrin Millhoff**, *TU Dortmund U.*
Author: **Jens Rowold**, *TU Dortmund U.*

The present field study evaluates a newly designed and change-oriented leader development training to strengthen instrumental and transformational leadership behaviors. The aim was to investigate the trainability of instrumental as well as transformational leadership behaviors within a two-day training and to examine the process of how leaders develop when taking their previous knowledge as a starting point. In order to evaluate the training, we calculated a growth curve model, considering nonlinearity of the development. In addition, we have set up a moderated meditation session within the training to test whether changes in leadership behavior caused by training alter change outcomes. In sum, 59 leaders rated by 387 followers participated in the training. The control group consists of 54 leaders, rated by 188 followers. The results show that instrumental and transformational leadership behaviors developed three months after the training, whereas the control group nearly maintained or decreased. Moreover, it was found that the transformational leadership behavior develops in a reversed u-shape based on previous knowledge, and that the positive change in leadership behaviors caused by the training resulted in a variation of change-relevant criteria.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diversity and Gender Inequity

HR: Perceived/Experienced Sexism Scale: Women's Perceptions of Support and Job Attitudes during #MeToo

Author: **Jacqueline Deuling**, *U.S. Army Research Institute*
Author: **Jenell Lynn-Senter Wittmer**, *U. of Toledo*
Author: **Kimberly Wilson**, *U.S. Customs and Border Protection*
Author: **Adam Arthur Roebuck**, *U. of Connecticut*
Author: **Adrian Thomas**, *Roosevelt U.*

Existing measures of sexism are intended to identify and measure sexism amongst men and women by examining perpetrator's actions or thoughts. However, researchers must make assumptions as to the effect such sexist acts or behaviors has on the target (women). The current study provides a psychometrically sound measure intended to capture perceived/experienced sexism by women in the workplace, the Perceived/Experienced Sexism Scale (PESS). PESS is utilized to consider the effects of perceived experiences of benevolent and hostile sexism at work, as well their relationships with perceived organizational support and the job attitudes of job satisfaction and turnover intentions. Results from 220 (November 2015) and 183 (March 2018) female employees suggest perceived organizational support and trust perceptions mediate the relationships between perceptions of sexism and organizational outcomes of job satisfaction and turnover intentions. This study answers calls from organizational support theorists to investigate unfavorable treatment by those within the organization and extrapolate how the fulfillment of socioemotional needs act as a mechanism linking perceived organizational support to organizational outcomes. This study further validates the PESS scale with samples prior to and after the beginning of the #MeToo movement, finding significant differences between the samples in women's experiences of sexism.

Paper is NOT Available. Please contact the author(s).

HR: Gender difference in reactions to cutting people vs. pay

Author: **Yeong Joon Yoon**, *Texas A&M U. Central Texas*
Author: **Sukanya Sengupta**, -

The current research investigates the gender difference in reactions to payroll cost reduction methods (downsizing vs. cutting pay) through secondary data analysis (Study 1) and experiment (Study 2). In Study 1, 2,139 employees in Ireland were analyzed. The results reveal that, for males, the commitment and satisfaction levels of survivors of downsizing are higher than those of employees whose pays are cut. In contrast, there were no differences in the commitment and satisfaction levels between survivors of downsizing and pay-reduced employees for females. In Study 2, we conducted an online experiment of 384 people in the U.S. The analysis indicates that females are more attracted (in terms of general attractiveness and job pursuit intention) to organizations that utilized pay cuts over downsizing to overcome financial difficulties. Males, in contrast, demonstrated no differences in job-seeker attraction outcomes to organizations that chose either of these two payroll cost reduction methods. Thus, the results from the two studies indicate that females, compared to males, react less negatively (or more favorably) to pay cuts over downsizing.

Paper is NOT Available. Please contact the author(s).

HR: The Main Factors Influencing the Promotion of Female Leaders in Chinese Organization

Author: **Xingyue Jia**, *China Merchants Securities*
Author: **HongLing Wan**, *Chengdu U. of Information Technology*
Author: **Biao Huang**, *LSE*

While scholars have paid more attention to the study of female leadership compared with past decades, there are still questions that need to be answered. We try to explore the main factors influencing the promotion of female leaders in Chinese different organizations (i.e., the government, state-owned enterprise and the private sector) and proposed actions for female leaders themselves (internal) and the family, the society (external) to take so as to improve the situation. We adopt mixed design including both qualitative and quantitative methods. First, we conduct eighteen semi-structured interviews within three types of organizations. We find that the institutional factor under the Chinese context, domestic responsibility (especially children), guanxi/relationship and professional certificate play vital roles in affecting the promotion of female leaders. Next, we build multilevel models to test and prove that professional certificate affects the promotion of female leaders with statistical significance by analyzing 135,666 managers in 3,687 Chinese listed companies between 1999 and 2017. We find that the influence of professional certificate is consistent across 79 industries and 31 provinces where the headquarters of 3,687 Chinese listed companies locate. Finally, we provide suggestions for management practice and future research.

Paper is Available to Meeting Registrants Only.

HR: HR managers riding the glass escalators, walking the stairs of equality, or both?

Author: **Isabella Scheibmayr**, *U. of Salzburg*
Author: **Astrid Reichel**, *U. of Salzburg*

HRM's professional status within and beyond organizational boundaries has been tied to its gender demography. Gender demography as a context, can be found at various levels and this context again might be contingent on institutions at the national level. We untangle the influence of gender demography as a multidimensional context on HRM's professional status using data from a sample of over 3,000 organizations from 34 countries. While gender demography is not associated with the professionalization strategies applied, it indeed is an important explanatory factor for differences in HRM professional status. On the organizational level, male HR directors of female-dominated HRM departments benefit from a glass escalator effect. At the country level, gender equality is positively related to professional status of HRM.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Employee Onboarding and Training

HR: **A Determinant Activation Model of Training Transfer**  

Author: **Jeffrey Olenick**, *Old Dominion U.*
Author: **Eric Alan Surface**, *ALPS Insights*

Historically, the transfer of training has been treated as a predominantly cross-sectional outcome of organizational training interventions. Although we intuitively know that transfer occurs over time, it is not often studied in that way. This limitation has constrained our ability to understand the process by which transfer of training occurs back on the job, which in turn reduces our ability to lower the training-transfer gap. To help address the lack of process-oriented theory in training transfer we propose a Determinant Activation Model of Training Transfer (DAM-TT) which integrates existing empirical evidence on training transfer, performance determinants, person-Trait Activation Theory, dual process cognitive theory, habits, and self-regulatory perspectives to describe the cognitive process underlying transfer as it unfolds dynamically over time. The proposed model helps to close a large gap in existing organizational theory, as well as provide practical implications for how organizations can better support transfer.

Paper is NOT Available. Please contact the author(s).

HR: **Interaction of Task-Contingent Conscientiousness and Supervisor Support to Promote Training Transfer**

Author: **Zhonghao Wang**, *Michigan State U.*
Author: **Jason Huang**, *Michigan State U.*
Author: **Brian D. Blume**, *U. of Michigan, Flint*
Author: **J Kevin Ford**, *Michigan State U.*

Research on training has accumulated knowledge of factors influencing transfer of training. However, little is known about how these factors may interact to impact training activity level and training transfer. Based on recent advances in the contingency approach to personality, we examine person-situation interaction by testing how task-contingent conscientiousness influences trainees to utilize supervisor support differently during training and transfer. Based on data from a field sample of 200 employees participating in management training courses, we found that task-contingent conscientiousness moderated both the linkage between supervisor support and training activity level and the linkage between training activity level and transfer of training. Specifically, for trainees with higher task-contingent conscientiousness, supervisor support tended to have a stronger association with training activity level, and training activity level tended to translate into more transfer of training. Our findings provide unique insights into when supervisor support would be more beneficial to trainees depending on trainees' individual differences. We discuss the theoretical and practical implications of this research.

Paper is NOT Available. Please contact the author(s).

HR: **Talk the Walk: Onboarding with Organizational Authenticity**  

Author: **Liat Eldor**, *U. of penns*
Author: **Peter Cappelli**, *U. of Pennsylvania*

the organization, typically referred to as onboarding. The most common approach in formal onboarding practices is arguably to talk up favorable characteristics of the organization to new hires, what we refer to as a “strengths” approach. We contrast that with onboarding that presents a more accurate picture of the organization, including descriptions where the work can be challenging and stressful. We refer to this as an “organizational authenticity” approach. In a field experiment carried out in a global consulting company, we compare onboarding with an authenticity approach to the traditional strengths model. We find that the authenticity approach leads to better learning and work performance. We further find that trust in the organization mediates the effect of authenticity approach on work performance. We supplement these results with qualitative analyses of written stories and interviews with new hires. These results expand our understanding of the usefulness of authenticity in organizations and of onboarding more generally.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethical HRM

HR: **Can I speak up? The effect of ethical human resource management on employee ethical voice**

Author: **Silu Chen**, *Central China Normal U.*
Author: **Wenxing Liu**, *Zhongnan U. of Economics and Law*
Author: **Guanglei Zhang**, *Wuhan U. of Technology*

Organizational development includes moral challenges, and some ethical decisions need to be made; otherwise, the organization will face great public pressure and damage to its public image. In recent years, scholars have expanded past human resource management practices and proposed ethically oriented ones. Can these practices promote employee ethical voice? Based on the social cognitive theory of moral thought and action, this study investigates ethical human resource management (HRM) and ethical voice relationship involves the mediating role of ethical efficacy and the moderating role of ethical task complexity. Data from 265 supervisor-subordinate dyads employed in China revealed that employees' ethical HRM perceptions directly and indirectly affect their engagement in ethical voice through ethical efficacy, and these effects are stronger for high levels of ethical task complexity. The theoretical and practical implications of our findings are further discussed.

Paper is NOT Available. Please contact the author(s).

HR: **How does mitigate the effects of illegitimate task on unethical behavior? The role of ethical HRM** →

Author: **Silu Chen**, *Central China Normal U.*
Author: **Yujie Che**, *Zhongnan U. of Economics and Law*
Author: **Sun Ao**, *Zhongnan U. of Economics and Law*

Research has consistently demonstrated that illegitimate tasks produce a wide array of negative outcomes for employees. However, knowledge about whether such tasks could stimulate employees' unethical behavior and the conditions under which employees might withhold their unethical behavior is relatively limited. The purpose of this study was to provide insight into the effects of employee experienced illegitimate tasks on unethical behavior based on social cognitive theory and social information processing theory. We conducted a two-wave, two-source survey with a sample of 247 Chinese employees working in the transportation industry. As expected, employee experienced illegitimate tasks are positively related to moral disengagement, and resulting in unethical behavior. In addition, ethical human resource management (HRM) buffers the relationships between moral disengagement and unethical behavior. This study broadens the focus of the research on illegitimate tasks and presents a more complex model in the literature of how ethical HRM influences employees' moral thought and action.

Paper is NOT Available. Please contact the author(s).

HR: **Perceptions of ethicality: The role of attire style, gender, and context** 📄

Author: **Kristin Lee Sotak**, *SUNY Oswego*
Author: **Andra Serban**, *Virginia Commonwealth U.*
Author: **Barry Friedman**, *State U. of New York at Oswego*

Professional attire has traditionally been regarded as a sign ethicality. However, several prominent fraud scandals of the past decades involved CEOs of large public corporations who, despite projecting a professional image, engaged in overly unethical behavior. To determine if these events have rendered the association between professional attire and ethicality obsolete, our research examines, in four different studies, the effects of attire style (i.e., business formal, business casual, casual) on perceptions of an employee's ethicality. Drawing on gender-role (Eagly, 1987) and expectancy-violation theory (Jussim et al., 1987), we also examine the main effects of gender and context (industry type) on attire-based perceptions of ethicality, and the mediating effects of attire appropriateness in the relation between attire style and our outcome of interest. We find that, compared to business formal and business casual attire, casual attire is perceived as the least ethical style across all four studies. The influence of attire on perceptions of ethicality was robust regardless of industry. In one study, both men and women rated women as more ethical. Lastly, the effect of attire style on perceptions of ethicality was fully mediated by perceptions of attire appropriateness. Theoretical and practical implications, study limitations, and future research are discussed.

Paper is NOT Available. Please contact the author(s).

HR: **Ethical Leadership, Self-Efficacy, and Creative Performance: A Moderated Mediation Examination** → 📄

Author: **Kwame Ansong Wadei**, *School of Management and Economics, UESTC*
Author: **Bernice Wadei**, *Kwame Nkrumah U. of Science and Technology*
Author: **Jenkins Asaah**, *Kumasi Technical U.*

This study presents a moderated mediation model of leadership influences by examining the effects of ethical leadership on employee creative performance, using data from 342 employees matched with their supervisors in small and medium organizations in Ghana. The study revealed that creative self-efficacy mediated the positive relationship between ethical leadership and employee creative performance from the SPSS macro PROCESS analysis. Additionally, job autonomy was identified as a situational moderator in the ethical leadership and employee creative self-efficacy relationship. Thus, the relationship between ethical leadership and employee creative self-efficacy was stronger as the job autonomy level rose. The theoretical contributions, practical implications as well as limitations, and future research directions were further discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

📄 Teaching-oriented 🌐 Practice-oriented → International-oriented 🗨️ Theme-oriented 📄 Research-oriented 🗋️ Diversity-oriented
🏆 Selected as a Best Paper

Work and Family

HR: **Small Move Big Impact: The Ripple Effects of Employees' Sleep Deprivation between Work and Family**  

Author: **Jian Shi**, *Vrije U. Amsterdam*

Despite that sleep has long been recognized as one of the fundamental physiological needs for human survival, the emerging sleep dilemma among employees — sleep is always being first sacrificed for coping with the onerous burdens of work and family demands — has attracted extensive attention to scholars and practitioners. To tackle this puzzle, we aim to find out how and when lack of sleep (i.e., sleep deprivation), in the short run, triggers employees' subsequent reactions, particularly at the workplace and home. Drawing from ego depletion theory and conservation of resource theory, we developed a dual-path model of ripple effects of employees' sleep deprivation on workplace depletion and work-family conflict. Through a daily diary study using data collected from 109 full-time employees with 524 workday observations in Chinese, we demonstrated employees' sleep deprivation was positively related to their next workday's emotional exhaustion and cognitive fatigue at workplace. Through these affective and cognitive approaches, deprived employees were found to engage in more work-(to)-family conflicts on the next workday's evening. Furthermore, employees' high work-family centrality aggravated employees' sleep deprivation's undesirable impacts on their next workday's workplace emotional exhaustion. We discuss both theoretical and practical implications of promoting employees' sleep health and well-being at and outside of work.

Paper is NOT Available. Please contact the author(s).

HR: **Double Challenges: How Working From Home Affects Dual-Earner Couples' Work-Family Experiences** 

Author: **Jia Hu**, *Ohio State U.*

Author: **Jack Ting-Ju Chiang**, *Peking U.*

Author: **Yihao Liu**, *U. of Illinois at Urbana-Champaign*

Author: **Yating Gao**, *Peking U. Guanghua School of Management*

Remote work is on the rise around the globe. Remote work poses challenges to dual-earner couples whose work and family demands are intertwined. Against the backdrop of COVID-19, we connect the two disjointed bodies of literature of remote work and dual-earner couples and focus on how daily work-from-home status (i.e., working from home vs. office) affects both employees' and their partners' work task and family task completion and subsequent reactions to their work (i.e., psychological withdrawal from work) and their family (i.e., felt guilt toward family). We test the hypothesized relationships with 1,592 daily responses of 169 cohabiting dual-earner heterosexual couples. We discover that working from home (vs. office) decreased one's own work task completion and increased their family task completion and that a crossover effect existed especially from wives to husbands. We also find that daily work task completion increased felt guilt toward family through increased work-family conflict (among wives only) and daily family task completion increased psychological withdrawal from work through increased family-work conflict (among both husbands and wives). Furthermore, we reveal that employees' work task completion crossed over to affect their spouses' psychological withdrawal from work through spouses' increased family-work conflict. We discuss theoretical and practical implications for understanding the influences of dual-earner couples' working from home during the current pandemic and beyond.

Paper is Available to Meeting Registrants Only.

HR: **Switching Off From The Home Office**

Author: **Heini Pensar**, *U. of Vaasa*

Author: **Liisa Mäkelä**, *U. of Vaasa*

COVID-19 pandemic has forced millions of employees to work from home. Working remotely and working from home has specific elements that cause workload and increase need for recovery. Psychological detachment is the most important form of recovery; it helps people to temporarily detach from their workload. There is limited research of psychological detachment in remote working, and none of it has focused on exploring activities for self-promotion of detachment. COVID-19 pandemic outlines a new context for remote working, whereas the literature to date has considered remote working as voluntary or partial agreement. We conducted 87 interviews to examine remote workers' experiences from home-based working and the ways they self-promote psychological detachment. The findings reveal the conditions in the home environment that cause a need for recovery: Increasing working hours and work intensity, decreased physical activity among remote employees, weakened social network and slowness in support. Further, we found that remote workers self-promote psychological detachment through cognitive, physical, time-bound and nonwork activities. The current study extended the literature of recovery and psychological detachment to remote working, added a new context to literature for remote working and provided guidelines for remote workers and employers to enhance employee well-being and recovery from work.

Paper is Available to Meeting Registrants Only.

HR: **Supporting parents: The effects of work-family policies on within-person productivity trends** 

Author: **Drake Van Egdorn**, *U. of Houston*

Author: **Christiane Spitzmueller**, *U. of Houston*

Although multiple theories illustrate how policies affect work outcomes, theory and research do not fully explicate how work-family policies impact within-person job performance, especially after the birth of a child. To address these gaps, we examined the productivity trends (i.e., slopes) of 151 parents (n = 1,842 years) before and after the birth of their children. Then, we analyzed the impact of availability and use of onsite childcare and a flexible work arrangement on those productivity trends, along with examining gender differences in these effects. Our results suggest that productivity trends do not change after the birth of the first or second child for men or women. The availability of either work-family policy did not relate to productivity trends, whereas the use of onsite childcare after the birth of a child increased productivity trends and the flexibility work arrangement decreased productivity trends. Supplemental analyses demonstrate the robustness of the findings. Our work strengthens the theoretical understanding of human resource management policies and contributes critical insights for organizations and their performance management systems.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1484** | Submission: **13287** | Sponsor(s): **(HR)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

HR Division Business Meeting *HR Division Business Meeting*

Chair: **Anthony J. Nyberg**, *U. of South Carolina*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1485** | Submission: **12839** | Sponsor(s): **(HR)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

**Presentations from the 2020 SHRM Foundation Dissertation Award
Winners**



2020 SHRM Foundation Dissertation Award Winners

Organizer: **Eric J. Michel**, *Northern Illinois U.*
Participant: **Bori Borbala Csillag**, *U. of Minnesota*
Participant: **Spenser Essman**, *U. of Houston*
Participant: **Louis Hickman**, *Purdue U., West Lafayette*
Participant: **Hyesook Chung**, *Cornell U.*

This symposium is composed of the four 2020 SHRM Foundation Dissertation Award winners' presentations based on their dissertations: "Algorithmic Cognitive Ability Prediction in Video Interviews" presented by Louis Hickman; "Perpetual Pivot Points: How Gig Careerists Experience and Navigate Job Search and Job Change" presented by Bori Csillag; "The Most Important Human Capital Resource: A Strategic Human Resources Perspective on Top Management Team Effectiveness" presented by Spenser Essman; and "Too Much of a Good Thing: HR Practices to Manage Demand Flexibility and Unit Performance – Evidence from the Service Industry" presented by Hyesook Chung.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Financial Issues in International Business

This session addresses various financial issues associated with international business, including two papers on IPOs, one on the global debt market, and one examining the impact of patents on a firm's ability to take on debt.

IM: **Information Asymmetry, the Role of Intermediaries, and Underpricing in the Global Debt Market**  

Author: **Thomas Lindner**, *U. of Innsbruck*

This paper investigates underpricing in the global bond market. It associates losses in proceeds from bond issues to information asymmetry between issuers and investors. This information asymmetry is driven by firm risk and the quality of intermediaries, particularly when a transaction crosses a national border. Moreover, the influence of cross-listing on underpricing is theorized to be contingent on intermediaries and the investor protection in the capital market. Empirical predictions are tested on a unique dataset of 5,507 bonds issued by firms from 23 home countries in seven capital markets between 2007 and 2017.

Paper is Available to Meeting Registrants Only.

IM: **The Interplay Between Patent Ratios, IPR, IP-Intensity and Firm-Debt** 

Author: **Elizabeth Marie Moore**, *Northeastern U.*
Author: **Bruno Buscarioli**, *FGV EAESP Sao Paulo School of Business Administration*
Author: **Luis Alfonso Dau**, *Northeastern U.*
Author: **Jorge M. T. Carneiro**, *FGV EAESP Sao Paulo School of Business Administration*

As foreign innovation, and the related patenting activity, continues to steadily increase, it is timely to examine the impact of the relative growth of foreign patents on host-country firms. We investigate one particular aspect of a company's investment strategy – debt raising. We argue that a relative rise in non-resident patents increases spillover effects, so that local firms may invest less in R&D, thus allowing them to take on more debt, and invest more in serving foreign companies or in fighting them, thus potentially resorting to more debt to fund their competitive moves. Further, we argue that these relationships depend on two important contingencies: country-level intellectual property rights (IPR) protection and industry-level IP intensiveness. Data of all publicly listed companies in 19 emerging-market countries from 2000 to 2018 provide robust support for these assertions.

Paper is Available to Meeting Registrants Only.

IM: **"Tell Me a Story": A Sensemaking and Sense-giving Perspective On IPOs**   

Author: **Peiyi Jia**, *U. of Massachusetts, Lowell*

This study adopts a sensemaking and sense-giving perspective to examine how venture capital affiliation influence its portfolio companies' IPO performance beyond the certification effect. We argue that the IPO company engages in a sensemaking and sense-giving process to tell a story to investors and influence their perceptions. The narratives help shape investors' perceptions by conveying entrepreneurial orientation and customer orientation. Based on a dataset consisting of 1,831 companies that went public between 2005-2019, we use PLS-SEM to test a multiple mediation model. The results suggest that venture capital presence positively affects IPO performance through increasing entrepreneurial orientation and customer orientation narratives in the prospectus.

Paper is Available to Meeting Registrants Only.

IM: **Legal Perception and IPOs: An Investigation into the Impact of Legal Signaling on Firm Valuation**  

Author: **Gerhard Schnyder**, *Loughborough U.*
Author: **Anna Grosman**, *Loughborough U.*
Author: **Mathias Siems**, *Durham U. Business School*
Author: **Kun Fu**, *Loughborough U.*

In this paper, we contribute to the literature on institutional determinants of IPO valuation. We introduce the concept of “legal signaling,” which focuses on the perception of law and thus complements the existing institutional approaches to IPO valuation which consider the quality of the positive law (“standard view”) and firm-level corporate governance practices (“firm signaling view”). Our approach explicitly models the difference between the effect of the positive law and the effect of the perception of law on IPO value. Based on a world-wide longitudinal dataset of IPO performance across a large number of countries, we find strong support for the claim that the perception of quality of law, operationalized as a country's legal shareholder protection, is more important than its actual quality to explain post-IPO firm value. We also uncover that the effect of perception on IPO value is stronger when the law's quality is correctly perceived than when it is misperceived. Overall, our findings underscore the need for a more sophisticated theorization of the ways in which law affects entrepreneurial finance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1487** | Submission: **16815** | Sponsor(s): **(IM)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Internationalization and Emerging Market Firms

This session address issues related to internationalization and emerging market firms. It includes papers related to internationalization of business group affiliated firms, institutional voids and nonmarket strategy effects on international expansion, home country nonmarket political strategy and international expansion, and the microfoundations of overseas CSR activities of emerging market firms.

IM: EMNEs international expansion: home country institutional voids and nonmarket strategy effects

Author: **Cinara Gambirage**, *FGV EBAPE*
Author: **Mohamed Amal**, *Regional U. of Blumenau- FURB*
Author: **Wlamir Goncalves Xavier**, *Biola U.*
Author: **Jaison Caetano Da Silva**, *Fundação Getúlio Vargas/EBAPE*

Based on new institutional economics view, we theorized and empirically demonstrated that home country institutional voids not only provide an incentive to the Emerging Markets Multinationals Enterprises (EMNEs) escape to foreign markets, but also and mainly that these home country institutional voids may create exit barriers to EMNEs' international expansion through outward foreign direct investment (OFDI). Moreover, we provide new insights explaining how home country nonmarket political strategy fill home country institutional voids for EMNEs enter in foreign markets. Our original database on cross border mergers and acquisitions (CBM&A) by Brazilian firms over a 16-year time frame provide strong support for the paradox effects of home country's institutional voids on EMNEs international expansion. Our findings also reveal that home country nonmarket political strategy support EMNEs in their international expansion. Finally, our results suggest that particular political positions may mitigate home country institutional voids on international expansion of EMNEs. The study develops theoretical and empirical implications to IB literature extending the knowledge of the international expansion of EMNEs and bringing new insights regarding the role of nonmarket political strategy for the international expansion of EMNEs.

Paper is NOT Available. Please contact the author(s).

IM: International expansion and home country nonmarket political strategy of EMNEs

Author: **Jaison Caetano Da Silva**, *Fundação Getúlio Vargas/EBAPE*
Author: **Rosilene Marcon**, *U. do Vale do Itajaí (UNIVALI)*
Author: **Ronaldo C. Parente**, *Florida International U.*
Author: **Cinara Gambirage**, *FGV EBAPE*

In this study, we investigate the drivers of home country nonmarket political strategy and, why some emerging markets multinationals (EMNEs) intensify these political ties more than others EMNEs do. Theoretically grounded on institutional-based view of strategy, we theorized and empirically tested international expansion as a driver of home country nonmarket political strategy. Next, we also test resources and capabilities as moderators of nonmarket political strategy intensity. We argue that EMNEs with international expansion become more inclined to pursue a nonmarket political strategy in home country and, depending on their resources and capabilities, these MNEs implement higher or lower levels of political ties. Thus, the value of nonmarket political strategy to the EMNEs can increase as resources and capabilities to deal with international expansion issues decreased. We empirically test our theoretical framework using a longitudinal data set from 2002 to 2017 with Brazilian firms on campaign donations, state-owned loans and cross border mergers and acquisitions (CBM&A) and the results support our hypotheses.

Paper is NOT Available. Please contact the author(s).

IM: Internationalization of business group affiliated firms: Network based explanation

Author: **Anish Purkayastha**, *U. of Sydney Business School*
Author: **Vikas Kumar**, *U. Of Sydney*
Author: **Andrew Delios**, *National U. of Singapore*

This study attempts to explain the internationalization of business group (BG) affiliated firm with the help of network-based arguments. Considering that both costs and benefits are differentially associated with the characteristics of a BG, we propose that group level diversification has a U-shaped relationship with affiliated-firms' levels of internationalization. We introduce two affiliate level contingent factors – market knowledge and technology knowledge. Our empirical analyses of 3,204 Indian BG affiliated firms (16,110 firm-years) for the period 2006–2014 lends support to the U-shaped direct effect, with an observed flattening effect of market knowledge, but the expected moderating effect of technology knowledge shows no evidence in our data. From our arguments and findings, we provide both a theoretical extension to the BG literature and connect to managerial implications relevant to the internationalization of BG-affiliated firms.

Paper is Available to Meeting Registrants Only.

IM: Corporate Social Responsibility and Emerging Market Multinationals

Author: **Sihong Wu**, *U. of Western Australia*
Author: **Di Fan**, *Swinburne Business School, Swinburne U. of Technology*

Integrating expatriate management and corporate social responsibility (CSR) literature, this study aims to explore the underlying microfoundations of the overseas CSR strategy of emerging market multinationals (EMNEs). We posit that EMNEs engaging in overseas CSR activities can yield abundant learning advantages and enhance the individuals' learning skills (i.e., cross-cultural competence). Our empirical results confirm this argument and show that the CSR activities can improve the EMNE expatriates' work performance and contributes back to the headquarters via reverse knowledge transfer. Compared with the extant literature suggesting that CSR is a compulsory investment for EMNEs to get rid of liability of foreignness, this study shows that the "beyond regulatory" investments can be viewed as learning expenses for these firms to get rid of liability of backwardness. Our findings framed in a knowledge-based view contributes to the microfoundations of CSR research, and provide an in-depth learning paths analysis of emerging market multinationals.

Paper is NOT Available. Please contact the author(s).

Author: **Carlos Gonzalez**, *ITAM*

Author: **Daniela Ruiz Massieu**, *ITAM*

Integrating institutional and effectuation theories, this paper examines the relationship between entrepreneurs' means and internationalization in an emerging market. Results indicate that some means, such as technical expertise or business network membership, transform into valuable internationalization resources despite institutional conditions. Others, however, such as industry or international experience, are best deployed locally. Findings also indicate that certain means, such as entrepreneurship experience and number of founders, act as catalysts of internationalization, allowing for other means to transform into internationalization resources. This study extends effectuation theory by showing how means transform into internationalization resources and contributes to research at the intersection of institutional theory and international entrepreneurship by expanding our understanding of universally-enabling and context-binding internationalization resources. The paper also identifies a boundary condition to international entrepreneurship theories that emphasize the role of individual resources during venture internationalization by revealing a context in which certain traits exhibit non-standard relationships with internationalization.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Foreign Direct Investment

This session includes papers related to various aspects of foreign direct investment. It includes papers related to foreign market exit decisions, shadow organizational structures, whether acquisition and greenfield FDI are substitutes or complements, mechanisms underlying performance in rapid internationalization, and Artificial Intelligence and FDI.

IM: **Foreign Market Exit Decisions of U.S. Multinational Hospitals**

Author: **Kiyohiko Ito**, *U. of Hawaii at Manoa*
Author: **Teresa Silvernail Hinnerichs**, *U.S. Army-Baylor U.*

We analyze the relationship between the foreign direct investment and foreign divestment activities of U.S. multinational hospitals. While the extant literature in game theory discusses various aspects of action–reaction behavior, divestment activities of companies that entered host countries before their rivals’ entry in the same location have not been assessed empirically. Our analysis indicates that large for-profit U.S. hospitals are not pushed out of the foreign country by their rivals’ new investment. Instead, the decision for a complete divestment is related to the presence of the most internationalized U.S. hospital, HCA Healthcare. This finding demonstrates the strong influence of an industry leader on the international strategies of other rival hospitals.

Paper is Available to Meeting Registrants Only.

IM: **AI Development, SOE, And Firm's FDI In The Digital Economy**

Author: **Yifei Pan**, *Peking U. Guanghua School of Management*
Author: **Xuchang Chen**, *Peking U.*
Author: **Ting Xiao**, *Peking U.*
Author: **Jun Xia**, *U. of Texas at Dallas*

Business investments are influenced by technology, culture, and policy. Artificial intelligence (AI), the leading technology in this digital era, has become one of the most important drivers among them. While we know little about its underlying theoretical mechanisms and functioning boundaries. Drawing on the institution-based view, we argue that AI development creates an emerging institution that becomes a centripetal force for attracting foreign firm investment (FDI). Accordingly, we predict that host-country AI development attracts FDI in the form of setting up subsidiaries. We highlight home-subnational AI development and a firm’s state ownership as important boundary conditions under which the relationship is stronger and weaker, respectively. Our dataset is selected from a sample of 1,524 Chinese listed companies that engaged in OFDI activities in 26 major developed and developing host countries from 2015 to 2017. Our results provide valuable implications for the literature on international digital economy and AI research.

Paper is Available to Meeting Registrants Only.

IM: **Cross-Border Acquisition Activities and Greenfield FDI: Substitutes or Complements?**

Author: **Nan Zhang**, *California State U. Stanislaus*
Author: **Joseph Clougherty**, *U. of Illinois at Urbana-Champaign*

Foreign direct investment (FDI) typically occurs through two dominant modes: cross-border mergers and acquisitions (M&As) and Greenfield investment. This study examines the relationship between cross-border M&As and Greenfield FDI by using antitrust enforcement to capture the “price” paid by foreign investors. Based upon the cross-elasticity approach, if M&A activity and Greenfield FDI are complements, then as the price of engaging in cross-border M&A activity is increased, both M&As and Greenfield FDI activities will decrease. However, if M&A activity and Greenfield FDI are substitutes, then as the price of engaging in cross-border M&A activity is increased, M&A activity will decrease, but Greenfield FDI activities will increase. We consider the impact of U.S. merger-policy enforcement on foreign firm participation in the U.S. sectoral markets for investment via two different modes. We empirically test our theoretical priors on firm-level data covering 1,763 firms and 58 industries over the 2003-2017 period. Our panel-data empirical results indicate that merger-policy investigations deter cross-border horizontal M&As and attract Greenfield FDI. These results indicate that foreign firms actually substitute Greenfield FDI for cross-border acquisitions in the U.S. host-country context.

Paper is Available to Meeting Registrants Only.

IM: **Examining the mechanism underlying performance advantages of rapid internationalization**

Author: **Arash Sadeghi**, *Aston Business School*
Author: **Omid Aliasghar**, *Auckland U. of Technology*

Prior research has acknowledged the merits of firm’s post-entry speed of internationalization (PSI) for export performance. However, little attention has been paid to the underlying mechanisms that enable firms to convert their PSI into performance outcomes. Drawing on the dynamic capabilities perspective, this study examines the mediating effects of two firm-specific capabilities, i.e., adaptive capabilities (ADC) and knowledge capability upgrading (KCU), on the relationship between PSI and financial and non-financial export performance. Employing a sample of 211 New Zealand exporting SMEs, we found a positive relationship between PSI and both ADC and KCU and found support that PSI’s effect on export performance is conveyed through the dynamic capabilities of ADC and KCU. This study contributes to the international business literature by elucidating that the process of knowledge and capabilities creation and upgrading is a viable channel for SMEs to achieve the superior performance implications associated with rapid internationalization.

Paper is NOT Available. Please contact the author(s).

IM: Situated Shadows In A Multinational Corporation: Evidence of a Japanese multinational corporation

Author: **Hitoshi Iwashita**, *vietnamese german U.*

This paper aims to extend the understanding of how shadow organizational structures emerge in the foreign subsidiaries of a single Japanese multinational corporation (MNC). Examining communication within foreign subsidiaries and between foreign subsidiaries and headquarters, in the context of Japanese MNCs' drive to increase the use of local managers, the paper demonstrates how shadow structures are created and situated in specific contexts of communication, informal structures and language. Whereas the existing literature tends to portray such shadow structures as static and fixed structures created by language disparities within the workforce, this paper identifies and elaborates two patterns, which we refer to as sporadic shadow and deep shadow organizational structures. The findings have a twofold significance. First, it is found that sporadic shadow organizational structures are not only created among employees able to speak the organization's home country language, as usually believed, but depend on a deeper affinity between the communicating parties; namely the perception of a shared cultural identity and/or nationality. Second, it is identified that a deep shadow organizational structure is created by the persistence of dual-track human resource management (HRM) in Japanese MNCs, whereby Japanese expatriates effectively operate within a separate self-contained organization structure that exists independently from their formal positions within the organizational structures of their subsidiaries. This suggests that deep shadow structures may persist notwithstanding the recruitment of bi-lingual candidates, such as new university graduates and mid-career staff, as a way of solving language issues through a process of internal internationalization .

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Knowledge and International Management

This session contains papers related to knowledge in international management. It includes papers examining the impact of psychic distance on knowledge transfers, explicit and tacit knowledge transfers in international joint ventures, returnee entrepreneurship in China, the role of co-inventor collaboration in China, and the effects of co-location of inventions and geographic overlaps of external sources on the reciprocal exchange of knowledge.

IM: Returnee entrepreneurship as a type and catalyst of emergent entrepreneurship: The case of China

Author: **Yipeng Liu**, *Henley Business School, U. of Reading*
Author: **Marcello Mariani**, *U. of Reading*
Author: **Eugenia Xing**, *Brunel U. London*

The purpose of this paper is threefold. First, we argue that the consolidating phenomenon of returnee entrepreneurship constitutes an increasingly important type of emergent entrepreneurship whereby entrepreneurs leverage latent opportunities and knowledge spillover matured abroad, and subsequently exploit them when they return to their home country. Second, based on empirical evidence from the Chinese context, we provide empirical evidence that returnee entrepreneurship itself represents a catalyst for emergent entrepreneurship, as it can encourage other local entrepreneurs to identify latent opportunities that were not exploited by returnee entrepreneurs. Third, we provide a framework illustrating how returnee entrepreneurship, as a form of emergent entrepreneurship, unfolds in time and space by developing a time/space matrix that can explain the origination of emergent returnee-induced entrepreneurship (ERIE), taking into account also the impact of institutional conditions on talent mobility. Our findings bear important theoretical and practical implications for emergent and returnee entrepreneurship.

Paper is Available to Meeting Registrants Only.

IM: The impact of disseminative capacities on knowledge transfers: Does psychic distance really matter?

Author: **Chansoo Park**, *Memorial U. of Newfoundland*
Author: **Youngrae Kim**, *IDER U. & Royal International U.*
Author: **Charles Chen**, *U. of Hawaii at Manoa*

The purpose of this paper is to assess how the transfer of explicit and tacit knowledge is affected by the knowledge disseminative capacity of a foreign parent firm, with an emphasis on the moderating role of psychic distance, by developing and testing a theoretical model of IJV (international joint venture) learning. We tested the hypotheses with survey data collected from 199 IJVs in South Korea, estimating a structural equation model using AMOS 23.0. We found that the capacity of the foreign parent to disseminate knowledge has a more positive effect on the explicit knowledge transfer than tacit knowledge transfer to the IJV. The relationship between disseminative capacity and explicit knowledge transfer is significantly affected by psychic distance, although this is not the case for tacit knowledge transfer. Our results are critical for IJVs and parent firms seeking to improve knowledge transfer, as they establish the importance of parent firms' disseminative capacities and the moderating role of psychic distance in the process of both tacit and explicit knowledge transfer. This research addresses the research gap regarding disseminative capacity by providing empirical evidence.

Paper is Available to Meeting Registrants Only.

IM: Innovativeness in International Joint Venture: The effect of explicit and tacit knowledge transfer

Author: **Chansoo Park**, *Memorial U. of Newfoundland*
Author: **Jeoung Yul Lee**, *Hongik U.*
Author: **Pervez Nasim Ghauri**, *U. of Birmingham*

The purpose of this paper is to explore the relationships between tacit knowledge, explicit knowledge, and innovativeness of International Joint Ventures (IJVs) based on knowledge-based and learning theories. In the context of IJVs, explicit and tacit knowledge transfer related to innovativeness still is complicated by many challenges. We conducted a survey of 199 IJVs in South Korea. A structural equation model was used to test hypothesized linkages. Our results confirm that explicit knowledge transfer is positively associated with innovativeness. The explicit knowledge transferred from the foreign parent to the IJV has a stronger impact on innovativeness than tacit knowledge does. Additionally, tacit knowledge proved to not exhibit a direct impact on innovativeness of IJVs. The results provide strong support for the mediating role of explicit knowledge in the relationship between tacit knowledge transfer and an IJV's innovativeness. Finally, we find that the transfer of tacit knowledge has a significant effect only on the innovativeness of IJVs with a high level of international work experience.

Paper is Available to Meeting Registrants Only.

IM: Improving Global Knowledge Centrality: The Role of Co-inventor Collaboration with China

Author: **Jessica Salmon**, *Siena College*
Author: **Fernando Sanchez**, *U. del Desarrollo*
Author: **Beyza Satoglu**, *Izmir Katip Celebi U.*
Author: **Andres Velez-Calle**, *U. EAFIT*
Author: **Salma Zaman**, *Lahore U. of Management Sciences (LUMS)*

We analyze the role of co-inventor collaboration with China and the USA on a country's increase in centrality in global knowledge networks. Building on research in economic development, innovation, social networks, and institutional theory, we find that co-patenting with Chinese inventors is positively related to a country's centrality in global knowledge networks and that this relationship is negatively moderated by collaboration with the current most central knowledge network, namely that of the USA. We also find a negative effect from intellectual property rights protection and high transparency on the relationship between a country's centrality when collaborating with China. Regression analyses of a panel of 197 countries for the years 2002-2015 support these findings, which contribute to recent debates on knowledge networks and international cooperation. In terms of theory, we extend social networks approach on international business literature, focusing on what institutional characteristics are related to participation in knowledge networks. Regarding policy makers, our findings can be used to encourage international collaboration for increased access to new sources of knowledge that fosters innovation while keeping a close eye on local institutions.

Paper is Available to Meeting Registrants Only.

IM: How location portfolios and geographic overlaps of external sourcing regulate reciprocation

Author: **Sarah Edris**, *Maastricht U., School of Business & Economics*

Author: **Salma Zaman**, *Lahore U. of Management Sciences (LUMS)*

Author: **John Cantwell**, *Rutgers U.*

This paper examines the effects of co-location of inventions and geographic overlaps of external sources on the reciprocal exchange of knowledge between leading MNEs in the pharmaceutical industry. Analyses of USPTO patents from 1976 to 2016 reveal an inverted U-shaped relationship between co-location and the reciprocation of knowledge. Findings also indicate MNEs that source external knowledge from a similar profile of city-regions increase their knowledge exchange. Taken together, we discuss how the sites of origin of inventions, proximity to competitors, and commonalities in sourcing knowledge beyond a geographically bounded context influence inter-firm knowledge reciprocity. We offer a richer conceptualization of geographic profiles.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Culture and Institutions in International Management



This session address various aspects related to culture and institutions in international management. It includes papers related to the sharing economy, sociocultural responses to COVID-19, how the new media affects the divestiture of acquired overseas subunits, and U.S. Antitrust enforcement after the global financial crisis.

IM: **How Do News Media Affect the Divestiture of Acquired Overseas Subunits (WITHDRAWN)**

Author: **Shu Deng**, *U. of Texas at Dallas*
Author: **Jun Xia**, *U. of Texas at Dallas*
Author: **Xinran Joyce Wang**, *U. of Missouri*

The media research in strategic management has uniformly presumed how the news media portrayed firm actions and environments affect constituents' perceptions of firms, given constituents' sense-making rely on the media processed information. Going to a step further, our paper suggests that not only constituents but also firms use media reports for making sense of the environment that they are embedded in. On the basis, the news media affect strategic decisions by shaping firms' perception of the environment. To examine how the media affect corporate strategies, we specifically focus on the divestiture of acquired overseas subunits, a context where the media play an especially important role of information intermediary due to firms' lack of information about host countries. We hypothesize that the negativity of news sentiments regarding a host-country's environmental, social, and governance issues increase the divestiture hazard. Furthermore, we incorporate a moderator of subunit power exemplified as corporate entrepreneurship activities carried out by the subunit. We argue that stronger subunit power weakens the positive effects of media negativity. This study advances the understanding of media's impact on firms' strategic decisions and contributes to divestiture literature and corporate entrepreneurship literature.

Paper is NOT Available. Please contact the author(s).

IM: **Sociocultural Responses to COVID-19 and Their Consequences for International Business** →

Author: **Haruo Hagiwara Horaguchi**, *Hosei U.*

This study conducts a factor decomposition of the COVID-19 infection rate and mortality in 44 countries. The international comparison reveals socio-cultural tendencies in infection rate and mortality mapping. Several Latin American and Middle Eastern middle-income countries record similar high mortality rates. In contrast, Western countries, except the United States and Israel, tend to show low mortality rates but high infection rates. With the notable exceptions of the United States and Israel, most Western countries are mapped in this cluster. In these countries, regulating people's behavior may be difficult, but it may be possible to perform a sufficient number of PCR tests to check for positives. Several Asian countries are located in a cluster of low infection and either very low or quite low mortality rates.

Paper is Available to Meeting Registrants Only.

IM: **The sharing economy: A critical review and research agenda** → 📖 🖱️

Author: **Patcharapar Rojanakit**, *Queensland U. of Technology*
Author: **Rui Torres de Oliveira**, *Queensland U. of Technology*

Sharing economy businesses do not consistently experience favourable outcomes among different geographical regions, regardless of their emergence globally. Additionally, since the sharing economy is considered a contemporary business mechanism, unlike the traditional business model, there is a lack of constructive business frameworks for sharing economy business to contemplate in order to maintain or advance their business operations. Accordingly, our study provides a comprehensive systematic review of the relevant sharing economy literature to determine influential factors and their impacts on sharing economy business performance. Our findings suggest a diverse context classification and research trend within the existing sharing economy literature and, thereby, we conceptualise a sharing economy epistemology to enhance comprehension of the different forces and mechanisms in place. With that, we develop a conceptual model based on the strategy and institutional literature where we uncover differences for emerging markets. Finally, we suggest a future research framework for the sharing economy field.

Paper is Available to Meeting Registrants Only.

IM: **The End of Globalization? U.S. Antitrust Enforcement After the Global Financial Crisis** → 📖

Author: **Nan Zhang**, *California State U. Stanislaus*

In the years subsequent to the global financial crisis of 2008, there has been growing skepticism with respect to the unmitigated benefits of globalization. The deterrence effect of antitrust enforcement on foreign investments suggests that increased enforcement would lead to backlashes against globalization, which is also called "de-globalization." This study examines how antitrust enforcement has changed after the global financial crisis of 2008. I posit that the strictness of antitrust has increased in the post-financial-crisis years, suggesting that antitrust policy in the contemporary cross-national context for global business has partly contributed to the de-globalization. I find U.S. antitrust enforcement is characterized by higher degrees of scrutiny in the years after the global financial crisis (i.e., the age of global skepticism). Specifically, U.S. antitrust generally becomes stricter when (1) economic downturns are manifest in the economy; (2) antitrust officials are unencumbered by a wave of transaction activity; and (3) the Presidency resides with the Democratic Party.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

📖 Teaching-oriented 🖱️ Practice-oriented → International-oriented 📖 Theme-oriented 📖 Research-oriented 🖱️ Diversity-oriented
🏆 Selected as a Best Paper

Global Teams and HR Issues

This session addresses topics related to global teams and other HR issues in international management. It includes three papers that address issues related to various aspects related to performance in global virtual and multinational teams. Additional papers examine the impact of international experience on individual-level outcomes and self-initiated expatriation.

IM: The Holy Grail in Global Virtual Teams: The Mediating Role of Satisfaction on Performance Outcomes

Author: **Katharina Gilli**, *Free U. Bozen, Bolzano*
Author: **Valerio Veglio**, *Free U. of Bozen, Bozen*
Author: **Marjaana Gunkel**, *Free U. of Bozen-Bolzano*
Author: **Vas Taras**, *U. of North Carolina, Greensboro*

Even though the satisfaction-performance relationship has been well-established in the context of traditional face-to-face teams, prior research has largely overlooked the global virtual teams (GVTs) context. As the COVID-19 pandemic has given virtual teams a further boost and increased their relevance, it is unclear whether or not findings based on traditional teams are generalizable to GVTs. Our multi-level analysis based on a sample of over 2,700 participants working in 680 teams examines the relation between satisfaction and both, individual and team performance in GVTs. Using multi-level modeling, we demonstrate the mediating role of satisfaction between various antecedents of individual as well as team satisfaction and performance in GVTs. We discuss the implications of our findings for both research and practice.

Paper is Available to Meeting Registrants Only.

IM: Leaders' Cultural Gap Bridging Behaviors and Subordinates' Work Engagement in Multinational Teams

Author: **Andreas Stefan Hundscheil**, *LMU Munich*
Author: **Julia Backmann**, *U. College Dublin*
Author: **Amy Wei Tian**, *Curtin Business School*
Author: **Martin Hoegl**, *LMU Munich*

The effect of leadership in multinational teams on individuals remains underdeveloped. Based on the self-concept theory, our study investigates how subordinates' work engagement is influenced by their perception of leader's cultural gap bridging (i.e., CGB) behaviors, aiming at facilitating intercultural collaboration in multinational teams. Specifically, we draw on a quantitative, two-wave individual-level study with 280 employees working in multinational teams. Our results reveal that subordinates' perception of leader's CGB behaviors enhanced their work engagement, via its effect on their team identification. In addition, the positive indirect effect is contingent on the level of relationship conflict in the multinational teams.

Paper is NOT Available. Please contact the author(s).

IM: Team Dynamics and Performance in Virtual Teams During COVID-19: Does Leadership Structure Matter?

Author: **Leah Katell Grubb**, *U. of North Carolina at Greensboro*
Author: **Yonghong Liu**, *U. of North Carolina, Greensboro*

The COVID-19 pandemic has changed how people interact with each other, especially in the workplace and business settings. Based on a sample of 1,224 self-managed global virtual teams (GVTs) consisting of 4,096 members, we found that compared to the pre-pandemic time, during the pandemic, GVT members experienced decreased team conflict, leading to increased team members' satisfaction and improved team performance. We also found support for the interaction effect between team leadership structure and pandemic condition, such that shared leadership was beneficial before the pandemic but not during. Implications for practice and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

IM: The impact of international experience on individual-level outcomes: A meta-analysis

Author: **Marius Brand**, *WU Vienna U. of Economics and Business*
Author: **Christopher Schlaegel**, *U. of Groningen*
Author: **Gunter Stahl**, *WU Vienna U. of Economics and Business*

This meta-analysis aggregates the insights of 202 studies on the relationships between international experience (IE) and a range of individual-level outcomes including cultural intelligence, cross-cultural adjustment, and work-related satisfaction, performance, and turnover intentions. We provide a conceptual framework to organize the literature, review and integrate existing research on IE-outcome links, explore the impact that different types of IE operationalization and measurement have on the direction and magnitude of effects, and establish the incremental predictive validity of IE beyond commonly used predictors, such as personality traits, general mental ability, and language proficiency. We find that effect sizes are generally small; however, subgroup analyses of different types of IE operationalization and measurement yield substantially larger effect sizes. Additionally, we show incremental predictive validity of IE for more proximal outcomes beyond a set of established predictors. We discuss the implications of our findings for theory development and measurement of IE and offer avenues for future research.

Paper is Available to Meeting Registrants Only.

IM: Self-initiated Expatriation as an Emancipatory act: A Rancièrian Perspective

Author: **Kamila Moulai**, *U. of Louvain Belgium*
Author: **Laurent Taskin**, *Critical Management Studies*

Despite growing scholarly interest in self-initiated expatriates (SIEs), who leave employers at home behind to relocate to a foreign country for a new job, we still know relatively little about how home organization conditions and their perception by SIEs motivate such decisions. We examine this question based on a qualitative analysis of interviews with European SIEs who moved to North America. Using the philosophy of emancipation by Rancière as a sensitizing device, we find that SIEs view their self-initiated expatriation mainly as an act of liberation from constraining orders of evaluation in their home organization. The latter, however, also give meaning to their expatriation going forward as a critical reference for future experiences. Findings have important implications for expatriate research by elaborating on the complex interplay between individual choices and experiences, and organizational contexts.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

International Management Research and Teaching
Collaborations



International Management Research and Teaching

Organizer: **Charles Wankel**, *St. John's U., New York*
Organizer: **Dan Bumblauskas**, *U. of Northern Iowa*
Organizer: **Agata Stanusch**, *Canadian U.-Dubai*
Organizer: **Augustin Suessmair**, *U. of Lueneburg*
Organizer: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Organizer: **Fauzia Jabeen**, *Abu Dhabi U.*
Presenter: **Charles Wankel**, *St. John's U., New York*
Presenter: **Dan Bumblauskas**, *U. of Northern Iowa*
Presenter: **Agata Stanusch**, *Canadian U.-Dubai*
Presenter: **Augustin Suessmair**, *U. of Lueneburg*
Presenter: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Presenter: **Fauzia Jabeen**, *Abu Dhabi U.*
Presenter: **Robert C Myrtle**, *U. of Southern California (USC)*
Presenter: **Limor Kessler Ladelsky**, *The Israeli Academic College, Biu, Michael G. Foster School of Business, UW*
Presenter: **Caren Weinberg**, *Ruppin Academic Center*
Presenter: **Hamid H. Kazeroony**, *NWU S. Africa*
Presenter: **Ezaz Ahmed**, *Columbia College*
Presenter: **Peter Odrakiewicz**, *Global Partnership Management Institute and GSW Milenium U.*
Presenter: **David Odrakiewicz**, *Global Partnership Management Institute*
Presenter: **Alina Kozarkiewicz**, *AGH U. of Science and Technology*
Presenter: **Elza Fátima Rosa Veloso**, *FIA Business School*
Presenter: **Leonardo Nelmi Trevisan**, *Pontificia U. Católica de São Paulo*
Presenter: **Abraham Stefanidis**, *St. John's U., New York*
Presenter: **Jaime Andrés Bayona**, *Pontificia U. Javeriana*
Presenter: **Marie-Therese Claes**, *WU Vienna U. of Economics and Business*
Presenter: **Raquel Antolin-Lopez**, *U. of Almeria*
Presenter: **Marjorie L McInerney**, *Marshall U.*
Presenter: **Hee Jin Park**, *Yonsei U.*
Presenter: **Vincent Amooti Bagire**, *Makerere U. Business School*
Presenter: **Runolfur Smari Steinthorsson**, *U. of Iceland*
Presenter: **Ilya Okhmatovskiy**, *Nova SBE, U. Nova de Lisboa*
Presenter: **Nadir Ali Kolachi**, *U. of Fujairah, UAE*
Presenter: **Rico Baldegger**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*
Presenter: **Constantine Kontoghiorghes**, *Cyprus U. of Technology*
Presenter: **Bella Galperin**, *U. of Tampa*
Presenter: **Betty Jane Punnett**, *U. of the West Indies*
Presenter: **Iveta Ludviga**, *RISEBA U. of Business Arts and Technologies*
Presenter: **Czeslaw Mesjasz**, *Cracow U. of Economics*
Presenter: **Cristina Marie Giannantonio**, *Chapman U.*
Presenter: **Amy Hurley-Hanson**, *Chapman U.*
Presenter: **Amy Jane Griffiths**, *Chapman U.*
Presenter: **Hsu O'Keefe**, *Pace U.*
Presenter: **Wolfgang Amann**, *HEC Paris*
Presenter: **Mohammad Ali**, *AIUB*
Presenter: **Adela Jana McMurray**, *Flinders U.*
Presenter: **A Ahad M Osman-Gani**, *INCEIF Global U.*
Presenter: **Nasima Mohamed Hoosen Carrim**, *GDO*
Presenter: **Amelia N. Indrajaya**, *IPMI International Business School, Jakarta, (sekolah Tinggi Manajemen Ipmi)*
Presenter: **Imane Loukili**, *UM6P (U. Mohammed VI polytechnique)*
Presenter: **Nisrine Tahri**, *UM6P (U. Mohammed VI polytechnique)*
Presenter: **Ricardo Cosio Borda**, *U. Autónoma del Perú*
Presenter: **Rosa Larrea**, *N/A*
Presenter: **William H. A. Johnson**, *Pennsylvania State U.*
Presenter: **Chris Long**, *St. John's U., New York*
Presenter: **Neusa Santos**, *PUCSP*
Presenter: **Detelin S. Elenkov**, *Saint Joseph's College*

The Building Meaningful International Collaborations PDW is intended to foster and create new rich collaborations with colleagues around the world through sharing experiences and best practices of international research and teaching endeavors, with a mind to breaking the barriers associated with the different national and topical locating of colleagues. This session answers the legacy conference theme challenge, "How can the Academy of Management serve the diverse interests of its global membership?" The conference theme statement notes that the Academy aims to "inspire and enable a better world through our scholarship and teaching about management and organizations." This workshop also addresses the 2021 theme of "bringing the manager back in management," from an international perspective. Addressing this with an expansive international exchange is an approach imbued with the spirit of innovation spawned by diversity that the 2020s ought to support, as well as our new virtual collaboration that has emerged during the COVID-19 pandemic throughout the year 2020 and as we enter 2021. Some nations have rich traditions of international collaboration and have many strong centers of research while other countries might have one institution that is the center of international collaboration. In some cases, countries and nations might have several competing centers that dissipate the resources available for such ventures. Bringing together scholars and academics from nations that have been underrepresented in cross-country partnerships with those from well-funded and experienced institutions will enhance our discipline of Management and indeed "bring the manager back in management" as suggested by the 2021 virtual conference theme. The workshop will be focused on collaborations among academicians, their students, NGOs, government institutions, and businesses to open new ways and methods of collaboration among them. It is hoped that these exchanges will lead to future collaborations among the presenters that will be productive and successful both in research as well as in teaching areas.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

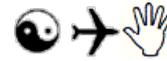


Diversity-oriented



Selected as a Best Paper

**A Grand Challenge None of Us Chose: Succeeding & Failing
against the Pandemic - A Global Perspective**
Covid--A Grand Challenge None of Us Chose



Organizer: **Sonja Sackmann**, *U. Bundeswehr, Munich*
Organizer: **Nancy J. Adler**, *McGill U.*
Panelist: **Nancy J. Adler**, *McGill U.*
Panelist: **Christoph Immanuel Barmeyer**, *U. of Passau*
Panelist: **Cordula Barzantny**, *Toulouse Business School*
Panelist: **Dan V. Caprar**, *U. Of Sydney*
Panelist: **Christof Miska**, *WU Vienna U. of Economics and Business*
Panelist: **Fiona Moore**, *U. of London*
Panelist: **Sun Hyun Park**, *Seoul National U.*
Panelist: **Sonja Sackmann**, *U. Bundeswehr, Munich*
Panelist: **Anne-Marie Soderberg**, *Copenhagen Business School, Denmark*

The Covid pandemic and its related economic meltdown and social unrest has challenged most countries, their societies, institutions, organizations, and individuals. Focusing on both more and less successful country-specific initiatives to fight the pandemic and its consequences, the panel members of this Symposium will explore implications for effective action at the individual, organizational and societal levels. As international / cross-cultural management scholars, the panelists will document actions taken and their various consequences in a wide range of countries around the globe (including Austria, Australia, Canada, Denmark, France, Germany, New Zealand, South Korea, Sweden, Switzerland, UK, and USA). Informed by a cross-cultural lens, the panelists' opening statements will set the stage for a dialogue to explore such urgent questions as: What is most important for leaders, scholars, and organizations to learn from dealing with critical, life-threatening, society-encompassing ongoing crises? How do leaders build and maintain trust? What kinds of communication have been most effective at various stages of the crisis? How can we accelerate learning processes for effective action? How does cultural resilience emerge within a rapidly changing environment of fear, shifting cultural norms, and challenges to core identity? This dialogue will enable us to learn from each other and begin to discover novel and more successful approaches to tackling grand challenges.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Assessment: Grading, Instructing and Learning

MED: The Gradeless Paradox: Emancipatory Promises and Constraining Effects of Gradeless Learning

Author: **Annette Kjaergaard**, *Copenhagen Business School*
Author: **Elisabeth Naima Mikkelsen**, *Copenhagen Business School*
Author: **Julie Buhl-Wiggers**, *Copenhagen Business School*

This article offers a novel perspective on the role of grades in business education by examining opportunities and challenges arising from gradeless learning. The negative implications of grades for students' approach to learning and well-being have spurred interest in gradeless learning in higher education, with current literature focusing primarily on positive outcomes for students such as the advancement of student learning, reduction of stress, increased motivation, and enhanced performance. We present a mixed-methods case study of the experiences of Danish business school students exposed to gradeless learning in a first-year undergraduate program in which all grades were substituted with pass/fail and feedback. Contrary to previous research, gradeless learning did not influence stress levels and performance. However, our qualitative data show that students experienced learning without grades with ambivalence: Although gradeless learning was associated with less pressure, higher motivation, and more collaborative learning, it engendered a feeling of identity loss and created uncertainty about own performance and future opportunities. We explore these dynamics by applying the notion of identity work in transitions as an original and fertile perspective from which to study students' ambivalent experiences of both the emancipatory and constraining effects from gradeless learning.

Paper is Available to Meeting Registrants Only.

MED: We Can Work it Out: Faculty Interpretation of Student Evaluations of Teaching

Author: **Gilberto Sarfati**, *FGV-EAESP*

Despite previous literature strongly criticizing the use of student evaluations of teaching (SETs), it is unlikely that the frequency of SETs will be decreased for university instructors. However, little attention has been given to how we can make SETs work as a tool for improving teaching effectiveness. This research explores how faculty members of a large professional master's program in Brazil interpret the summative and formative results of their SETs. The findings show that formative comments combined with summative scores are effective in improving classes. It also shows that faculty critically assess students' feedback by disregarding emotional positive and negative comments and looking for suggestions in comments. Less effective instructors have difficulty interpreting feedback and tend to attribute their performance to nonresponse bias. This research contributes to the SET literature by showing that a combination of formative and summative questions can be effective in improving teaching quality but that some instructors may need support in interpreting SET results to change their teaching.

Paper is NOT Available. Please contact the author(s).

MED: Measuring the Cross-Functional Integration Skills of Business Majors

Author: **Danuse Bement**, *Texas A&M U.*
Author: **Derrick ED'Souza**, *U. of North Texas*

As organizations strive to integrate processes to streamline operations and enhance performance, the demand has grown for employees, including new hires, that espouse cross-functional integration skills. However, evidence from the popular press indicates that organizations struggle to hire capable new business graduates. This suggests that despite well-intended efforts, undergraduate business programs may not be providing their students with adequate levels of these skills. We posit that the lack of research related to understanding and addressing cross-functional integration skills have contributed to this gap. To help address this disparity, we adapt and validate an instrument to measure the cross-functional integration skills of undergraduate business majors. The instrument is the first to offer business school administrators the opportunity to map the deliverables of their undergraduate business programs on three CFI skill dimensions: cross-functional collaboration, cross-functional coordination, and cross-functional communication, and to use the information to enhance their programs.

Paper is NOT Available. Please contact the author(s).

MED: Why Do Students Stay? How Embeddedness Influences Business Student Retention and Performance

Author: **Tyler Burch**, *Idaho State U.*
Author: **Neil Michael Tocher**, *Idaho State U.*
Author: **Gregory B Murphy**, *Idaho State U.*

Two decades of research finds that embeddedness consistently predicts employee retention and performance. Although colleges of business are very interested in student retention and performance, the embeddedness construct has not been researched in the academic context. The present paper examined the embeddedness student outcome relationship in a college of business at a western university. Study findings suggest that more embedded students perform better academically and have higher retention intentions within the college than less embedded students. Results also suggest that the effects of academic embeddedness influence student outcomes indirectly through academic self-efficacy. These results imply that embeddedness should continue to be studied in the academic context and administrators would do well to focus on the question of "why do students stay?" to better understand student outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Coaching: Intentions, Tensions and Interventions

MED: Coaching Context, Coachee Regulatory Focus and Pre-Coaching Motivation: An Experimental Study 

Author: **Gil Bozer**, *Sapir Academic College*
Author: **Marianna Delegach**, *Sapir Academic College*
Author: **Silja Christina Kotte**, *HMKWU. of Applied Sciences Frankfurt*

This study responds to the call for a closer look at the role that contextual and individual factors play in workplace coaching as a context-sensitive intervention. Drawing on and integrating theories of regulatory focus and training we proposed and examined a model that explains the impact of organizational coaching context on coachee pre-coaching motivation using coachee situational regulatory focus as an underlying mechanism. Results of a scenario-based experimental study (N=175) demonstrated that organizational coaching context affects coachees' situational regulatory foci beyond chronic dispositions. Further, the indirect relationship between developmental organizational coaching context and pre-coaching motivation was mediated by coachee situational promotion focus. However, we did not find the hypothesized indirect relationship between remedial organizational coaching context and coachee pre-coaching motivation via coachee situational prevention focus. The study highlights the important role that organizations' management and human resource personnel play in the 'kick-off' of a workplace coaching intervention by shaping the context of coaching assignments prior to coaching. Furthermore, this study emphasizes the importance of including the organization's informal feedback for the employee prior to coaching as a key contractual element that contributes to coachees' pre-coaching motivation. We conclude with implications for future workplace coaching research and practice.

Paper is NOT Available. Please contact the author(s).

MED: What Can the Coach Do: The Role of the Coach's Self-Awareness in Creating a Good Working Alliance

Author: **Bastian Hechenrieder**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Tessa Christina Flatten**, *TU Dortmund U.*

Carolyn Dexter Award Nominee

There is broad evidence that the working alliance is the success factor for coaching effectiveness. However, there is limited knowledge which factors the coach contributes to facilitating the working alliance. Based on automatic and controlled processing theory, we explore the two factors self-awareness and experience with which the coach can drive the working alliance. Automatic processing bears the risk of unreflective behavior. Since self-aware coaches have the ability to suppress or even alter undesired automatic processes, the present study intends to research how a coach's self-awareness relates to the working alliance. Furthermore, the coach's experience is considered as a moderating factor, as it takes a strengthening role in altering automatic reactions. We use a multi-group structural equation model to examine the relationships, allowing a differentiation between the three subdimension of the working alliance: goal, task and bond. The empirical analysis of 225 responses from professional coaches in Germany confirms that a coach's self-awareness is positively related to all three subdimensions. The group comparison with the coaches' experience indicates a significant difference for the relationship between self-awareness and the subdimension working alliance—bond.

Paper is NOT Available. Please contact the author(s).

MED: The Leader as a Coach: A Paradox-based View 

Author: **Udayan Dhar**, *Weatherhead School of Management, Case Western Reserve U.*

Growing emphasis in organizations on reimagining the leader as a coach who prioritizes the development of team members in addition to focusing on task performance often ignores the possibility of emergent tensions in such an approach. Delineating these tensions could help researchers design methodologically rigorous studies on leadership effectiveness, and enable practitioners to train supervisors in the complexities involved in leadership-as-coaching. In this article, I throw light on these nuances by elaborating the learning-related paradoxes that emerge when the organizational leader acts as a coach. I describe five pairs of tensions that emerge in the learning and development of the follower: change and continuity; autonomy and structure; convergence and divergence; short and long-term orientations; and authenticity and social influence. I also explain their bi-directional cognitive, affective, and motivational impacts. Implications for research and practice are discussed.

Paper is NOT Available. Please contact the author(s).

MED: Executive Coaching: Client's Coachability As Requirement For Coaching Effectiveness?

Author: **Julia Peitzmeier**, *Chair for Technology & Management, TU Dortmund U.*

Research surrounding executive coaching is thriving. However, we still lack theoretical underpinning of the mechanisms which explain why coaching works. Scholars have proven that coaching is effective and recently, the coach perspective receives attention. However, coaching is defined as one-on-one interaction between client and coach. Surprisingly, research on what clients contribute remains scarce. This study takes a client perspective to explain how coachability positively influences coaching effectiveness. Drawing upon social exchange theory, we derive intrinsic motivation as client resource. Following self-determination literature, we assess three facets of intrinsic motivation—autonomy, competence, interest—which we hypothesize influence coaching effectiveness positively. We include openness to change as moderator, building upon role theory. Our results support the direct positive association of all facets of intrinsic motivation with coaching effectiveness. Surprisingly, we find no support for the hypothesized positive impact of our moderator, but find openness to change negatively influences the association between autonomy and coaching effectiveness. We are among the first to take the clients perspective and explain motivational client factors to drive coaching effectiveness. By building a theoretical foundation for coaching research, we expand social exchange theory and integrate role theory, allowing to introduce a moderator with solid theoretical underpinning.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Diversity Equity and Inclusion: Narrowing the Opportunity Gap

MED: Exploring gendered attributional disparities in student outcomes: Are universities complicit?  

Author: **Isabel Fischer**, *Isabel.fischer@wbs.ac.uk*
Author: **John Luiz**, *U. of Sussex*

Whereas female students in the UK, on average, outperform their male counterparts academically whilst at university, within five years of graduation a substantial gender pay gap emerges. Various reasons have been put forward for why this may be the case. We seek to contribute towards the understanding of this disparity by focusing on the students' learning whilst at university and ask whether universities are preparing students effectively for the workplace or contributing towards gender inequality through their practices. Underpinned by attribution theory we use a mixed methods approach, combining both quantitative and qualitative aspects, in which we survey and interview 356 generation Z students, faculty and employers to unpack their perceptions of factors contributing towards students' academic and career success. While students stressed the importance of their own agency and the role of organizational and time management skills, employers highlighted skills associated with teamwork, communication, and the role of confidence. The importance of gender differences manifested strongly with both employers and students indicating that female students tend to prioritize planning and organizational skills as a way to compensate for a lack of confidence, rather than being supported in building confidence. This, in turn, affects how female students approach their university and workplace experience. We examine tensions between students, employers and faculty to investigate how universities can play a role in addressing this gendered experience and outcome. We contribute towards the understanding of how Butlerian gender performativity linked to attribution theory manifests in the higher education sector.

Paper is NOT Available. Please contact the author(s).

MED: Affirmative action policy: A longitudinal investigation among socially disadvantaged students  

Author: **Sreelekha Mishra**, *Indian Institute of Management, Rohtak*
Author: **Malvika Nandlal Chhatwani**, *OP Jindal Global U., Haryana*

The affirmative action (AA) policy provides admission opportunities to socially disadvantaged students in academic institutes by reducing the entry barriers. However, scholarly work investigating these beneficiaries' performance after they get admitted to academic institutions is relatively scarce. Borrowing from cultural adaptation theory, we examined AA beneficiaries' academic performance over time. We further examined whether ascribed (parental income) and acquired status (work experience) influence AA beneficiaries' academic performance. Our findings indicate that AA beneficiaries belonging to low parental income groups consistently perform better in academics. Besides, AA beneficiaries with work experience demonstrate better academic performance over time. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

MED: Equity, Equality and Digital Inclusion: Evidence of practice from an Australian University  

Author: **Geraldine Hardie**, *U. of Wollongong*
Author: **Mario Fernando**, *U. of Wollongong*
Author: **Jan Turbill**, *U. of Wollongong*

The pandemic caused by COVID-19 has created unprecedented and irreversible changes to higher education. It has put more pressure on universities to ensure continuation of learning in a remote mode. This paper reports on the experiences of undergraduate students and key staff in relation to digital inclusion in an Australian university. We conducted twenty-three interviews with learning and development specialists, librarians, information technology specialists, peer support leaders, course coordinators, teaching staff and undergraduate students. All participants were asked to describe their understanding of digital inclusion policies. Key staff members were asked for their understanding of equity and equality and how these were operationalized to ensure digital inclusion. The in-depth interviews were supported with documentary sources both internal and external to the university. The two main findings of this research are that digital inclusion policies must be communicated clearly and then linked specifically to equity or equality goals to ensure that digital literacy is achieved. The global pivot to remote work, learning and education has highlighted the importance of access and use of technology to bridge the gap caused by digital exclusion.

Paper is NOT Available. Please contact the author(s).

MED: Drones and Decisionmakers: The Paradox of Undergraduate Education for Business in the U.S.  

Author: **Sarah Stookey**, *Central Connecticut State U.*

Addressing social and planetary crisis requires altering current business practices and deploying the best possible problem-solving capabilities. Yet, in the United States the system of undergraduate education undermines the needed response. Lower income students who have the most direct experience with business and its impact on society are often educated to function as minimally influential "drones," in overtly practical, results-oriented programs (often at public institutions). Higher income students with the least direct familiarity with business are educated in elite, usually private, liberal arts colleges that emphasize interdisciplinary connections and critical thinking to be "decision-makers". This paper describes the historical roots and current characteristics of a segregated educational system—one based on economic and social privilege rather than talent or ability—and suggests possible changes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Frameworks for Curriculum and Experiential Learning

MED: Creating effective online modules using the cognitive theory of multimedia learning  

Author: **Thomas Cavanagh**, *Dominican U. of California*
Author: **Kurt Kraiger**, *U. of Memphis*
Author: **Janet M. Peters**, *Colorado State U.*

In response to the COVID-19 pandemic and associated shutdowns, many universities were forced to pivot to online learning in the spring of 2020. Although abrupt, this pivot creates opportunities for both learners and instructors. This article provides practical advice to educators and instructional designers regarding how to create effective online learning modules using principles derived from the Cognitive Theory of Multimedia Learning. Specifically, we discuss how instructors can utilize advance organizers, concise narrated animations, segmenting, interpolated questions, and learner control to facilitate learning.

Paper is Available to Meeting Registrants Only.

MED: Teaching and Learning Complex Reasoning: An Integrative Framework

Author: **Andrea Montefusco**, *LUISS Business School*
Author: **Federica Angeli**, *U. of York Management School*

Despite the increasing calls for embedding complexity theory and system thinking in business and management research and education, scholarly work and educational curricula adopting complex reasoning are still very sparse. This conceptual article aims to propel this line of research and education by developing an integrated framework for teaching and learning of complex reasoning. The model highlights several cognitive challenges underpinning the adoption of complexity thinking, such as the tendency to simplify reductionist thinking, the counterintuitiveness of complex systems' behavior, the continuous evolution of complex systems, and the difficulty of updating cognitive frames, and the tendency towards immediate decision-making. Given such challenges, we argue for the need for dynamic preparedness as a core competence for embedding complex reasoning in research and practice. Based on complexity's threshold concepts, namely non-linearity, feedback loops, system delays, systems' dependency on initial conditions, and multiple interactions, we argue how dynamic preparedness can be developed through an inductive, situated educational approach, which trains intuition to sensemaking and towards the recognition of boundary conditions of simplified models. The proposed framework provides a timely contribution to complexity research and complex reasoning education in management and policy, particularly crucial to prevent and mitigate future systemic shocks.

Paper is Available to Meeting Registrants Only.

MED: A Principled Discussion: Is the P-O-L-C Framework Still Relevant?   

Author: **Jason Fertig**, *U. of Southern Indiana*
Author: **Meg Joseph**, *Fashion Institute of Technology*

There is considerable diversity in the required cornerstone management course for all undergraduate business majors within the curricula of accredited business schools. Most notably, many schools do not require students to take a Principles of Management course, even though the four principles of Planning, Organizing, Leading, and Controlling are said to anchor the discipline and are the basis for Principles texts. If schools are not requiring a Principles course, what management course do they require for all business students? In this paper, we first aim to provide some historical background on the "Principles of Management." We then discuss how the debate between management relevance and rigor needs to include students as stakeholders. Next, we provide data on management course offerings from a sample of 114 AACSB-accredited schools to support the notion of heterogeneous cornerstone course offerings. Less than half of the sampled schools offered a required Principles of Management course, with many choosing to require Organizational Behavior or another "craft course" in management. Finally, we will provide some suggestions for synergies in management education without seeking resolution to the theoretical debates over rigor vs. relevance.

Paper is Available to Meeting Registrants Only.

MED: Dialogue in Management Education : A Conceptual Framework and Operationalization   

Author: **Varun Elembilassery**, *Indian Institute of Management Ranchi*
Author: **Shreyashi Chakraborty**, *XLRI-Xavier School of Management*

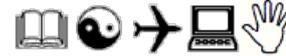
The collective experience of a management classroom has a huge potential for learning and development, which may not be necessarily harnessed by the dominant pedagogical method of problem-based learning. Experience-based learning allows the individual to not only focus on the problem at hand but also facilitates interaction with the self and the world and requires dialogue for expression and for the creation of shared meanings. The dialogic approach, a tool for experience-based learning, incorporates reflective, appreciative, and generative dialogue. The paper proposes a framework for operationalizing and delivering the dialogic approach in a management classroom to attain the objectives of self-awareness based development and realization of student potential.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Cross-Cultural Institutional and Student Perspectives on Management Education



MED: Embracing paradigmatic change among LATAM business leaders. Implications for sustainability education  

Author: **Maria Jose Murcia**, *IAE Business School - Argentina*
Author: **Pilar Acosta**, *U. Icesi*
Author: **Fernanda Tomaselli**, *U. of British Columbia*

Drawing on the psychology theory and empirical findings, this study examines the perceptions of future business leaders in Latin America (henceforth, LATAM) about alternative economic paradigms not based on indefinite economic growth (i.e., post-growth paradigms). Based on a survey among 186 MBA students from six LATAM countries (Argentina, Chile, Ecuador, México, Peru, and Uruguay), this study finds evidence of both justification of the dubbed “growth ideology” and signs of critique or the ambivalence about the role of economic growth in enhancing environmental sustainability and societal well-being. This study contends that the current signs of cognitive dissonance among participants expand opportunities for cognitive change to embrace discussions about alternative modes of sustainable development. We discuss the implications of our findings for management and sustainability education.

Paper is Available to Meeting Registrants Only.

MED: The hierarchic isomorphic pressures facing Latin American B-schools 

Author: **Fernando A R Serra**, *U. Nove de Julho - UNINOVE - São Paulo*
Author: **Isabel Cristina Scafuto**, *U. Nove de Julho - UNINOVE - São Paulo*
Author: **Jacob Eisenberg**, *UCD*

The intention behind this work was to understand the interaction among isomorphic pressures that affect the decisions of Business Schools managers who participate in the America Economia Ranking (AER), an emerging market ranking. Data was collected through 19 semi-structured in-depth interviews with managers from X countries. Results indicate that the coercive pressures that originate from rankings and accreditations and influence B-Schools relation to rankings are hierarchical in nature. We propose a situational model that indicates that the sources of the mimetic pressure stem from participation in accreditation forums, associations, and other meetings, as well as the debate on the best practices and contact with B-Schools with the best reputations in the AER. This study contributes to the literature on the institutional view on B-Schools considering emerging market HEI rankings, given that B-Schools are placed under strong institutional pressures, which are discussed with implications drawn both for the Latin American setting as well as for HE environments in other emerging economies.

Paper is Available to Meeting Registrants Only.

MED: A Cross-national Study of International Students' experiences 

Author: **Juana Du**, *Royal Roads U.*
Author: **Rong Wang**, *U. of Kentucky*
Author: **Michal Wilczewski**, *U. of Warsaw*
Author: **Sheila M. Puffer**, *Northeastern U.*
Author: **Terence Mughan**, *RRU.*
Author: **Mary Vigier**, *ESC Clermont Graduate School of Management*

This study examined cross-cultural adaptation experiences of international students from non-English speaking countries studying in English-taught programs in Europe and the United States. Based on the integrative theory of cross-cultural adaptation (Kim, 1988, 2001, 2005), this study examined the positive impact of communication engagement, interaction and general adjustment, and psychological well-being on general satisfaction. We conducted a survey of international students studying in ten universities in Poland, Denmark, Germany, France, Finland and the U.S. A total of 916 international students were selected as the sample for this analysis. This study found that social interaction with local peers in the host culture is a driver for international students to adapt as they are facing a high level of challenges and stress. The research findings contribute to the contradictory viewpoints on the role of communication with co-ethnics in the host cultural environment, finding a significant positive impact of host interpersonal communication, rather than ethnic interpersonal communication, on general satisfaction. Additionally, the results support studies on the multidimensional construct of adjustment by providing empirical evidence of international students, and testify the mediating role of interaction adjustment on student satisfaction. This study has several practical and policy implications to create a diverse and multicultural campus.

Paper is Available to Meeting Registrants Only.

MED: Decolonizing the Business Case Study 

Author: **Dara Kelly**, *Simon Fraser U.*
Author: **Magnolia Perron**, *U. of Victoria*
Author: **Jordyn Hrenyk**, *Beedie School of Business Simon Fraser U.*
Author: **Candice Day**, *Simon Fraser U.*
Author: **Carnation Zhuwaki**, *Pamooja Capacity Builders Inc*

Business education needs to be decolonized. The teaching case is at the heart of contemporary business school pedagogy. However, case studies rarely reflect Indigenous business values or practices. In this paper, we argue that Indigenous ontologies, epistemologies, and axiologies need to be integrated into mainstream business school curricula and that this can be accomplished through a case writing methodology grounded in Indigenous research methods. We scrutinize the lack of Indigenous-focused business cases currently available, as well as describe some of the most important initiatives to date that attempt to address this gap. It is our hope that business scholars and researchers alike will have a deeper understanding of the need for inclusion and decolonization of business school curricula.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Leadership: Intentions, Interventions and Tensions



MED: Do Creativity, Risk-Taking Propensity, and Locus of Control Drive Entrepreneurial Intentions?

Author: **John James Cater**, *U. of Texas at Tyler*
Author: **Marilyn Young**, *U. of Texas at Tyler*
Author: **Kevin James**, *U. of Texas at Tyler*

Using the theoretical lens of the theory of planned behavior, we investigated the effect of the personality factors, risk-taking, creativity, and locus of control, on the entrepreneurial intentions of U.S. business college students. We performed a quantitative survey of 353 students, comparing those with entrepreneurial intentions (n=213) versus those without entrepreneurial intentions (n=140). Our results indicated that risk-taking and creativity both significantly and positively predicted entrepreneurial intentions, but locus of control did not have a significant impact. Contextually, this study was performed during the widespread complications of the Covid-19 pandemic. In response to the heightened interest in entrepreneurship brought on by the pandemic, we advise management educators to pursue programs that encourage student entrepreneurship by fostering creativity and providing educational resources that help students reduce the perceived risk of starting their own businesses.

Paper is Available to Meeting Registrants Only.

MED: Navigating Dynamic Tensions: A Social Network Framework for Leadership Development

Author: **Kate Elgayeva**, *U. of Minnesota, Duluth*

Leadership development trajectories among women in higher education leadership are permeated with a multitude of dynamic tensions. Paving the way to advancement, dynamic tensions encompass perpetual 'holding' patterns of enabling and constraining forces on the path to development. What frames the continuum of these bidirectional forces is the social context of institutions and organizations as systems of interdependent social interactions. In other words, institutions and organizations are imbued with the sociality of (1) cognitive-affective schemas, (2) dynamics of relational exchange, and (3) innerworkings of structural coordination among collectives. The multilevel interplay between these three domains is activated within channels of interactions – the visible and invisible social networks weaved into the fabric of social systems. At the intersection of these domains in social networks is social capital. Social capital mobilized within social networks can cast light on salient pathways to leadership development. Yet even when illuminated, such pathways are nonlinear, since the bidirectional forces within social networks introduce dynamic tensions into the scope of developmental trajectories. How can women in higher education leadership navigate the dynamic tensions in social networks and mobilize social capital to develop leadership capacity? Drawing on social cognitive and social exchange theories, I explore this question by delineating a conceptual framework that captures the multilevel context of enabling and constraining forces on the path to leadership development. In doing so, I offer a developmental roadmap for women in higher education leadership that articulates tensions in aims, values, and expectations driving individual and collective action.

Paper is Available to Meeting Registrants Only.

MED: Impact of Leadership Academy on the Transformational and Servant Leadership Development of Students

Author: **Alaba Apesin**, *Saint Michael's College*
Author: **Paul Olsen**, *Saint Michael's College*

This 3-phased longitudinal study assesses the impact of the leadership academy (a structured training invention), implemented by the athletics department of a private liberal art college, on the leadership development of student-athletes. The academy employs the Team Captain's Leadership Manual designed by Jeff Janssen (2014), which used transformational and servant leadership models to guide the development participants to be effective leaders. Data was collected from student-athletes who participated in the academy (experimental group) and those who did not participate (control group). A Multilevel Linear Model (MLM) analysis was conducted to assess and compare the leadership development trajectories of the two groups. This involved using a two level-hierarchy in which the leadership development outcomes at multiple phases (level 1 variable) were nested within student-athletes (level 2 variable) and the dummy variable for participation in leadership academy (participation = 1, non-participation = 0) was inputted as level 2 predictor. Findings indicate a significant positive relationship between the number of phases and the leadership outcome of the student-athletes. It also shows that participation in the leadership academy positively influences their transformational and servant leadership development more significantly than non-participation.

Paper is Available to Meeting Registrants Only.

MED: Leadership Complexity Capacity: A Leadership Development Perspective of Intentional Tension

Author: **Stephanie Thomas Solansky**, *Texas State U.*
Author: **Tammy Elizabeth Beck**, *U. of Nebraska, Lincoln*

The purpose of this paper is to propose a new leadership development framework that is focused on the leader's ability to manage and understand the role of complexity in organizational systems. We refer to this ability to manage complexity within systems as leadership complexity capacity (LCC). The LCC development approach considers how the leadership process can serve as tension and enact tensions within a system. In doing so, leader and leadership development is examined through a complexity leadership theoretical perspective. As a result, the leadership function is positioned as a paradox of serving as either a stabilizing or destabilizing tension on the system that enables the system to reach and remain in a region of effective organizing while avoiding the anchor points of dysfunctional equilibrium and chaos. The premise is that developing leaders to know when and how to serve as an intentional tension on a system is important in organizational effectiveness. This paper contributes a different perspective of leadership development by demonstrating how the leadership process can be enacted and engaged for the purposes of creating complexity capacity. The perspective proposed considers the development of the leader and the leadership process as both are necessary for effective leadership functioning and reinforce each other to maintain a system in the region of effective organizing.

Paper is Available to Meeting Registrants Only.

Author: **Ibiyemi Omeihe**, *U. of the West of Scotland*

Author: **Kingsley O. Omeihe**, *U. of Aberdeen*

Author: **Christian Harrison**, *U. of the West of Scotland*

This fragility of organisations, institutions, and society has been exposed by the context of the COVID 19 pandemic. This has necessitated the demand for new leadership that will drive to improve and develop institutions and enterprises. This paper examines authentic leadership, highlighting the complexity and problematic nature of the construct. The rise and the acceptance of this construct are explored as well as its inability to advance beyond the current conceptualisation. Though, the importance of this leadership approach has been affirmed by scholars; with positive organisational outcomes linked to this leadership approach. Scholars are yet to chart the path that provides a second chance for leaders; that is enabling inauthentic leaders to become authentic and be perceived as such by their followers. This paper contributes to the literature on authentic leadership theory by proposing the authentic leadership plumb line and its role in the resurgence of authentic leadership within organisations. This paper concludes that authentic leadership should be adopted within organisations during crises as it facilitates the alignment of the leader-follower interaction.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Teaching and Learning with Teams

MED: **Chartering the Course in Team-Based Projects: Do Team Charters Affect Performance in GVTs?**    

Author: **William H. A. Johnson**, *Pennsylvania State U.*

Author: **David Scott Baker**, -

Author: **Longzhu Dong**, *U. of Wisconsin, Eau Claire*

Author: **Charles Wankel**, *St. John's U., New York*

We conducted an experiment using 1,891 student teams that completed an eight-week international business consulting project. Half of the teams were instructed to develop a team charter, while the other half were not. Teams with charters saw improved process performance metrics, but only at the forming stage of team development, and reported higher conflict levels. However, more conflict did not negatively affect peer evaluations or team output quality, suggesting that such conflict was not entirely negative. Team charter was not directly associated with output quality. However, team national diversity moderated the creativity of the project output such that high-diversity teams benefited from charter use in producing a more creative team output. These findings suggest team charters may initially aid process improvement but not necessarily the quality of the output. We hypothesize that the difference between the two groups studied is essentially one of formal written versus informal psychological contracting, which provides for equifinality in performance over the lifecycle of a project. The study contributes to the theory on team charters, particularly with respect to formal versus informal psychological contracting within the context of global virtual teams. The implications for the use of charters in team-based projects are discussed.

Paper is NOT Available. Please contact the author(s).

MED: **Collaboration for Leadership and Academic Performance: Empirical Exploration of Team-Based Learning**  

Author: **Anjali Chaudhry**, *Dominican U.*

There has been a great deal of interest among academics and practitioners in collaboration as a mechanism for learning and productivity as well as potential to contribute to leadership development. In the spirit of engaging in scholarship of teaching and learning, a study was designed for investigating team-based learning (TBL) as a collaborative learning pedagogy for students' leadership competencies and academic performance. Self and peer assessments of leadership competencies were collected over two time-periods from management students of a small private university in the US Midwest. Ratings of the four leadership competencies- self-confidence, self-management, behavioral flexibility, and interpersonal understanding- were higher at Time 2 in comparison to Time 1. T-tests revealed that the improvement in ratings was significant for self-ratings of self-management and behavioral flexibility. Analyses using hierarchical linear modeling showed team membership impacted leadership assessments over time. Furthermore, peer-ratings of all competencies explained significant variance in academic performance. Discussion of the results are presented with the goal of highlighting a path forward for research on leadership development, TBL as a collaborative learning pedagogy, and diversity of students.

Paper is Available to Meeting Registrants Only.

MED: **Dynamic boundaries in virtual student teams: Do we still need team cohesion?** 

Author: **Monika Maslikowska**, *U. della Svizzera Italiana*

Author: **Michael Gibbert**, *U. della Svizzera Italiana*

Distance education is becoming a global phenomenon affecting student teamwork, especially since the recent COVID-19 pandemic outbreak. Nonetheless, research in management education on changes in team cohesion in student teams is still quite limited, and even less is known in the context of dynamic forms of modern virtual team collaboration. In the present study, we address this gap by exploring how dynamic boundaries affect team cohesion. We address this question through a study conducted across two editions of a cross-university course (spring 2018 and 2019). Results from the qualitative triangulated data collected from a multiple holistic case study composed of 11 virtual student teams (65 participants) suggest that in the virtual student teams, dynamic boundaries replace team cohesion with "participant alignment" and have differential effects on this novel concept. Our results contribute to the literature in management education and team dynamics and can be helpful in the academic and management practice, shifting the focus from team cohesion onto participant alignment as a new individual-level multidimensional concept. This could become an important aspect of successful virtual teams operating under the modern dynamic conditions.

Paper is NOT Available. Please contact the author(s).

MED: **Developing Resilience in Diverse Teams: The Role of Resilience-Enhancing Diversity Training (WITHDRAWN)**     

Author: **Ianina Scheuch**, *TU Dresden*

MED Barry Armandi Award for Best Student Paper in Management Education and Development, for the paper submitted by a student or group of students (maximum of ONE non-student, not leading author) that offers the most significant contribution to advance management education and development.
William H. Newman Award Nominee

In today's increasingly complex and turbulent business world, teams in organizations need to develop resilience capabilities. However, until now, there has been only few research on team-resilience capabilities and opportunities for their promotion, especially in diverse teams. This paper aims to narrow this research and analyzes the role of diversity training in developing resilience-related capabilities and thus in unleashing the resilience potential of diverse teams. For this purpose, we use a qualitative research design to compare diverse teams with and without resilience-enhancing diversity training. The results of our video-based analysis show that diversity training has a potential to foster both positive team dynamics and the development of resilience-related capabilities (anticipation, relationship-oriented, and task-related capabilities). In this context, we also observed specific effects of different diversity types (experience, knowledge, and cultural diversity). Based on our in-depth observation, this paper provides first insights on the potential role of resilience-enhancing diversity training, that can be used as a foundation for further research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Mindfulness and Mindsets

MED: **Distanced from Others, Connected to Self: Mindfulness Training Fosters Wellbeing via Authenticity (WITHDRAWN)**    

Author: **Adam Austen Kay**, *U. of Queensland*
Author: **Tarli Young**, *The U. of Queensland*

Management students are experiencing a crisis in wellbeing and educators have a pressing responsibility to help them cope with the stresses of business school under the new realities of physically distanced learning. Amid rapidly growing interest in mindfulness in management education, we examine the effects of a promising new technology for cultivating student wellbeing: online mindfulness training. In investigating whether and how online mindfulness training works, and which students it most benefits, we conducted a large quasi-experiment with a custom-designed active control group and multiple waves of data collected over two semesters of an academic year. Results show that online mindfulness training improved psychological wellbeing by helping students cultivate authenticity, but that such rewards were only realized by those who were relatively high in trait conscientiousness. In presenting our theory and findings, we shed new light on the role of personality in helping management students integrate experiential learning into their sense of self, and we offer novel, practical, and empirically substantiated guidance to management educators on how to help students develop authenticity and psychological wellbeing through an innovative, engaging, and ready-made online solution that requires little extra effort or cost to implement.

Paper is NOT Available. Please contact the author(s).

MED: **Mindful Unlearning in Unprecedented times: Implications for Management and Organizations**

Author: **Mai Chi Vu**, *Newcastle Business School, Northumbria U.*
Author: **Loi Nguyen**, *Metropolitan State U.*

Crises trigger both learning and unlearning at both intra-organizational and inter-organizational levels. This paper stresses the need to facilitate unlearning for effective crisis management and shows how we could use mindfulness practice to enhance unlearning and transformative learning in a crisis. In this study, we propose the conceptualization of mindful unlearning in times of crisis with different mechanisms to foster unlearning in three stages of crisis (pre-crisis, during crisis, and post-crisis). These mechanisms include mindful awareness of impermanent and sensual processing (pre-crisis stage), mindful awareness of interdependence and right intention (crisis management stage), and mindful awareness of transiency and past experiences (post-crisis stage).

Paper is Available to Meeting Registrants Only.

 MED: **Embedding a 'Reflexive Mindset': Lessons from Reconfiguring the Internal Auditing Function** 

Author: **Woon Gan Soh**, *U. of Liverpool Management School*
Author: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*
Author: **Clare Rigg**, *U. of Liverpool Management School*
Author: **Regina F. Bento**, *U. of Baltimore*

Auditors have commonly been perceived as the 'internal policemen' of organizations, primarily because of the application of a compliance-based Internal Auditing approach, coupled with a conformance mindset. This may hinder their effectiveness in auditing 'conduct risk' – i.e., behaviors that would cause problems to consumer protection, market integrity or competition. This paper presents the lessons from an action research inquiry designed to reconfigure the Internal Auditing Function of a branch of a global financial services institution. We explain the process of identifying the deficiencies in the existing compliance-based approach, culminating in the design and implementation of a new conduct-focused approach. We show how cultivating a 'reflexive mindset' becomes a critical catalyst in developing a different internal auditing approach that leads to the identification of misconduct, potential conduct risk and deficiencies in the organization's conduct risk management and governance frameworks. Practising reflexivity fosters a growth orientation and leadership that supersedes the 'conformance mindset'. A 'reflexive mindset' provides auditors with new capabilities to navigate the unknown and deal with the complexities of tensions, dilemmas and paradoxes endemic in organizational life. Perhaps more fundamentally, a 'reflexive mindset' explains how it is possible for the Internal Auditing Function to serve the common good.

Paper is Available to Meeting Registrants Only.

MED: **The emergence of implicit leadership theories in children: An empirical study**  

Author: **Claudia Escobar Vega**, *Deakin U.*
Author: **Jon Billsberry**, *U. of Wollongong*
Author: **John Molineux**, *Deakin U.*

Implicit leadership theories (ILTs) occupy a central position in socially constructed approaches to leadership. They are people's lay theories of leadership that determine whom they perceive as leaders, what behaviors they interpret as those of leaders, and whom they allow to exert influence over them. To date, most research into ILTs has focused on how they present in adults and relatively little research has looked at their development in children, which is an important omission because it is during this early period when future adult conceptualizations of leadership are formed. The scant research that has looked at the development of children's conceptualizations of leadership suggests that ILTs develop in phases (spatio-temporal, functional, socio-emotional, and humanitarian) between the ages of five and twelve. We test whether children's ILTs emerge in such a phase-like manner and how the emerging conceptualizations of leadership relate to those found in adults. Gathering empirical evidence from a sample of 251 children between five and twelve-years-old, we show that the development of ILTs in children maps poorly on to the phase-based model and instead emerges with a functional core upon which perceptual dimensions expand or contract over time. Results also show that the majority of ILTs in children can be assigned to factors known to be present in generic models of adult ILTs and these increasingly coalesce into adult ILT dimensions. By discovering that children's ILTs emerge towards adult ILTs, while becoming increasingly sophisticated, we provide a new angle for scholars addressing leadership development for future generations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Student Stress, Well-being and Identify

MED: Negotiating liminal roles: Analysing the interstructural positionality of management interns

Author: **Farooq Mughal**, *U. of Bath*
Author: **Uzair Shah**, *10824*
Author: **Carolyn Downs**, *Lancaster U. Management School*

Through our narratological approach driven by grounded research, we present a theory of interstructural positionality. In this paper, we explore how management interns experience positional shifts, and in so doing, negotiate the role dynamics of working in a transitory space. Our study contributes to literature on education-to-work transitions by exploring changes in subjective positioning of undergraduate business students during an interstructural journey across domains, i.e. internships, which we consider as a liminal period for students-as-interns that disrupts established patterns of identity and internship work. An inductive analysis of 154 students' year-long reflective diaries, as part of a work placement programme at a UK business school, shows three interstructural positions as a coping mechanism: confused outsiders, regulated adapters and recognized insiders in responding to internship work. Findings also contribute to scholarship on management learning and education by illustrating how business school students learn from liminal role experiences and resolve identity misalignment arising as a result of a break in self-conceptions and internship ideals.

Paper is Available to Meeting Registrants Only.

MED: The Best Intentions: The Curious Effects of Online Wellness Training during COVID-19  

Author: **Fallan Mitchell**, *Ted Rogers School of Management, Ryerson U.*
Author: **Steven Kavaratzis**, *Ted Rogers School of Management, Ryerson U.*
Author: **Ellen Choi**, *Ted Rogers School of Management, Ryerson U.*

Although the shift to online learning has been gaining momentum, the current global pandemic has forced institutions to pivot to virtual learning environments. This pilot study evaluates the efficacy of three permutations of a multi-week wellness intervention on mental health, mindfulness, and loneliness in order to examine the effects of different online learning conditions during COVID-19. Undergraduate students were randomly assigned to one of three conditions manipulating the format through which the training was conducted: 1) asynchronous self-guided sessions, 2) synchronous online sessions with a live facilitator, and 3) a hybrid between asynchronous self-guided sessions and brief synchronous online sessions with a live facilitator. Results suggest that all conditions, despite their synchrony, show changes over time; however, counter to our expectations, participants show decreases in mindfulness, increases in loneliness, and non-significant changes to their mental health. To better understand this surprising finding, we analysed short answer responses to find that as stress increases, wellness training can be perceived as "just another task" that overwhelms rather than reduces experiences of wellbeing. This research underscores the importance of considering contextual factors, like a global pandemic or preferences to value achievement over wellbeing, when making decisions around when and how to implement wellness programs.

Paper is Available to Meeting Registrants Only.

MED: Stress Training in the Classroom: Evidence of Learning Transfer and Gains in Psychological States an

Author: **Carol Flinchbaugh**, *New Mexico State U.*
Author: **Erin Whitney G. Moore**, *Wayne State U.*
Author: **Shammi Gandhi**, *New Mexico State U.*

Stress is ubiquitous in life. Learning effective stress responses is necessary for any life domain. In this study, we attempt to address these concerns to understand how students respond to their learning and use of stress management techniques in the classroom context. We conduct a content analysis of weekly student journal reflections about their use of stress management techniques over 12 weeks. The findings emerge to depict a transfer of training effect that leads to students' improved well-being beyond the classroom into other life domains. Furthermore, our results detail improvements to students' psychological states after using the techniques and how an increased present-focused orientation may enhance student mindfulness. The results suggest that an explicit focus on student stress reduction in the classroom facilitates a transfer of learning that has important implications for how educators can better prepare students for addressing stress in their multiple life experiences.

Paper is NOT Available. Please contact the author(s).

MED: Stress, learning, and psychological well-being: An integrated model

Author: **Gerald Burch**, *Texas A&M U., Commerce*
Author: **Dale Telgenhoff**, *Oakland U.*
Author: **Jana Burch**, *U. of West Florida*
Author: **Nathan Heller**, *Tarleton State U.*

The COVID-19 pandemic has caused colleges and educators to change both curriculum and curriculum delivery models. These sudden changes in instruction, along with obvious external stressors on the students, have brought focus back on the role of stress on student learning and psychological well-being. Previous models of the relationships between these constructs do not incorporate advances in neuroscience, stress, learning, and psychological well-being research. Similarly, these models do not include the interactions between learning performance and psychological well-being. This paper integrates research in each of these fields to propose a more comprehensive model to help reduce student stress, increase learning performance, and improve student psychological well-being. Practical implications for educators and recommendations for future research are included.

Paper is Available to Meeting Registrants Only.

MED: Creating safe spaces: An exploration of dominant and subordinate identity status (WITHDRAWN)

Author: **Holly Slay Ferraro**, *Seattle U.*

Author: **Meredith Flowers Burnett**, *American U.*

Through a qualitative study consisting of 68 undergraduate business students representing both dominant and subordinate identities, we examine how students make meaning of situations where they feel “unsafe”. Participants were primed on the increased occurrence of incidents involving negative comments or behavior about diversity on U.S. college campuses. They were then asked to think about a time when they felt unsafe in a diversity-related situation and to describe the situation and how it made them feel. Next, we conducted a grounded theory qualitative analysis to study participant’s explanations of how those unsafe experiences. Our results reveal that feeling unsafe is triggered by norms violations such as repeated offensive behaviors and comments. Furthermore, we find these triggers are interpreted as identity, contextual, vicarious, and hazardous working-condition threats which lead to affective and self-protective responses. Additionally, we found evidence that members of dominant groups reported vicarious and hazardous working condition threats more frequently than members of subordinate identity groups did. We propose that social identity group status influences interpretations of norm violations and how people make meaning about being unsafe. In the wake of the #BlackLivesMatter and #MeToo movements, our results underscore the practical importance of higher education institutions providing concrete action items to address safety inequities on college campuses and beyond.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Teaching with Cases, Horses and Open Resources

MED: Learning by Analogy: The Case Method in Customized Executive Programs in Latin America   

Author: **Roy Campos**, *U. de Costa Rica*

Author: **Carlos Rodriguez Lluesma**, *IESE Business School*

The Case Method (CM) helps executives develop their problem-solving skills by exposing them to real-life situations, challenging them to look for similarities and differences with respect to their professional contexts. This study seeks to explain how the analogies and metaphors generated by the CM capitalize on the authentic learning of experienced executives in Custom Executive Programs (CEPs). An analogy is an explicit, non-literal comparison between two objects, or sets of objects, that describes their structural, functional, and causal similarities. Our comparative-case study, conducted on nine CEPs across six Latin American countries, seeks to identify the key factors that enable the CM effectiveness in authentic executive learning. Our results suggest that the success of a CEP depends on the dynamics of co-creation between firms and business schools, but also on the creation and use of analogies and metaphors through the CM. Our analysis reveals three critical factors that determine the success or failure of the CM in a CEP: the visualization of analogies and metaphors as an authentic learning tool, its influence on the speed of executives learning, as well as their relevance during the CM delivery.

Paper is Available to Meeting Registrants Only.

MED: Does the Rising Tide of OER Lift All Boats?

Author: **Candice Vander Weerd**, *Cleveland State U.*

While open education resources (OER) have grown in popularity over the last few years, few researchers have considered the benefits of OER adoption beyond student satisfaction and performance. Pursuant to Stakeholder Theory and Expectancy Theory, direct benefits for different stakeholder groups may motivate further OER adoption behavior. Using a quasi-experimental research design, I evaluated the effect of OER adoption on multiple student outcomes, perceptions of instructors, and benefits for higher education institutions. I found student satisfaction, perceptions of quality, and academic dishonesty were significantly related to OER adoption. While relationships to the other outcomes, notably of direct instructor benefits, were not supported, further understanding of how to connect benefits to decision-makers is discussed.

Paper is Available to Meeting Registrants Only.

MED: Equine Facilitated Learning for Enhancing Leadership and Communication Skills   

Author: **Hedwige Serot Almeras**, *U. of St. Gallen*

Author: **Sabrina Bresciani**, *U. of St. Gallen*

Equine facilitated learning (EFL) is an innovative experiential learning method in which horses are utilized for training, creating a unique environment to practice communication and leadership skills. Organizations are increasingly seeing the need to move away from traditional training approaches and scholars have started to discuss the potential of utilizing horses for practicing communication and leadership skills. Participants do not need to ride horses but rather conduct exercises on the ground, for instance getting a horse to follow a specific path. Unlike humans, horses are not influenced by socio-demographic or corporate hierarchies, and honestly reflect a person ability to lead with their behavior. Theorized benefits, based on evidence from the field of psychotherapy, include higher self-awareness, increased emotional intelligence, better communication effectiveness - nonverbal and emotional - and more authentic and efficient leadership. However, only few empirical studies have investigated these outcomes in the organizational context. This paper aims at contributing to the understanding of this experiential learning method by analyzing the effects of corporate training assisted by horses. For this purpose, a qualitative research design with semi-structured interviews is deployed to explore the impacts of EFL workshops on executives and managers from a variety of organizations who attended programs conducted in four different EFL centers. Findings indicate that participants (aged 28-58), interviewed 1 to 2 years after the EFL training, perceive positive effects at both individual and group level. We propose a comprehensive model of Equine Facilitated Learning which includes three major elements: the context (of interacting with horses in the nature, facilitated by coaches) which influences participants' perceived understanding (specifically, self-awareness, awareness of others, awareness of how to lead) and behavior (non verbal communication, relationship and leadership). A remarkable parallel can be noticed between this emergent threefold model and Bandura's Social Cognitive Theory (1986), suggesting that future empirical studies could find in Social Cognitive Theory an appropriate theoretical grounding.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Teaching with Technology: Simulations, Gaming and Blockchain

MED: Integrating Activity-System Maps and NK Model to Understand Organizations Under Dynamic Environments

Author: **Jiunyan Wu**, *Kansai U.*
Author: **Tomoki Sekiguchi**, *Kyoto U.*

Although scholars have used various pedagogical approaches to address complex business challenges, little research integrates multiple teaching methods to help business students understand how complex organizations perform in turbulent environments. In this article, we propose a framework that integrates the management practice of activity-system maps and the NK computational model. We apply this framework to illustrate the effects of environmental changes on developing organizational performance and the patterns of resilience in organizations. We use two companies—IKEA and MUJI—to demonstrate the application of the framework. The simulations show that, in stable environments, it takes time to realize the performance advantage of both moderate and customer-oriented exploration strategies. However, the simulations also show that turbulent environments help organizations avoid the trap of reaching a sticking point quickly. Moreover, when companies encounter disruptive events, an organizational structure in which operational activities are relatively independent helps buffer shocks and a low-exploration strategy enables the company to return to its original performance level faster than do the other two strategies. Our integrative framework and the examples we use offer experimental and evidence-based insights into building strategic and resilient organizations.

Paper is Available to Meeting Registrants Only.

MED: Creating Gameful Experience as an Innovative Approach in the Digital era

Author: **Mona Höyng**, *U. of Duisburg-Essen*

In the current digitalization era, games have become a crucial new method for digital game-based learning (DGBL) in higher education. Regarding the use of games in DGBL, the development of meaningful learning experiences within games, i.e., gameful experience (GE), among students is decisive, as GE is a necessary precondition determining the effectiveness of games. Therefore, this study provides deeper insights into the GE and empirically investigates the factors creating GE among students. Grounded in the theory of experience, a double-mediation model is developed that considers instructional support, group engagement, and flow as determinants of students' GE. Based on data from 336 students participating in a team-based business simulation game at two universities in Germany, regression-based mediation analysis revealed that instructional support promoted students' GE. However, in this relationship, the interpersonal factor, group engagement, alone did not indirectly create students' GE in terms of absorption and dominance. Instead, the individual factor, flow, mediated the corresponding relationship. Furthermore, group engagement and flow together sequentially double-mediated the relationship between instructional support and GE. Consequently, in the context of DGBL, appropriate instructional support as well as high levels of group engagement and flow are important to create students' GE.

Paper is Available to Meeting Registrants Only.

MED: Blockchain goes to School: A mixed-method investigation to Blockchain adoption in HEIs

Author: **Sushil S. Chaurasia**, *U. of New Brunswick*
Author: **Dhirendra Shukla**, *U. of New Brunswick*
Author: **Natasha Kaul**, *Indira School of Business Studies PGDM*
Author: **Manoj Motiani**, *Indian Institute of Management, Indore*
Author: **Kapil Khandeparkar**, *Goa Institute of Management*

Extant research has established that technology-based innovation can trigger growth, increase productivity, efficiency, and induce better performance. BT can provide a platform for continuous innovation across industries, however, its application specifically in the education industry is still at its nascent stages. The aim of this study is to examine the connection between blockchain and higher education institutions (HEIs) by identifying the key drivers & their significance for adoption of blockchain in HEIs. A mixed-method investigation was carried out by collecting data from one developed country (Canada) and one developing country (India). Study 01 utilized Delphi survey technique to identify critical success factors that are then in Study 02 (Necessary Condition Analysis) was carried out to determine the critical levels that need to be present in order to achieve behavioural intention to adopt blockchain in HEIs. The outcomes indicated a new consideration for the combined role of technology, environment and organizational factors for Blockchain adoption in HEIs. Our analysis revealed that at differing levels, all the three conditions (technology, environment and organizational factors) are necessary for the adoption of blockchain technologies in HEIs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Effectiveness in eLearning: Individual and Contextual Factors

MED: E-Learning System Usability and Learning Outcomes: The role of Teacher Behavior & Online Engagement

Author: **Khalid Dahleez**, Associate Professor of Management, A'Sharqiyah U. - Oman

Author: **Ayman El Saleh**, A'Sharqiyah U., Oman

Author: **Abrar Al Alawi**, A'Sharqiyah U., Oman

Author: **Fadi Fattah**, A'Sharqiyah U., Oman

This research explores the effect of e-learning MOODLE-based system usability on students' learning outcomes with the possible intervening role of teacher's behavior and online engagement. This study is crucially important as it adds to our understanding of the role of e-learning system usability in predicting student outcomes. From practical perspectives, especially during the spread of the COVID-19 pandemic, this study also helps practitioners at private higher education institutions (HEIs) use e-learning systems more efficiently and effectively to improve students' engagement and learning outcomes. In this research work, data were collected from 433 students at different study levels and academic specializations in HEIs in Oman. The data has been analyzed using partial least squares structural equation modeling via Smart-PLS. The findings of this research show that the e-learning system usability affects students' learning outcomes. Moreover, the relationship between these two variables is mediated by teacher behavior and students' online engagement.

Paper is NOT Available. Please contact the author(s).

MED: The Role of Learner Self-efficacy, Instructor Humility and Interaction in Online Business Education

Author: **Yajun Cao**, Guanghua School of Management, Peking U.

Author: **Minya Xu**, Guanghua School of Management, Peking U.

The benefits of learner-instructor interaction are universally recognized in face-to-face educational situations. However, for online education, the capacity for learner-instructor interaction to bring advantages to learners and how to trigger it is an under-explored area. Based on and extending AMO theory, we propose that learner self-efficacy (ability) jointly with instructor humility (opportunity) positively affect learner intrinsic value (motivation) through learner-instructor interaction. A two-round survey study of 125 college students attending business related courses was used to empirically test this mediated moderation model. Theoretical and practical implications as well as limitations and direction for future studies are addressed.

Paper is Available to Meeting Registrants Only.

MED: Narcissism in Cyberspace: Effect of Instructor Narcissism Based on Linguistic Data in Business MOOCs

Author: **Yajun Cao**, Guanghua School of Management, Peking U.

Author: **Minya Xu**, Guanghua School of Management, Peking U.

Existing literature has tended to associate narcissism as a negative personality trait that brings out negative outcomes. In the present study, we investigate and uncover that narcissistic lecturers could be an asset instead of a debt for online videotaped courses. We choose online business courses from Coursera MOOCs to study the effect of narcissism on learners' outcomes and experiences. A linguistic analysis by LIWC was conducted on course scripts and reviews from learners to measure instructor narcissism and student psychological states. We demonstrate that lecturer narcissism leads to less learner negative affect and positively relates to learner self-efficacy, which both subsequently, positively associated with high course ratings. These findings contribute to the online courses and narcissism in cyberspace on both theoretical and practical levels.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Emotional Intelligence, Organizational Identity, and External Shocks



MH: The History of ‘Taylorism’: Generational Conflict, External Shocks and Contested Terrain

Author: **Michael Weatherburn**, *Imperial College London*

Scholarship on management history has reached a stage of maturity where it is now possible to develop periodisation, to refine concepts and meaningfully mesh with organisation studies. This paper extends this work to ‘Taylorism’. Long stated to be identical to ‘scientific management’ this article studies the two terms since the life of F.W. Taylor, recovers five distinct ‘Taylorisms’ from history. Building on related scholarship, it then addresses the issue of whether management scholarship has internally ‘evolved’ over time or whether external shocks such as government intervention, war, organised labor and political activism can take claim for key developments.

Paper is NOT Available. Please contact the author(s).

MH: A History of Emotional Intelligence in Work Settings

Author: **Rebecca DICKASON**, *Gustave Eiffel U.*

Author: **Neal M. Ashkanasy**, *U. of Queensland*

Author: **David Hampton-Musseau**, *U. of Toulouse I, Capitole*

In 2018, the World Economic Forum labeled emotional intelligence one of the “top 10” skills needed to thrive at work in 2020 and beyond. This is especially so in the wake of the Covid-19 pandemic, which will continue to reshape societies and workplaces as we know them. In these turbulent and disruptive times, being emotionally intelligent may prove an asset to maintain trust and creativity, as well as to establish relevant leadership and managerial practices. While imprints of the term can be traced back in time, emotional intelligence has existed, in its modern incarnation, since 1990. In this paper, we explore the history of emotional intelligence: its origins, its underlying theoretical background in research on emotion and general intelligence, the early self-report instruments, the emergence of the ability model of emotional intelligence, and the identification of three distinct “streams” of research in emotional intelligence. This allows us to draw a roadmap for the future and to open new research avenues, particularly considering the challenging times we are all facing. [169 words] (Keywords: emotional intelligence, organizational behavior, history, workplace)

Paper is NOT Available. Please contact the author(s).

MH: Business Internationalization and Co-evolution of Organizational Identities

Author: **Yuki Nakajima**, *Nanzan U.*

Author: **Motohiro Nakauchi**, *Aoyama Gakuin U.*

This paper analyzes the history of Brother Industry Ltd. to propose a new take on the conventional wisdom surrounding the internationalization of Japanese companies—a common understanding that the key factor behind Japanese firms’ successes in establishing an international competitive edge was how the companies’ headquarters in Japan implemented a powerful combination of control and integration over their international distributors and moved up from low-end markets to high-end markets through unyielding technological development. By exploring the case of Brother Industry Ltd., we locate a different path to growth where highly autonomous local subsidiaries sought to remain in low-end markets and thereby helped their companies develop into major enterprises through successive instances of what Clayton M. Christensen defined as “disruptive innovation.” To establish a logical foundation for our argument, we root our approach in examining the conflict and co-evolution that arises between two different organizational identities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Intuition in Organizations: New Applications of Intuition Research
New Applications of Intuition Research



Organizer: **Cinla Akinci**, *U. of St Andrews*
Organizer: **Marta Sinclair**, *Griffith U.*
Participant: **Bianca Steffen**, *U. of Paderborn*
Participant: **Michael Goller**, *U. of Paderborn*
Participant: **Christian Harteis**, *U. of Paderborn*
Participant: **Radu Atanasiu**, *Vrije U. Amsterdam*
Participant: **Christopher Wickert**, *Vrije U. Amsterdam*
Participant: **Leonie Hallo**, *The U. of Adelaide*
Participant: **Tiep Nguyen**, *Ho Chi Minh U. of Transport*
Participant: **Zubairali Shahid**, *Muhammad Ali Jinnah U.*
Participant: **Mahmoud Efatmaneshni**, *U. of South Australia*
Participant: **Lili Mi**, *Griffith U., Brisbane, Australia*
Participant: **Nazim Taskin**, *Bogazici U.*
Participant: **David J. Pauleen**, *Massey U.*
Participant: **Alina Bas**, *U. of Strathclyde Business School*
Participant: **Viktor Dörfler**, *U. of Strathclyde Business School*
Participant: **Nicole Yeung**, *Griffith Business School, Griffith U.*
Participant: **Marta Sinclair**, *Griffith U.*
Participant: **Gerard P. Hodgkinson**, *U. of Manchester*
Participant: **Suzi Elen Ferreira Dias**, *Centro U. FEI*
Participant: **Edson Sadao Iizuka**, *Centro U. FEI*
Participant: **Cinla Akinci**, *U. of St Andrews*
Participant: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*

This symposium aims to outline new applications of intuition research in organizations to mark the 12th year of annual intuition events at AoM. The contribution by Steffen et al. illustrates how training of mental simulation contributes to the development of intuition in crisis response work. Atanasiu and Wickert explore development of intuition by training, focusing on a process to help managers acknowledge and cultivate the use of intuition in decision-making. Hallo et al. highlight the different cultural understandings of intuition between the West and the East regarding decision-making and problem-solving. Mi et al. investigate the configurations of different contextual factors, use of intuitive and rational decision styles, and the impact on decision outcomes. Bas and Dörfler develop the method of intuitive wayfinding by analytical thinkers as an approach to research design. Yeung and Sinclair explore the role of body as an intuitive receptor with a particular focus on sensory perceptions. Antonacopoulou examines intuition by focusing on sensing and sense making through practising sensuousness. Hodgkinson problematizes the concept of collective intuition by examining its construct validity. Finally, Dias et al. address how intuition researchers understand and use intuition in their own work through the dialogic method of inquiry.

A Four-Stage-Model of Mental Simulation

Author: **Bianca Steffen**, *U. of Paderborn*
Author: **Michael Goller**, *U. of Paderborn*
Author: **Christian Harteis**, *U. of Paderborn*

Can We Train Intuition?

Author: **Radu Atanasiu**, *Vrije U. Amsterdam*
Author: **Christopher Wickert**, *Vrije U. Amsterdam*

Cultural Aspects of Intuition

Author: **Leonie Hallo**, *The U. of Adelaide*
Author: **Tiep Nguyen**, *Ho Chi Minh U. of Transport*
Author: **Zubairali Shahid**, *Muhammad Ali Jinnah U.*
Author: **Mahmoud Efatmaneshni**, *U. of South Australia*

Two Minds in One Brain: Contextual Solutions to Strategic Decision-Making

Author: **Lili Mi**, *Griffith U., Brisbane, Australia*
Author: **Nazim Taskin**, *Bogazici U.*
Author: **David J. Pauleen**, *Massey U.*

Intuitive Wayfinding as an Approach to Research Design

Author: **Alina Bas**, *U. of Strathclyde Business School*
Author: **Viktor Dorfler**, *U. of Strathclyde Business School*

The Body as an Intuitive Receptor

Author: **Nicole Yeung**, *Griffith Business School, Griffith U.*
Author: **Marta Sinclair**, *Griffith U.*

Problematizing Collective Intuition

Author: **Gerard P. Hodgkinson**, *U. of Manchester*

How Intuition Researchers Understand Intuition and Challenges to Practice it

Author: **Suzi Elen Ferreira Dias**, *Centro U. FEI*
Author: **Edson Sadao Iizuka**, *Centro U. FEI*
Author: **Marta Sinclair**, *Griffith U.*
Author: **Cinla Akinci**, *U. of St Andrews*

Intuiting Afresh: Activating 'CORE Intelligence'

Author: **Elena P. Antonacopoulou**, *Ivey Business School at Western U., Canada*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1508** | Submission: **10650** | Sponsor(s): (MOC)
Virtual session type: **Asynchronous (On Demand; Not Live)**

Cognition in the Rough (CIR) Workshop

Cognition in the Rough (CIR) Workshop

Organizer: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Organizer: **Sophie Leroy**, *U. of Washington, Bothell*
Facilitator: **Neal M. Ashkanasy**, *U. of Queensland*
Facilitator: **Michelle Andre Barton**, *Johns Hopkins Carey Business School*
Facilitator: **Andrea Casey**, *George Washington U.*
Facilitator: **Marlys K. Christianson**, *U. of Toronto*
Facilitator: **Kevin G. Corley**, *Arizona State U.*
Facilitator: **Erik Ian Dane**, *Washington U. in St. Louis*
Facilitator: **Janet M. Dukerich**, *U. of Texas at Austin*
Facilitator: **Colin Muneo Fisher**, *UCL School of Management*
Facilitator: **Margaret D. Gorman**, *Denison Consulting*
Facilitator: **Gerard P. Hodgkinson**, *U. of Manchester*
Facilitator: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Facilitator: **Theresa K Lant**, *Pace U.*
Facilitator: **Sean Martin**, *U. of Virginia*
Facilitator: **Luis L. Martins**, *U. of Texas at Austin*
Facilitator: **Stephen Mezias**, *INSEAD Abu Dhabi*
Facilitator: **C. Chet Miller**, *U. of Houston*
Facilitator: **Frances J. Milliken**, *New York U.*
Facilitator: **Olivia Amanda O'Neill**, *George Mason U.*
Facilitator: **Kevin W. Rockmann**, *George Mason U.*
Facilitator: **Sim B. Sitkin**, *Duke U.*
Facilitator: **David Sluss**, *Georgia Institute of Technology*
Facilitator: **Subrahmaniam Tangirala**, *U. of Maryland*
Facilitator: **Jeff Thompson**, *Brigham Young U.*

Are you working on cognition-related research? Would you like to discuss your work with major scholars in the field? The 24th Annual Cognition in the Rough (CIR) workshop provides an excellent opportunity to discuss your research in an informal, collegial (virtual) roundtable setting. Each virtual roundtable will have 2 facilitators to give feedback on 3-4 early-stage research papers, allowing plenty of time for discussion. Regardless of whether you are a senior or a more junior researcher, this workshop offers you an invaluable opportunity to receive detailed feedback from scholars who are often editors or on the editorial board of top journals.

Pre-registration and submission of a paper proposal is required for attending this PDW. Please visit <https://moc.aom.org/intherough/cir> for more information on how to submit a proposal for consideration for CIR.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workplace Identity: Novel Perspectives & Investigations

MOC: Limbo and Diremption: Exploring the Process of Firm Digitalization and Individual Dis-identification

Author: **Georg Windisch**, *TUM School of Management, Technical U. of Munich*

Author: **Nicole Alexandra Rosenkranz**, *Ecole hôtelière de Lausanne, HES-SO / U. of Applied Science Western Switzerland*

Strategic change remains a topic of intense debate: Not only because it is a recurring phenomenon in the lifespan of an organization, but also for its consequential bearing on an organization's long-term survival. Strategic change, either motivated to stay true to internal advances or necessary in response to external shifts, tend to be of transformational nature and hence risk disrupting the relationship that organizational members have with the organization they identify with. While a growing body of studies have focused on explaining how employees deal with disruptions to their identification and the restoration of it, much less is known as to how these identification disruptions build up in the first place. In our more than three-year ethnographic case study of a multinational engineering company, organizational members finished an initially endorsed strategic change with disrupted identification. The theoretical model developed on the basis of this strategic change points to the centrality of three process characteristics as triggers to identification disruption. More specifically, two identification mechanisms are identified, namely – identification limbo and identification diremption – with identification limbo leading to deidentifying with the organization, and identification diremption causing dis-identification to emerge. In sum, this study provides one perspective as to why employees may be unable to adapt their identification over the course of a strategic change.

Paper is Available to Meeting Registrants Only.

MOC: Identities as Resources: The Role of External Relational Identification in Newcomer Socialization

Author: **Peter Anzollitto**, *U. of North Texas*

Although research regarding socialization processes recognizes the importance of organizational identification for newcomer adjustment outcomes, it has less frequently considered the impact of newcomer identification with targets external to the organization. Through two multi-wave studies, we investigate whether relational identification with identities external to the organization can be beneficial for socialization outcomes. We found that stronger relational identification with identities external to the organization is positively related to job engagement through the dual mediation of social support and psychological well-being, a relationship we explain through Conservation of Resources Theory. At a time when newcomers are expending resources and may not have a support system inside the organization, important identities foster success through building a resource base of support available to the newcomer. These external resources encourage well-being and free newcomers to invest in becoming physically, emotionally, and cognitively engaged with their new jobs. Our research suggests that external relational identities are a neglected and important element influencing the socialization process.

Paper is Available to Meeting Registrants Only.

MOC: Driving to Make Dollars and Sense: Self-Narrative Construction under Algorithmic Management

Author: **Eric Anicich**, *U. of Southern California*

Based on the results of an autoethnographic field study involving 130 hours of personal driving experience as a food delivery driver, in-person and virtual meetings with company representatives, and semi-structured interviews (N = 40) with current rideshare and food/grocery delivery drivers, I elaborate the self-narrative construction process affecting drivers in the on-demand economy. My findings reveal that drivers resist the depersonalizing consequences of algorithmic management by harnessing personalizing experiences that occur in the on-demand workspaces (e.g., driver's personal vehicle). Specifically, drivers respond to experiences stemming from momentary customer encounters that occur in these intimate spaces by forging temporal connections to their past and desired future selves – aided by fantasy and rationalization at times – in a way that adds structure and agency to their self-narratives. This process, which I call narrative structuring, helps drivers combat identity-threatening aspects of their work and craft a more coherent self-narrative. However, persistent loneliness fuels drivers' desire for social support and social comparison which drivers satisfy in online sentient communities through a form of storytelling that I call narrative flexing, the identity implications of which depend on the narrative's intergroup versus interpersonal focus. Overall, I advance theorizing on self-narratives and narrative identity work while illuminating the struggles of a vast, yet understudied class of workers.

Paper is Available to Meeting Registrants Only.

MOC: Haunted: An Inductive Study of Social Strategies to Manage Haunting Identities

Author: **Yeon Ka Kim**, *U. of Wisconsin, La Crosse*

Author: **Patricia Caulfield Dahm**, *U. of Kansas*

Author: **Theresa M. Glomb**, *U. of Minnesota*

Author: **Spencer Harrison**, *INSEAD*

Individuals with salient work and family identities embody a chosen identity which combines work and family, yet they are surrounded by others who embody much different, improbable selves that focus more exclusively on either work or family. Employing a grounded theory approach, we interviewed 65 working professionals and develop a model of how social reminders of improbable selves influence individuals' self-concepts and how individuals manage their chosen work-family selves in their social environments. We find that individuals are haunted by improbable work-family selves, which in turn make disappointing, judged, and solitary feared selves salient. To escape feared selves, individuals employ others in the service of celebrating, liberating, or validating their chosen work-family selves and distancing from improbable selves. Our findings extend the identity literature by introducing the concept of identity haunting, a companion construct to identity threat that highlights the importance of managing improbable selves in maintaining the chosen work-family self, and exploring the social tactics individuals use to manage haunting identities.

Paper is Available to Meeting Registrants Only.

Author: **Yifeng Fan**, *Fairfield U.*

Author: **Hannah Ariane Berkers**, *Amsterdam U. of Applied Sciences*

Self-sacrifice is not a new phenomenon at the workplace. Employees proactively make personal sacrifices to advance the goal of their colleagues, workgroup, organization, or a cause or movement, despite the potential cost to themselves. However, our understanding of why employees do so is surprisingly lacking, partially due to the isolated and sporadic research effort. In this conceptual paper, we aim to synthesize the research on this important organizational phenomenon and build a foundation for future research. To achieve the purpose, we define self-sacrifice at work as all behavior that a) exceeds the direct self-interest of employees to benefit someone else and that b) may cause employees physical or emotional harm. Moreover, we put forward a framework of internal self-sacrifice motives through the lens of identity and identification. We argue that employees' identification with different targets in the organization may serve as powerful drivers to promote sacrifice in their attempts to verify the respective identities. We also articulate how the employees' identifications may change following the sacrifice, depending on the reactions from relevant others, thus contributing to their future identity construction.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Novel Leadership Research: Leader Humor, Leader Mindfulness, & and Team Leadership

MOC: **How and When Leader Mindfulness Influences Subordinate Interpersonal Behavior: A Mixed-Method Study**

Author: **Dan Ni**, *School of Economics and Management Tsinghua U.*
Author: **Xiaoming Zheng**, *Tsinghua U.*
Author: **Lindie Hanyu Liang**, *Wilfrid Laurier U.*

Although an increasing number of studies have verified the beneficial effects of individual mindfulness in the workplace, little is known about the interpersonal effects of leader mindfulness on employee outcomes. Based on motivated empathy theory and the mindfulness literature, this research seeks to develop and test a moderated serial mediation model that leader mindfulness enhances leader empathic concern, which in turn, improves subordinates' interpersonal organizational citizenship behavior and decreases their interpersonal counterproductive work behavior via increased subordinate empathic concern. Workplace hindrance stressors within a team moderate the relationship between leader mindfulness and leader empathic concern, and the serial mediation effects of the model. We tested this model using two studies. Study 1 involved a field experiment in which 72 front-line leaders were assigned to either a mindfulness intervention condition or to a waitlist control condition. Study 2 was a three-wave time-lagged survey using a sample of 84 leaders and 697 subordinates from southern China. Both studies provide consistent support for our hypotheses.

Paper is Available to Meeting Registrants Only.

MOC: **The Dark Side of Humor: The Positive Effect of Leader Humor on Employee Incivility** 

Author: **Yue Yuan**, *Tsinghua U. School of Economics and Management*
Author: **Qi Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

While much research has focused on the positive effect of leader humor on improving individual and organizational performance, little is known about how leader humor produces negative outcomes, such as employee incivility. Through the multi-time point investigation data analysis, the moderated mediation model proposed in this study has obtained the support of observation data in the Chinese context. Specifically, first, leader humor was positively related to employee incivility. Second, employee psychological safety mediated the relationship between leader humor and employee incivility. Third, employee moral identity moderated the relationship between leader humor and employee psychological safety, as well as moderated the mediating effect of employee psychological safety between leader humor and employee incivility. These findings are conducive to further understanding of the psychological mechanism and boundary condition of employee incivility from the perspective of leader humor, and provide practical guidance for organizations to effectively control employee incivility in the workplace.

Paper is Available to Meeting Registrants Only.

MOC: **The Double-edged Sword Effect of Leader Critical Thinking on Team Creativity** 

Author: **Yanan Dong**, *School of Economics and Management, Beihang U.*
Author: **Hui Liao**, *U. of Maryland*
Author: **Baiyin Yang**, *Tsinghua U.*

Drawing on the component model of creativity, we test the processes through which leader critical thinking might influence team creativity and the boundary conditions. We argue that two team processes necessary for team creativity, including team willingness to take risks and team information elaboration, link leader critical thinking and team creativity. Specifically, these two processes act in a paradoxical way such that leader critical thinking may reduce team creativity via decreasing team willingness to take risks, while enhance team creativity via promoting team information elaboration. In addition, we propose that these effects are contingent on leader's use of two types of power – reward power and coercive power. In particular, leader's use of reward power may mitigate the negative effect of leader critical thinking on team willingness to take risks, and its positive effect on team information elaboration; while leader's use of coercive power may strengthen the negative effect of leader critical thinking on team willingness to take risks, as well as its positive effect on team information elaboration. After developing and validating the measurement of critical thinking (Study 1), we tested the hypotheses using a two-wave design with field data from a large technology company (Study 2). Our results supported all the hypotheses except for the moderating effect of leader's use of reward power in the relationship between leader critical thinking and team information elaboration. The findings offer interesting theoretical and practical implications for critical thinking and team creativity.

Paper is NOT Available. Please contact the author(s).

MOC: **Who's the Leader Anyway? Paradox Theory and Shared Leadership in Teams**

Author: **Peter Anzollitto**, *U. of North Texas*
Author: **Virginie Lopez Kidwell**, *U. of North Texas*
Author: **Elisabeth M. Struckell**, *U. of North Texas*

Our study identifies an important potential downside of the need for leaders to reach opposing objectives, as identified by paradox theory: communicating competing goals can contribute to team member perceptions of low behavioral integrity for leadership sharing. Behavioral integrity for leadership sharing is associated with team performance through the mediating effects of shared leadership and team efficacy. Team leaders have important roles in establishing well-functioning leadership collectives through helping team members develop their own leader identities. This process is disrupted when leaders are perceived to have low behavioral integrity for leadership sharing. We extend adaptive leadership theory by highlighting the disproportionate influence a team leader has in establishing shared leadership in a team.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Tuesday Coolness: MOC's Top Creative and Innovative Papers on a Wide Variety of MOC Topics

These novel and unique papers are presented in short blitz-style. They are short in duration & number of slides. Packed full of information & a blast to watch!

MOC: **Help Yourself Before Helping Others: When CSR Makes a Company Look Authentic**

Author: **Madeline Ong**, *Texas A&M U.*
Author: **Yong H. Kim**, *Texas A&M U.*

A growing body of research shows that an organization's corporate social responsibility (CSR) increases its attractiveness as an employer. What remains less explored, however, are the conditions under which some job seekers may be less likely to respond positively to a potential employer's CSR activities. We propose that job seekers will be less likely to view an organization that engages in CSR activities focused on external stakeholders (i.e., external CSR) as authentic when the organization does not first engage in CSR activities that benefit its own employees (i.e., internal CSR). Subsequently, job seekers will be less likely to be attracted to that organization. In other words, they will view an organization that is engaging in external CSR as authentic and attractive insofar as the organization is also engaging in internal CSR. The results from a combination of three studies—an archival study of Fortune 500 companies (Study 1), a field study of unemployed job seekers (Study 2, $n = 465$), and an experiment (Study 3, $n = 400$)—provide support for our hypotheses. We discuss our findings by highlighting their contributions to the literatures on corporate social responsibility, employee recruitment, and authenticity.

Paper is NOT Available. Please contact the author(s).

MOC: **Cultural Diversity Stimulates Entrepreneurship: Evidence from Two Large-Scale Natural Experiments**

Author: **Jackson Lu**, *MIT Sloan School of Management*

Entrepreneurship is the engine of economic advancement and innovation. Leveraging two large-scale, pre-registered natural experiments, we provide the first causal evidence that the cultural diversity of individuals' social environments stimulates them to become entrepreneurs. In Study 1, 3,632 MBA students from 98 countries were assigned to 540 learning groups that naturally varied in cultural diversity (e.g., in some groups all students were from the same country, whereas in other groups students were from different countries). Multilevel analyses revealed that the cultural diversity of an individual's learning group positively predicted whether he/she became an entrepreneur upon graduation. Importantly, this positive effect existed for both American and foreign MBA students. Moreover, among individuals who became entrepreneurs, the cultural diversity of their learning groups positively predicted the novelty of their start-ups. Study 2 replicated these effects in another MBA program, in which 2,516 students from 90 countries were assigned to 461 learning groups that naturally varied in cultural diversity. The positive effect of group cultural diversity on entrepreneurial entry was (a) mediated by the number of intercultural friendships an individual had within his/her learning group and (b) moderated by the personality trait of openness to experience, such that the positive effect of group cultural diversity was stronger for more (vs. less) open individuals. By demonstrating the entrepreneurial benefits of cultural diversity, this research offers broad and tangible implications for cultural diversity, creativity, entrepreneurship, and immigration policies.

Paper is NOT Available. Please contact the author(s).

MOC: **Are Two Solutions Better than One? Effects of Multiple Solutions on Group Problem Solving**

Author: **Gbemi Abimbola**, *U. of Waterloo*
Author: **P Robert Duimering**, *U. of Waterloo*
Author: **Arielle Grinberg**, *U. of Waterloo*

Throughout problem solving literature, little is known on the effects of the availability of multiple equally satisfactory solutions on the behavior and performance of groups. Our study fills the gap in knowledge, and makes recommendations for future work. In this experiment, four-person groups solved card exchange problems with either one or two possible solutions and different structural properties: (a) sort (a single-solution control problem); (b) a two-solution problem; (c) a two-solution problem and detour; and (d) a two-solution problem and restructuring. We predicted that groups solving for problems with more than one solution would solve these problems more quickly. Our results, however, indicated that when more than one solution existed, this significantly increased solution times, search path complexity, and the number of moves needed to reach solutions, particularly for problems with detour or restructuring properties. The findings suggest that increased coordination difficulties due to increased problem structure complexity and the goal interdependence of group members outweighed potential performance improvements related to the availability of multiple solution states.

Paper is Available to Meeting Registrants Only.

MOC: **Do We Need to Run all the Time? How and When Negative Media Evaluations Influence Individual Effort**

Author: **Pierre Nicolas Huneke**, *Johannes Gutenberg-U. Mainz*

Though the influence of media evaluations on organizations' decisions and performance is generally recognized, empirical evidence on the impact of media evaluations on individuals is lacking. This study examines how and when individuals respond to negative media evaluations about themselves. To address these questions, we integrate insights from performance feedback research and attribution theory and test our theoretical framework with a panel data analysis in the context of professional football (soccer) players in Germany. Our results indicate that the more critical individuals' media evaluations are, the greater their subsequent effort. Further, we reveal when individuals' attributions moderate this relationship. Specifically, we find that this relationship is stronger under certain circumstances: (a) when individuals are criticized similarly by different media sources, (b) when their reference group does not receive similar criticism, and/or (c) when they have received similar criticism in the past. Our findings have important implications for the growing body of research on performance feedback as well as attribution theory in a workplace setting.

Paper is NOT Available. Please contact the author(s).

MOC: [Neurodiversity and Early-Stage Entrepreneurs](#) 

Author: **Stephen E. Lanivich**, *U. of Memphis*

Author: **Curt Moore**, *Oklahoma State U.*

Author: **Nancy H. McIntyre**, *West Virginia U.*

To strengthen our growing understanding of the relationship between neurodiversity and entrepreneurial cognition, we utilize the neuropathology perspective and conservation of resources theory to explore this relationship. Specifically, we introduce the resource-induced coping heuristic (RICH) as a mechanism to explain the relationship between ADHD and entrepreneurial alertness, cognitive adaptability, and entrepreneurial intent. We propose that ADHD functions through the RICH in an entrepreneurship context, primarily because ADHD-related neurofunctions lead entrepreneurs to encounter resources to be considered for acquisition, development, and protection. Our findings indicate that while there is no direct relationship between ADHD and entrepreneurial alertness, cognitive adaptability, and entrepreneurial intent, there is a strong relationship with all three when the RICH moderates each relationship. In this way, the RICH bridges the conceptual gap for entrepreneurs with ADHD, between their pathological cognitive executive control and reward attributes and other cognitive resources, such as entrepreneurial alertness, cognitive adaptability, and entrepreneurial intent.

Paper is Available to Meeting Registrants Only.

MOC: [A Quasi-Field Experiment Examining the Conflicting Links between Positive Feedback and Creativity](#)      

Author: **YeunJoon Kim**, *U. of Cambridge*

This research proposes a dual-pathway model for positive feedback and creativity as a comprehensive theoretical framework to understand inconsistent theories and empirical findings in the literature. Past research has produced mixed evidence regarding the relationship between positive feedback and recipient creativity. The dual-pathway model organizes these inconsistencies under two pathways: the creativity complacency pathway and the perceived leader support pathway. In addition, this study builds on the dual-pathway model to examine whether and how a leader's positive feedback benefits employee creativity, particularly in a time of crisis. With a sample of 158 leader-employee dyads, this study found that positive feedback was related to employee creativity via two opposite pathways. On the one hand, positive feedback was negatively related to employee creativity via the increased level of creativity complacency. On the other hand, it was positively related to employee creativity via the increased level of perceived leader support. These two pathways negated each other, making the whole relationship nonsignificant. Finally, this study found that during a time of crisis (COVID-19), positive feedback significantly improved employee creativity because the crisis strengthened the perceived leader support pathway but weakened the creativity complacency pathway.

Paper is NOT Available. Please contact the author(s).

MOC: [The Bamboo Ceiling: A Network Perspective on Why East Asians are Underrepresented in Leadership](#)     

Author: **Jackson Lu**, *MIT Sloan School of Management*

Carolyn Dexter Award Nominee

In the United States, Asians appear disproportionately underrepresented in leadership roles, a puzzling phenomenon known as the “Bamboo Ceiling.” We advance a social network explanation for this phenomenon: ethnic homophily. We theorize that East Asians—but not South Asians—are less likely than Caucasians to attain leadership roles in multiethnic environments partly because of their tendency to socialize with their ethnic ingroup members (i.e., other East Asians). Across two studies, we examined the leadership attainment and the friendship networks of 11 ethnically diverse class sections of new MBA students in a US business school. East Asians were less likely than South Asians and Caucasians to be (a) nominated as leaders and (b) elected as leaders. Social network analysis revealed that while all ethnic groups exhibited ethnic homophily in friendship, East Asians exhibited the highest ethnic homophily, which consistently mediated their low leadership attainment. These results were robust after we controlled for variables such as assertiveness, availability of ethnic ingroup members, nationality, socioeconomic status, and personality. By applying social network analysis, this research identifies ethnic homophily as an important reason why East Asians but not South Asians face the Bamboo Ceiling. More broadly, by uncovering the negative link between ethnic homophily and leadership attainment in multiethnic environments, our research suggests that connecting with people from diverse ethnic backgrounds may facilitate individuals' leadership attainment in multiethnic environments.

Paper is NOT Available. Please contact the author(s).

MOC: [Relational Defensiveness at Work: An Attachment Perspective to Workplace Conflict](#)

Author: **Dayna Walker**, *San Francisco State U.*

Author: **Jeffrey Yip**, *Simon Fraser U.*

Conflicts between co-workers can result in defensive reactions, escalated emotions, and greater rigidity towards possible resolutions. Despite advances in conflict management research, the relational mechanisms of defensiveness remain a black box. Why and how do people respond defensively to conflicts in work relationships? To address this question, we integrate perspectives from attachment theory and conflict management to develop an attachment-based model of relational defensiveness. Specifically, the paper unpacks the unique characteristics of relational defensiveness, the conditions by which it occurs, and its consequences. Integrating research on attachment interventions, we theorize the role of person-focused and process-focused coaching in mitigating defensiveness and in preventing the escalation of interpersonal conflict. We conclude with a discussion of how an understanding of relational defensiveness can inform new directions for research on conflict, leadership, and interpersonal dynamics in organizations.

Paper is Available to Meeting Registrants Only.

MOC: [The Role of Organizational Nostalgia in Promoting Informal Social Interactions](#)  

Author: **Shota Kawasaki**, *Nanyang Business School*

Author: **Xi Zou**, *Nanyang Business School*

Author: **Constantine Sedikides**, *U. of Southampton*

Author: **Tim Wildschut**, *U. of Southampton*

The COVID-19 pandemic has pushed many organizations to implement social distancing policies, disrupting social interactions among employees. As informal social interactions are less likely to spontaneously occur at workplace under social distancing measures, it is important then to examine what could motivate employees to initiate more informal social interactions so that communications and bonding among employees can be maintained during the pandemic. Incorporating the literature on organizational nostalgia and social support, we hypothesized that both trait and state organizational nostalgia are positively associated with informal social interactions, which in turn enhance one's job satisfaction and positive affect. The results from two studies, employing a cross-sectional design and a 5-day daily diary design respectively, supported our hypotheses, and their practical implications for during and beyond the pandemic are discussed.

Paper is Available to Meeting Registrants Only.

MOC: Investigating the relationships among error culture, error reporting, and performance: A panel study

Author: **Nicole Hartwich**, *RWTH Aachen U.*

Author: **David Antons**, *RWTH Aachen U.*

Errors can have far-reaching consequences, especially in high-reliability contexts like healthcare. While it has been highlighted long ago, that organizations are able to learn from negative performance feedback that might have its root cause in human errors, the process how management becomes aware of errors has not yet been fully understood. Whereas research mostly assumes that employees share negative feedback with their superiors in a timely and accurate manner, upward flows of negative information are often delayed, sugarcoated, or even suppressed. Guided by the behavioral theory of the firm, we stress the importance of internal performance feedback and introduce organization-level error reporting as a key mechanism that triggers problemistic search activities of management. We incorporate temporal dynamics in current theorizing and provide new insights into the interplay of organizational error culture, error reporting, and organizational performance. Based on a large, longitudinal data set of public hospitals in England, our study successfully demonstrates that, within organizations, an increase in positive error culture increases organizations' error reporting rate which in turn reduces the number of fatal patient safety incidents over time. Moreover, the investigation of lagged relationships offers a more nuanced understanding of how this within-organizational mediation process unfolds over time.

Paper is NOT Available. Please contact the author(s).

MOC: How and When Mindfulness Motivates Work Performance: PsyCap Mediates & Work Meaningfulness Moderates  

Author: **Adam Austen Kay**, *U. of Queensland*

Author: **Andrew Hafenbrack**, *U. of Washington*

Author: **Daniel Skarlicki**, *U. of British Columbia*

Author: **Zen Goh**, *Monash Business School*

Author: **Yabome Gilpin-Jackson**, *Fraser Health Authority*

Organizations are investing heavily in mindfulness, yet a paucity of research has tested the effects of mindfulness on motivation and work performance, and existing studies show mixed results. In this paper, we examine the effect of mindfulness on work performance via the motivating mechanism of psychological capital. Across two experiments conducted online and in the field, we draw from theory on the metacognitive function of mindfulness to explain how it activates psychological capital and thereby improves work performance. Responding to calls to identify boundary conditions of psychological capital on work performance, we further show that the performance benefits of mindfulness vary according to how meaningful employees consider their work to be. In so doing, we address a number of key issues in the field of mindfulness at work, including how mindfulness can motivate improved work performance, and when it is most likely to do so.

Paper is Available to Meeting Registrants Only.

MOC: What difference a day makes: An examination of dynamic antecedents of voice

Author: **Nicole Hartwich**, *RWTH Aachen U.*

Author: **David Antons**, *RWTH Aachen U.*

Research has mostly considered employee voice to be a relatively stable behavior and has examined it primarily on a between-person level. In this work, we reason that existing between-person examinations of voice behavior should be complemented with more within-person assessments. Integrating regulatory focus theory with affective events theory, we hypothesize an affective events model of employee voice. To understand whether and to what extent increases and decreases in job resources and momentary states in relation to the prior day affect voice behavior, we conducted a diary study and use multilevel analysis to analyze the hypotheses in a cross-level moderated mediation model. Results confirm that voice varies within individuals and that, on an intrapersonal level, an increase in job situations increases voice behavior via an increase in positive mood. Employees' regulatory focus was found to moderate the indirect within-person effects. This work expands the current understanding of employee voice by focusing on a dynamic within-person perspective, explores new determinants at the dynamic level, and extends the knowledge of the interplay of momentary states and personal traits at the workplace.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Where do we go from here? Current issues in police work

Current issues in police work



Participant: **Kimberly Rocheville**, *Boston College*
Participant: **Rodrigo Canales**, *Yale U.*
Participant: **Jessica Zarkin**, *Cornell U.*
Participant: **Lluvia Gonzalez**, *Innovations for Poverty Action*
Participant: **Debra Langan**, *Wilfrid Laurier U.*
Participant: **Carrie Sanders**, *Wilfrid Laurier U.*
Participant: **Elizabeth Hood**, *Boston College*
Participant: **Jacqueline N. Hood**, *U. of New Mexico*
Participant: **Lyndon Earl Garrett**, *Boston College*

The symposium includes four empirical papers that explore how police officers think and feel about their work and their identities. These studies address the implications of traumatic incidents at work on mental health, how work and parenthood interact to increase stress for individuals, how training can influence ones' professional identity, and perceptions of one's occupational identity and its implications for workers' behaviors. Each study is qualitative, exploring meaning making processes as they are subjectively experienced in context.

Creating safe relational spaces for emotional processing in police work

Author: **Kimberly Rocheville**, *Boston College*

From brave enforcer to trusted protector: Role evolution and procedural justice training

Author: **Rodrigo Canales**, *Yale U.*
Author: **Jessica Zarkin**, *Cornell U.*
Author: **Lluvia Gonzalez**, *Innovations for Poverty Action*

Canadian Police mothers and the boys club: Implications of the combined challenges of work and home

Author: **Debra Langan**, *Wilfrid Laurier U.*
Author: **Carrie Sanders**, *Wilfrid Laurier U.*

Police officers' occupational divide

Author: **Elizabeth Hood**, *Boston College*
Author: **Jacqueline N. Hood**, *U. of New Mexico*
Author: **Lyndon Earl Garrett**, *Boston College*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Social and Collective Perspectives in Spiritual Practice



MSR: **Through a Buddhist lens: the tensions of self-decentralization in workplace collectivism**

Author: **Mai Chi Vu**, *Newcastle Business School, Northumbria U.*
Author: **Nicholas Burton**, *Northumbria U.*

Workplace collectivism is often imbued with a positive tone and associated with enhanced social and moral benefits for both individuals and organizations. Yet, workplace collectivism often requires individuals to subsume their unique self-identities into the identity of the wider collective group; how these identity dynamics occur and how the experiences of doing so are perceived remain under-elaborated. Further, the notion that workplace collectivism may involve negative and painful experiences is surprisingly limited in the extant literature. Our study elaborates the process of collective identity construction through an examination of Buddhist leader-practitioners in Vietnam. Our study contributes to the critical workplace collectivism literature by revealing how the Buddhist principle of self-decentralization frames a process of karmic reasoning that enables practitioners to decenter self-identity in order to accommodate a 'collective self'. This process, however, is personally challenging and there is a constant tension between de-centering and re-centering the self which often results in uncomfortable and painful experiences in the workplace.

Paper is Available to Meeting Registrants Only.

MSR: **Collective Consciousness: Journey towards Corporate Spiritual Responsibility**

Author: **Anita Mendiratta**, *IIT Delhi, and Keshav Mahavidyalaya, U. of Delhi*
Author: **Shveta Singh**, *Indian Institute of Technology, Delhi*
Author: **Surendra Singh Yadav**, *Indian Institute of Technology, Delhi*

This article bridges the literature on social issues in strategic management and collective consciousness by (1) delineating modes of corporate responsibility involving corporate spiritual responsibility along with corporate social responsibility and corporate social irresponsibility, and (2) embedding the levels of collective consciousness in the organizations making into the essential criteria on deciding the corporate responsibility mode. The article shows that organizations in a particular stage of collective consciousness typically have matched comers considering the contingent responsibility decisions for its real applications. The paper identifies three matched pathways and discusses how they may explain observed irresponsibility phenomena related to corporate scans.

Paper is NOT Available. Please contact the author(s).

MSR: **Social Mindfulness Adoption and Functional Use in a Classroom Context: A Qualitative Exploration**

Author: **Latha Poonamallee**, *The New School*

Mindfulness has been adopted for leadership development from a personal self perspective in an instrumental fashion. This paper advocates for an implementation of social mindfulness without bypassing the spiritual roots. The paper describes a curriculum for the same and the results of a qualitative analysis in the form of a process model of mindfulness adoption.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1514** | Submission: **13108** | Sponsor(s): **(OB)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

OB Research Virtual Roundtables: Connecting on Common Ground

OB Research Virtual Roundtables



Organizer: **Chad Hartnell**, *Georgia State U.*
Organizer: **Semin Park**, *U. of Iowa*
Organizer: **Amanda Ferguson**, *Northern Illinois U.*
Organizer: **Troy Smith**, *U. of Nebraska, Lincoln*
Organizer: **Virgil Fenters**, *UNLV*
Organizer: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*
Chair: **Elizabeth Margaret Campbell**, *U. of Minnesota*

This year, the OB Research Virtual Roundtables intend to leverage the unique virtual AOM format to connect our members on common ground. We will host informal topic-based research discussions led by engaged and accomplished experts in OB. Our purpose is three-fold: (1) highlight thoughtful scholarly contributions to the 2021 Annual Meeting, (2) create a forum where members can enrich and expand their networks of scholars interested in similar topics, and (3) convene and facilitate smaller, informal research discussions where members can listen, learn, ask questions, and offer their insights on emerging trends, opportunities, and challenges on research areas of interest. Each forum will be facilitated by 2-3 experts on the topic. Experts will curate several presentations/papers from the 2021 scholarly program. Then, during the Annual Meeting, they will host a discussion (45-75 mins, duration determined by hosts) using the set of presentations/papers to forge common ground from which to launch a conversation about the state-of-the-science regarding the topic. We will utilize a series of breakout rooms to enable meaningful connections and focused discussions. After the program is published, we will announce the exact topics, expert hosts/discussants, the set of presentations/papers they curate, and when the session will occur. Space will be granted on a first-come, first-serve basis. Pre-registration is essential. Members may register for up to three Virtual Roundtables. Please pre-register early and carefully read subsequent emails, which will contain details about how to join. This PDW is organized by members of the OB Division's Making Connections Committee (MCC).

Please register for your OB Research Virtual Roundtable(s) of interest here (note: exact timing, expert facilitator names, and refined topics will be published in June): https://z.umn.edu/AOM_OB_Roundtable

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Promises and Pitfalls of Diversity and Inclusion in Organizations and Society
Promises and Pitfalls of Diversity and Inclusion



Presenter: **Brittany Torrez**, *Yale U.*
Presenter: **Ivoma Onyeador**, *Northwestern Kellogg School of Management*
Presenter: **Sandra Portocarrero**, *Columbia U.*
Presenter: **Ezgi Ozgumus**, *London Business School*
Presenter: **Aneeta Rattan**, *London Business School*
Participant: **LaStarr Hollie**, *UMass Amherst*
Discussant: **Michael W. Kraus**, *Yale School of Management*

Despite efforts to diversify organizations and move toward a more antiracist society, progress toward these noble goals remains elusive and, often, misunderstood (Dobbin, Kim, & Kalev, 2011; Kraus, Rucker, & Richeson, 2017; Opie & Roberts, 2017; Williams, 2001). Historically underrepresented groups still struggle to integrate into, persist in, and feel included within organizational cultures (Acker, 2006; Ray, 2019; Rivera & Tilcsik, 2016). Corporate leaders continue to make racially biased statements, which observers can meet with intolerance and indignance. Furthermore, despite the amount of time, resources, and money put forth to create a more inclusive workplace and world, there is a lack of understanding surrounding what strategies are effective and why (Kalev, Dobbin, & Kelly, 2006). Considering the current dynamics of our society, organizational leaders are in need of consensus to create effective and sustainable diversity, equity, and inclusion initiatives. In this symposium, we consider the challenges, constraints, and possibilities within efforts to create a more diverse and inclusive society. We hope to suggest practical pathways forward to engage with and bring managers back into these conversations. What organizational policies and practices impede progress toward diversity and inclusion of underrepresented groups, such as women and racial minorities? What psychological processes predict whether onlookers respond to the prejudiced corporate leader with intolerance or forgiveness? How are diversity and inclusion personnel, particularly workers of color, enabled and constrained in their ability to improve the climate of a large-scale organization such as a university? These are a few of the questions our presenters will answer in this symposium on the promises and pitfalls of diversity and inclusion in organizations and society.

Racialized Expertise and the Enabling and Constraining Character of Organizations

Author: **Sandra Portocarrero**, *Columbia U.*

Maternity Salience: How Concerns About Women's Family Demands Undermine Fair Treatment

Author: **Ezgi Ozgumus**, *London Business School*
Author: **Aneeta Rattan**, *London Business School*

Bias Intolerance: Predicting Condemnation of Apologetic Perpetrators of Prejudice

Author: **Ivoma Onyeador**, *Northwestern Kellogg School of Management*
Author: **Rebecca Neel**, *U. of California, Riverside - Anderson Graduate School of Management*
Author: **Bethany Lassetter**, *U. of Toronto*
Author: **Andre Wang**, *U. of California, Davis*
Author: **Andrew Todd**, *U. of California, Davis*
Author: **Jenessa Shapiro**, *U. of California, Los Angeles*

The Misperception of Progress Toward Diversity, Equity, and Inclusion in Organizations

Author: **Brittany Torrez**, *Yale U.*
Author: **LaStarr Hollie**, *UMass Amherst*
Author: **Michael W. Kraus**, *Yale School of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

We Got by with a Little Help: Recent Perspectives on the Academic Job Market



Recent Perspectives on the Academic Job Market

Organizer: **Karen Landay**, *U. of Missouri - Kansas City*
Organizer: **David F. Arena**, *U. of Texas At Arlington*
Facilitator: **Peter Anzollitto**, *U. of North Texas*
Facilitator: **Olivier D. Boncoeur**, *U. of Notre Dame*
Facilitator: **Danielle Gardner**, *Michigan State U.*
Facilitator: **Alanna Hirshman**, *West Virginia U.*
Presenter: **Kris Irwin**, *Old Dominion U.*
Participant: **Sina Khoshokhan**, *U. of Colorado, Boulder*
Participant: **Karren Kimberly Knowlton**, *Tuck School of Business at Dartmouth*
Facilitator: **Ronei Da Silva Leonel**, *U. of Memphis*
Facilitator: **Fei Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Facilitator: **Ian Stuart Mercer**, *Auburn U.*
Presenter: **Arjun Mitra**, *California State U., Los Angeles*
Presenter: **Lori Leigh Tribble**, *Clemson U.*
Facilitator: **Chelsea Sherlock**, *Louisiana State U.*
Facilitator: **Jaime Leigh Williams**, *U. of Mississippi*

The academic job market can be ambiguous, tumultuous, and downright frightening; potentially doubly so in the wake of the COVID-19 pandemic. The purpose of this PDW is to reduce some of the inherent ambiguity of the job market by providing recent perspectives on a variety of job market topics and to create an inclusive space for prospective job seekers for the 2021 cycle and beyond. This interactive session will be comprised of two parts, one offered prior to AOM and one offered after AOM. Across both parts, a total of six individuals who were on the job market in 2019-20 will give short presentations on key aspects of the job market, such as the application process, selling oneself as an excellent researcher/teacher, and campus/virtual visits. This will be followed by a short Q&A. Second, across both parts, attendees will participate in a total of seven interactive breakout rooms (out of a possible nine) led by individuals who were on the job market in 2020-21. Breakout room topics will be more specific than the presentations and will include crafting application materials, virtual interviews and job talks, mental health, and being an international student on the market. At the end of our PDW, participants will be provided with a Google spreadsheet of contact information (collected through pre-registration) in order to build their networks and foster a more lasting connection with presenters, breakout room leaders, and each other. This will be a LIVE, SYNCHRONOUS PDW conducted in TWO sessions: Part 1: Thursday, July 29, 12-2pm EST (11am-1pm CST/10am-12pm MST/9-11am PST) Part 2: Thursday, August 5, 12-2pm EST (11am-1pm CST/10am-12pm MST/9-11am PST) Registration is required. The deadline to register is June 25, 2021. Participants will be accepted on a rolling basis, so earlier registration is encouraged. To facilitate interaction between speakers and participants, we are limiting the number of registrants to 90. While 2021-2022 applicants will be prioritized for inclusion in this session, others who are not yet on the market are encouraged to apply to attend as information in this session is likely to be useful for mid-stage students as well. We expect registered participants to attend BOTH parts of the PDW. Unfortunately, we cannot accommodate attendance at only one of the two sessions. To register, please submit the following information to organizer David Arena (david.arena@uta.edu): Name, institution, year in your program, job market status, email address, primary AOM division, brief summary of your research interests, and confirmation that you can attend both sessions. ALSO rank order ALL of the following breakout session topics: (1) Preparing your application package, (2) managing productivity, (3) virtual interviews, (4) virtual job talks, (5) maintaining your mental health, (6) teaching during the pandemic, (7) dual careers and backup plans, (8) job market logistics, and (9) navigating the market as a non-US student.

Part 1: Thurs, Jul 29, 12-2pm EST Part 2: Thurs, Aug 5, 12-2pm EST Pre-register by submitting: Name, institution, year in program, job market status, email address, primary AOM division, brief summary of research interests, and confirmation you can attend both sessions. (david.arena@uta.edu) Also rank all the following: (1) Preparing applications, (2) managing productivity, (3) virtual interviews, (4) virtual job talks, (5) maintaining mental health, (6) teaching during the pandemic, (7) dual careers and backup plans, (8) job market logistics, (9) navigating as non US student

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Affect in Teams and Organizations

OB: **A Dark Side of Team Identification: Negative Effects in the Stress & Coping Process for Firefighters**

Author: **Jayci M. Robison**, *Oklahoma State U.*
Author: **Lindsey Greco**, *Oklahoma State U.*
Author: **David Huntsman**, *Oklahoma State U.*
Author: **Dale Li**, *Oklahoma State U.*

A significant amount of research has been devoted to understanding the benefits of both organizational and team identification. However, the processes outlined in social identity theory that are typically framed in a positive light because they encourage behavior that benefits the group (i.e., internalization of group norms) can just as easily have negative effects. In this study we examine the dark side of team identification by proposing a moderated-mediation model wherein the interaction between masculinity contest culture and team identification results in maladaptive coping (detachment and self-blame) and negative mental health outcomes. Our analysis was based on a time-lagged design with a sample of firefighters. Results confirmed that team identification can be a detriment in the stress and coping process as masculinity contest culture was indirectly related to post-traumatic stress disorder (PTSD) through maladaptive coping strategies when team identification was high but not when team identification was low. Our study advances social identity theory and theories of stress by illustrating how strong team identification can result in negative outcomes when team norms are dysfunctional.

Paper is Available to Meeting Registrants Only.

OB: **Be Good To One Another – Modelling Social Support Temporal Interactions In Teams**

Author: **Ann-Kathleen Berg**, *Technische U. Braunschweig*
Author: **Cafer Bakaç**, *TUM School of Management, Technical U. of Munich*
Author: **Lena Christine Müller-Frommeyer**, *Technische U. Braunschweig*
Author: **Simone Kauffeld**, *Technische U. Braunschweig*

There is a consensus among researchers that social support contributes to positive social interactions at work. Previous research however relied heavily on self-report measures of social support and thus, refrained from gaining a more nuanced understanding of social support. Adopting a behavioral-based and temporal dynamic interaction lens on social support, the present paper investigates in how far affective and task-related social support predict well-being and team performance during team meetings, above and beyond self-report measures of perceived social support. To that end, 303 coworkers in 53 teams were videotaped during a team meeting followed by behavior-based interaction coding. Firstly, multilevel regression modelling revealed that affective support predicted team satisfaction, meeting citizenship behavior, and team performance, whereas task-related support predicted only team performance. Secondly, accounting for the dynamic pattern in both predictors with applying recurrence quantification analysis, we found only affective support to be significantly associated with all three outcome variables. We discuss theoretical implications for conceptualizing social support from a behavioral-based and dynamic perspective within teams, and practical implications for supportive acts during team meetings. Keywords: social support, well-being, team performance, behavioral interaction analysis, temporal dynamics

Paper is NOT Available. Please contact the author(s).

OB: **Well-Being in Agile Teams: The Role of Work Demands and Emotional Contagion**

Author: **Tom Junker**, *Erasmus U. Rotterdam*
Author: **Arnold Bakker**, *Erasmus U. Rotterdam*
Author: **DAJA Derks Theunissen**, *Erasmus school of Social and Behavioural Sciences*

The present study develops and validates a model that seeks to explain the emergence of shared work engagement and exhaustion in agile teams. Following the team literature, we introduce the concept of agile work practices and make a distinction between agile taskwork and agile teamwork. Based on job demands-resources (JD-R) theory we hypothesize that agile taskwork contributes positively to affective well-being when teams face high (vs. low) levels of work complexity (i.e., high challenge demands). Agile teamwork is hypothesized to contribute positively to affective well-being (WB) when teams face low (vs. high) levels of role conflict (i.e., low hindrance demands). Furthermore, agile teamwork is hypothesized to strengthen the crossover from team-WB to individual-WB through emotional contagion mechanisms. We tested our model in a multilevel field study involving 110 teams (N = 694 employees) of a large German organization. Results of random coefficient analyses supported most predictions of our model, based on both referent-shift and direct-consensus measures of shared work engagement. Results with measures of shared exhaustion as WB outcome were less consistent, particularly with respect to the role of agile teamwork. We discuss the implications of our findings for the literature on work demands, well-being, and emotional contagion in teams.

Paper is NOT Available. Please contact the author(s).

OB: **Hiding or Revealing Negative Emotions? Leaders' Emotion Regulation in Young Firms During Crises**

Author: **Lynn Schmodde**, *Heinrich-Heine U. of Dusseldorf*
Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

When experiencing negative emotions in a crisis, leaders in young firms face a trade-off between either revealing their negative genuine emotions or employing emotion regulation (i.e., by deep and surface acting) in front of their employees. While the display of negative genuine emotions might induce negative emotions in employees and, hence, negatively influence employees' job behavior, emotion regulation has been linked to perceived inauthenticity with equally harmful effects. Drawing on the emotions-as-social-information (EASI) model and employing an experimental between-subject design with a hypothetical crisis scenario and a sample of 159 employees, we compare the relationships of a leader's deep and surface acting and the display of negative genuine emotions with employees' job engagement and affective commitment, mediated by employees' affect. Results show that surface acting has harmful effects and deep acting partially reduces employees' negative affect, but not improves positive affect in comparison to leader's display of negative genuine emotions. Our findings indicate that leaders who experience negative emotions during crises, should consider revealing their negative genuine emotions rather than engaging in emotion regulation as an exhausting way of expressing emotions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Abusive Supervision's Effect on Employees

OB: [Supervisors' Work Hours, Abusive Supervision and Leader-Member Exchange](#)  

Author: **Marie-Colombe Afota**, *U. de Montréal*
Author: **Christian Vandenberghe**, *HEC Montreal*

Current trends suggest that growing numbers of workers in managerial positions work long hours. This observation brings light to the ambivalent relationship between long work hours and ethics: while long hours are indicative of managers' strong work ethic, they may raise ethical concerns if they harm subordinates. Research shows that working long hours is detrimental to one's own health, yet there is a dearth of research on the influence of supervisors' work hours on subordinates. This paper addresses this gap by exploring the relationship among supervisors' work hours, abusive supervision, and leader-member exchange. Drawing upon ego depletion theory and the literatures on emotions and leader-member exchange, we argue that supervisors' work hours positively relate to abusive supervision behaviors through negative affect, which in turn, undermines leader-member exchange relationships with subordinates. We further posit that this process is exacerbated among subordinates with a strong relational self-concept. We tested our hypotheses in a three-wave study among a sample of 449 employees from multiple organizations and a multi-source study of an organizational sample of 181 employees. Results from structural equation modeling and multilevel modeling analyses supported our predictions, indicating that supervisors' long work hours may have detrimental consequences for subordinates. We discuss the theoretical implications of these findings for research on work hours and abusive supervision, as well as their practical significance for organizations and managers.

Paper is Available to Meeting Registrants Only.

OB: [How Abusive Supervision Makes Me Seek Feedback: From a Resource Acquisition Perspective](#)

Author: **Ming Lou**, *School of Management, Harbin Institute of Technology*
Author: **Eryue Teng**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Author: **Yang Qiu**, *Harbin Institute of Technology*

While researches have primarily focused on the detrimental effects of abusive supervision, scholars still found its potential positive effects. Drawing from the conservation of resources theory, we develop and test a model that specifies how and why abusive supervision increases subordinates' feedback seeking behaviors. Via a two-wave sampling study, we found that abusive supervision was positively related to subordinates' workplace anxiety, which in turn interacted with subordinates' regulatory focus to predict subordinates' feedback seeking behaviors. When subordinates were highly prevention-focused, workplace anxiety was likely to make them engage in feedback monitoring. In contrast, highly promotion-focused subordinates were inclined to choose feedback inquiry. The implications of these findings and future research directions have been discussed.

Paper is Available to Meeting Registrants Only.

OB: [Destructive Leadership and Dark Personality Subordinates](#)

Author: **Daniel Nelson Jones**, *U. of Nevada Reno*
Author: **Peter Hom**, *Arizona State U.*

It is widely believed that "employees quit bosses, rather than jobs." We seek stronger corroboration for this adage by investigating destructive leadership and how the Dark Triad (comprising psychopathy, narcissism, and Machiavellianism) moderates its impact on employees' quit propensity. We found that leader's psychopathy positively relates to abusive supervision and exploitative leadership. Such destructive leadership was positively related to employees' quit intentions, especially abusive supervision. Moreover, employees high in psychopathy were more quit-prone when supervisors committed destructive leadership. By contrast, employees high in Machiavellianism and narcissism more likely stayed when their leaders did not engage in destructive leadership.

Paper is Available to Meeting Registrants Only.

OB: [How can age-related coping strategies reduce supervisor incivility's negative effect on commitment?](#) 

Author: **Mohammad Sadegh Sharifirad**, *ardakan U.*

This study aims at investigating the emotional mechanism linking supervisor incivility to reduced affective commitment. According to Affective Events Theory, it was predicted that, first, supervisor incivility impacts employees' affective commitment negatively through engendering negative affect. Second, drawing on socioemotional selectivity theory, it was hypothesized that the negative impact of negative affect on commitment is weaker when employees are older. Additionally, it was proposed that the moderating impact of age is mediated through two coping strategies of reappraisal and distraction in a way that older employees, relative to young employees, would demonstrate an increased tendency for distraction over reappraisal in the face of negative affect caused by incivility. The sample comprised 297 employees (75.1% female) aged from 19 to 55 in diverse businesses. The results revealed that high supervisor incivility was significantly associated with higher levels of negative affect and less employee commitment. In this regard, more committed employees felt more negative affect when they faced supervisor incivility. Confirming the moderating role of age, this research also showed that the older the employees are, the more reappraisal (not distraction) is used. Additionally, up to an age, more commitment causes more negative affect while being exposed to incivility; however, from an age onward, more negativity harms commitment. These results have implications for managers and future researchers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Comparison, Envy, and Gossip

OB: Challenge or Threat? Exploring the Dual Effects of Temporal Social Comparison on Employee behaviors

Author: **Jinfan Zhou**, *Nanjing U.*
Author: **Yuan-Fang Zhan**, *Huazhong U. of Science and Technology*

The extant literature has indicated that comparison with high-performers could lead to negative emotions and behaviors among colleagues (including superior). In contrast, other research also suggested that this comparison can effectively motivate low-performance employees to work hard. However, social comparison theory points out that besides social comparison with others, individuals also compare with their past selves in the temporal dimension, that is, temporal comparison. Therefore, in this study, we apply the temporal dimension of the social comparison to explore the impact of an actor's temporal social comparison with a target (whose performance development in the past period is better than the actor's) on the actor's psychological state and behavior. A scenario experiment and a three-wave field study show that the performance temporal social comparison can lead to social undermining in the workplace (leveling-down) and effectively promote the actor's self-improvement (leveling-up) simultaneously. Based on the cognitive appraisal theory of stress, we have further tested the challenge-hindrance stresses' significant mediating effects. We further find that general self-efficacy (GSE) is an essential individual characteristic that affects the actor's pressure perceptions. The effect on challenge stress will be more substantial when the actor's GSE is higher, whereas hindrance stress will be more substantial when GSE is lower. Meanwhile, GSE is also moderating the indirect effects of performance temporal social comparison on different behaviors. Overall, our findings make significant contributions to social comparisons theory development and provide critical managerial implications for high-potential talent management.

Paper is Available to Meeting Registrants Only.

OB: The Antecedents and Consequences of Workplace Envy: A Meta-Analytic Review

Author: **Miaomiao Li**, *Tongji U.*
Author: **Xiaofeng Xu**, *Tongji U.*
Author: **Ho Kwong Kwan**, *China Europe International Business School (CEIBS)*

Extensive research has been conducted into the antecedents and consequences of workplace envy, but a meta-analytic review is lacking from the literature. This meta-analytical study draws on social comparison theory to examine studies on envy at work and provides a comprehensive model of the antecedents and consequences of workplace envy. We reconcile the divergent findings of the research by building a multilevel model of workplace envy, which considers episodic, dispositional, and general envy. The results suggest that individual differences (e.g., narcissism, neuroticism), organizational contexts (e.g., competition, position level), and social desirability are predictors of workplace envy. They also reveal that workplace envy is related to organizational citizenship behaviors (OCBs), negative behaviors (e.g., ostracism, social undermining), negative emotions, organizational perceptions (i.e., engagement, satisfaction), turnover intentions, and moral disengagement. We test the moderating roles of envy types, measurement approaches, and causal effects. The results reveal that there is little difference, and that specific variables (e.g., self-esteem, fairness) can be regarded as antecedents or consequences of workplace envy. Finally, we suggest that future research into workplace envy investigates contextual predictors and moderators through a social comparison process. This meta-analysis can serve as a foundation for future research into workplace envy.

Paper is Available to Meeting Registrants Only.

OB: Evidence for Gender Effects in Asymmetric Effects of Upward and Downward Envy

Author: **Jaewoo Kim**, *U. of Houston*
Author: **Leanne Atwater**, *U. of Houston*
Author: **Ho-Jung Yoon**, *Sejong U.*
Author: **Jamie Belinne**, *U. of Houston*

Envy research has typically focused on envy of those who are superior in some way referred to as upward envy. Drawing upon a social-functional perspective on envy and evolutionary theory, however, we introduced downward envy and shed light on how upward and downward envy affect envious' behavioral responses differently. Notably, we conceptualized a new emotion focused coping reaction to envy—avoidance—, which is another type of reaction to envy in addition to threat-based (e.g., social undermining) and challenge-based (e.g., self-improvement) reactions. Moreover, we propose that such asymmetric effects of envy are pronounced depending on gender, social support, and core self-evaluation (CSE) in a competitive context such as the job market. The conceptual model was tested with two experimental studies using a sample of Korean job seekers (n=114) in Study 1 and U.S. undergraduate internship seekers (n=128) in Study 2. In general, we conclude that male job seekers who experienced downward envy with low-social support or with low-CSE tend to engage in more maladaptive behaviors such as undermining and avoidance than female job seekers do.

Paper is Available to Meeting Registrants Only.

OB: Supervisor Gossip in Organizations: Its Social Comparison Function and performance outcome

Author: **Fangliang Zhang**, *Renmin U. of China*
Author: **Chunling Zhu**, *Renmin U. of China*

Workplace gossip is ubiquitous in organizations. However, it is generally viewed as a deviant behavior that produces negative work-related outcomes. Contrary to this prevailing belief, recent work has begun to shed light on the finding that workplace gossip has the potential to generate positive influences. Drawing on the social comparison and social cognitive perspectives of gossip, we adopt a balanced view to investigate the pros and cons of supervisor's job-related gossip for employee recipients. We propose that supervisor's job-related gossip has social comparison function for recipients, such that positive gossip results in recipients' upward comparison while negative gossip leads to downward comparison. Dyadic data collected from 218 supervisors and their 671 employees in a Chinese enterprise showcased evidence for the positive influence of supervisor's job-related positive gossip and negative influence of negative gossip on recipients' performance through self-efficacy. In addition, the indirect effect of positive gossip is attenuated when recipients have salient performance goals. Our research enriches the current understanding of workplace gossip functions, which extends social comparison theory to multi-disciplinary application. The empirical findings also provide guidance for business practitioners to make proper use of positive gossip and to be cautious of negative gossip when interacting with employees.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Spillover Effects of Abuse at Work

OB: How Supervisor Ostracism gets Catalyzed? Cognitive Rumination and Subordinate Aggression

Author: **Jie Guo**, *Carolina U.*
Author: **Lusi Wu**, *U. of Electronic Science and Technology of China*

We introduce cognitive rumination reflected on supervisor ostracism as an important mediator in promoting subordinate aggression. Drawing on the temporal model of ostracism effects, our model has focused primarily on a reflective stage (in contrast to a reflexive stage in prior research) to examine how and when ostracism effect gets deteriorated to aggressive responses. Further, we provided a nuanced view in ostracism-provoked aggression by identifying two different targets – coworkers (displayed aggression) and the supervisor (direct aggression). We conducted three studies to test the moderated mediation model, where the first study focuses on coworker-directed aggression and the second study examines supervisor-directed aggression. We then provide a complementary study (study 3) on the overall model to investigate within-person fluctuations in follower-displayed aggression provoked by supervisor ostracism on a daily basis. Our findings suggest that supervisor ostracism can be displayed episodically and influence followers on a within-individual level. Our work thus contributes to the supervisor ostracism literature by integrating the role of cognitive rumination and separating its effect that launches direct versus displaced aggression respectively.

Paper is Available to Meeting Registrants Only.

OB: Intimate Partner Violence

Author: **Phoenix Van Wagoner**, *U. of Colorado, Boulder*
Author: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Author: **Jessica Mariah Rivin**, *U. of Colorado, Boulder*
Author: **Russell Cropanzano**, *U. of Colorado, Boulder*

Intimate partner violence (IPV) is a serious social problem, with pernicious consequences for families and children. Likewise, organizations may be disadvantaged due to lost productivity and medical expenses. Building on this literature, we argue that the coworkers of IPV victims may also experience elevated anxiety and depression, at least under certain conditions. We explored these ideas in a four-month, experience sampling methodology (ESM) study. The study was designed to examine anxiety and depression at work, as well as how the former impacts employee work goal progress. Tragically, eight weeks into data collection, an estranged husband murdered his former spouse and subsequently committed suicide. Consequently, we were able to assess potential changes on all three criterion variables, both among those with higher psychosocial proximity to the IPV (worked in the same job and in the same building) and lower psychosocial proximity (worked in different jobs and/or in different buildings). Even further, we also examine individual characteristics to determine who is most affected by a vicarious IPV. As expected, employees showed heightened levels of anxiety and depression after IPV against a coworker. Anxiety, in turn, was associated with reduced work goal progress. However, these effects only held among coworkers with high psychosocial proximity to the incident and those prone to anxiety.

Paper is NOT Available. Please contact the author(s).

OB: The impact of customer mistreatment on employees: A moderated mediation model

Author: **Yu Chin Lee**, *Shu-Te U.*
Author: **Cheng-Chen Lin**, *National Pingtung U. of Science and Technology*
Author: **Hui-Chuan Tang**, *I-Shou U., Taiwan*
Author: **Szu-Chi Lu**, *National Taichung U. of Science and Technology*

This study aims to investigate employee reactions toward customer mistreatment. Mainly based on the self-concept perspective, we propose that when an employee's organization-based self-esteem is threatened by the negative experiences of customer mistreatment, he or she is more likely to engage in destructive and disengaged work behaviors. This relationship is especially stronger for individuals who have poorer relationships with their supervisors. We tested this theoretical model with a sample of 308 nurses nested within 64 work teams. The data were collected over three time points and the hypotheses were tested with multilevel regression analysis. Our findings suggest that organization-based self-esteem mediates the relationships between customer mistreatment and interpersonal deviance, job neglect, service-oriented organizational citizenship behavior, and job performance. Further, supporting our hypotheses, these relationships were stronger for employees with weaker leader-member exchange. Theoretical contribution, practical implications, and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

OB: Spillover effects of abusive supervision

Author: **Shahid Khan**, *Central Queensland U.*

Abusive supervision (AS) is relentless in damaging employees' personal and professional life. This study examines the underlying mechanism through which AS damages employee's job and life satisfaction and most importantly the boundary conditions that help attenuate the cascading effects of AS on employee's wellbeing. Using a sample of 187 employees from a large public sector organization, this study found that job tension transmit the antagonistic effects of AS on employees' job and life satisfaction. However, these effects were low for employees who were high rather than low on their personality trait (resilience). The study contributes to the AS literature by explicating job tension as one possible underlying mechanism and resilience as a personality trait that helps diminish the deleterious effects of AS on employees' job tension and wellbeing. Theoretical contributions and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Multiple Causes of Employee Deviance

OB: Stripped of Agency: The Paradoxical Effect of Employee Monitoring on Deviance

Author: **Chase Thiel**, *U. of Wyoming*
Author: **Julena Bonner**, *Utah State U.*
Author: **John Bush**, *U. of Missouri*
Author: **David Welsh**, *Arizona State U.*
Author: **Niharika Garud**, *U. of Melbourne*

Organizations have long sought to mitigate the risks associated with unsupervised employee conduct (e.g., employee deviance). To combat these risks, organizations often employ performance monitoring as a way to externally regulate their employees' behavior. This external regulation is quite effective for minimizing targeted deviance. Yet, deviance has many forms, and effectively deterring deviance in general may require other processes, such as enhancing employees' self-regulatory capacity. In this research, we call into question whether monitoring may always serve its intended function. Specifically, we argue that there is a paradoxical effect of monitoring whereby it undermines the self-regulatory systems of monitored individuals. Drawing on social cognitive theory, we hypothesize that monitored individuals perceive a diminished sense of agency, which makes them more likely to displace their sense of moral responsibility. Contrary to what organizations expect and previous work predicts, this process ultimately leads individuals to engage in more (not less) deviance. Across a field and an experimental study, we find converging support for our predictions and rule out alternative mechanisms. This research provides important theoretical and practical insights into the unintended consequences of monitoring employees.

Paper is Available to Meeting Registrants Only.

OB: Knowledge Theft in Organizations

Author: **David Zweig**, *U. of Toronto*
Author: **Alycia Marie Damp**, *U. of Toronto*

We have all worked with them - colleagues who get ahead by taking credit for another person's work or who take our ideas and present them as their own. For anyone on the receiving end of this behavior, it can feel as though a theft has occurred. As with a theft of physical goods, a theft of ideas can elicit highly negative reactions and behaviors. However, despite widespread acknowledgement that people have their ideas and work efforts stolen, this phenomenon is yet to be studied empirically. We explore the concept of knowledge theft – the deliberate act of claiming unjustified ownership of the work contributions of another – and propose that the central and defining features for those who experience knowledge theft are loss of knowledge and the loss of acknowledgement or recognition for that knowledge that would have otherwise been received if not claimed by another. We then present four studies establishing the validity and reliability of a measure of knowledge theft, differentiating it from other deviant workplace behaviors, and demonstrating the incremental validity of knowledge theft in predicting relationships with a variety of negative work-related outcomes. Additionally, we find that the relationship between knowledge theft and negative workplace outcomes is exacerbated when the degree of loss perceived by targets is greater. Our research lays the foundation for further study of knowledge theft from the perspective of targets who lose out on the recognition for their ideas and efforts and from perpetrators who steal ideas and recognition from others.

Paper is NOT Available. Please contact the author(s).

OB: Forced to Be a Good Citizen: The Mechanisms and Boundary Conditions of Daily Compulsory Citizenship

Author: **Nai Wen Chi**, *National Sun Yat-Sen U.*
Author: **Chieh-Yu Lin**, *National Sun Yat-Sen U.*
Author: **Patrick Bruning**, *U. of New Brunswick*
Author: **Yu Hung**, *National Sun Yat-Sen U.*

Compulsory citizenship behavior (CCB) refers to employees' engagement in citizenship behaviors that go against their own will. The literature is currently unclear about whether the implications are positive, negative, or a nuanced combination of both. To address this confusion, we attempt to clarify the concurrent enrichment and depleting effects of daily CCB on employees' subsequent organizational citizenship behavior (OCB) and interpersonal deviance. Drawing on the enrichment- and depletion-based perspectives of helping behaviors, we theorize that employees' daily organization-based self-esteem (OBSE) and daily depletion are core mechanisms that explain the benefits and costs of daily CCB. In addition, we also theorize that employees' extraversion and leader-member exchange (LMX) are critical boundary conditions of the effects of employees' daily CCB. By using an experience sampling method, we collected daily data from 186 full-time employees across 10 working days (twice a day), yielding 1,551 valid daily responses. The results of multilevel path analyses showed that: (a) CCB has a positive indirect effect on subsequent OCB via increased OBSE, and LMX strengthens this positive indirect effect, and (b) CCB also has a positive indirect effect on subsequent interpersonal deviance via increased ego depletion, but extraversion buffers this positive indirect effect. Theoretical and practical implications are further discussed.

Paper is Available to Meeting Registrants Only.

OB: Fear of goal failure making employees to behave unethically: A cross-national study

Author: **Rahman Khan**, *Ghulam Ishaq Khan Institute of Engineering Sciences and Technology (GIKI)*
Author: **Ghulam Murtaza**, *Kedge Business School, France*
Author: **Jean Pierre Neveu**, *U. de Pau et des pays de l'Adour*
Author: **Mark Ohana**, *Kedge Business School, France*
Author: **Qurat Ul Ain Talpur**, *ESSCA School of Management*

This article examines whether ego-depletion mediates the positive link between employees' fear of failure in meeting their goals and their unethical behavior. In addition, the moderating roles of moral attentiveness on the mediated relationship is examined. Drawing on multi-wave data from sales representatives in the USA (n = 334) and Pakistan (n = 381) ego-depletion was found to mediate the positive relationship between fear of goal failure and unethical behavior. In addition, employees' moral attentiveness was found to attenuate the positive link between fear of failure and unethical behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theoretical Perspectives on Leadership

OB: **20 Years of Chinese Leadership Research: A systematic Literature Review and Future Research Agenda**

Author: **Yue Hu**, *Vrije U. Amsterdam*
Author: **Oli Mihalache**, *Vrije U. Amsterdam*

As the Chinese economy has grown over the past decades to take a prominent place on the world stage, so has research on Chinese leadership. The growing research provides much needed breadth in our understanding of Chinese leadership. However, the research is quite fragmented as it has developed in several largely disconnected areas. This study develops an integrative framework of Chinese leadership, based on a systematic review of peer-reviewed articles published in the last 20 years. We synthesize insights from 169 articles to develop a comprehensive understanding of traditional Chinese leadership practices and Western leadership theories applied in Chinese organizations. Furthermore, we advance research on Chinese leadership by proposing five areas of future research that build on our integrative framework.

Paper is Available to Meeting Registrants Only.

OB: **Leading from the Ground: A Meta-analysis of Humble Leadership and Its Related Outcomes**

Author: **Zhihao Wu**, *Renmin U. of China*

Focusing on the existing research gap of a systematic quantitative review of previous research related to humble leadership, this article aims to conduct a comprehensive meta-analysis on humble leadership and explore its relationship with the most surveyed and significant variables from the perspectives of employee attitude and psychological state, employee behavioral process and work performance, leader outcomes and team outcomes. To further explore the boundary conditions of the proposed main relationship, moderation analysis on publication status, measurement scale, survey data collection design and variable data source were also conducted as an essential supplement. Through the quantitative review of existing empirical research with the meta-analytic method, this article exerts to uncover the research status of humble leadership and promote the current understanding. The article is anticipated to have several theoretical contributions and practical implications as well as providing some insights for future research.

Paper is NOT Available. Please contact the author(s).

OB: **Virtual Leadership in the Age of Social Distancing: A Field Experiment on Work Team Creativity**

Author: **Lan Wang**, *Peking U.*
Author: **Xiao-Ping Chen**, *U. of Washington*
Author: **Jun Yin**, *National School of Development at Peking U.*

The extending lockdown and social distancing due to the COVID-19 pandemic create an extreme context in which leaders must respond to threats of severe physical, psychological, or material consequences to organizational members. Building on affective events theory and the media richness literature, we develop a theoretical model explicating how virtual leadership in an extreme context can promote team creativity by reducing team anxiety elicited by extreme events, which in turn facilitating team information elaboration. Data from a three-stage longitudinal field experiment, in combination with an experience sampling method on 251 employees in 32 teams across 12 preschools in the extreme context of lockdowns during the COVID-19 pandemic provide strong support for the hypothesized sequential mediation effect between virtual leadership and team creativity. Our findings have significant theoretical and practical implications on virtual leadership and work team management.

Paper is NOT Available. Please contact the author(s).

OB: **A Paean to the “Poet Laureate of Management” Peter B. Vaill**

Author: **Eric B. Dent**, *Florida Gulf Coast U.*

During the COVID-19 pandemic, Peter B. Vaill passed away at age 83. Although most of his scholarly output was in the 20th century, Vaill, remains a leading voice for the post-COVID generation for insisting that managing, organizing, and leading are performing arts not just skills, behaviors, or competencies. He questioned the dominant unsustainable paradigms of the field and often found them inaccurate or insufficient. He observed over 60 years that the field has made little progress in producing actionable research and effectively teaching it. His career is briefly summarized and then his vision, philosophy, and perspective for more sustainable organizations are arrayed in five sections (1) “Permanent Whitewater” – VUCA (2) Manager-Leaders not Management Competencies (3) Practice (4) Management is Purposing, Learning, En-courag-ing and (5) Management Education. The current structure of the business school academy, AACSB accreditation, and the norms of Academy of Management scholarship largely mitigate against a next-generation Peter Vaill and more sustainable approaches to leadership and organizations.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Leadership Authenticity and Charismatic Behaviors



OB: **Under-communication and the Empathy Gap: The Price Leaders Pay for Not Sharing Enough**

Author: **Frank Flynn**, *Stanford U.*
Author: **Chelsea Lide**, *Stanford Graduate School of Business*

Managers can miscalibrate their communication—either communicating too much or too little with their subordinates. We propose that such miscalibration reflects a strong bias toward under-communication. In Study 1a, we examine 2,717 qualitative comments from 360-degree leadership assessments and find that managers are nearly ten times as likely to be criticized for under-communicating than over-communicating. In Study 1b, we find further evidence for this bias using ratings of managerial communication drawn from a nationally representative sample of U.S. adults. In Study 2, we focus on leader selection, finding that managers who tend to under-communicate are viewed as less capable and are less likely to be selected for a leadership role than managers who over-communicate. In Study 3, we test our model in the context of the COVID-19 pandemic, demonstrating that organizational leaders tended to be seen as under-communicating with their employees about pandemic-related planning, which led to them being seen as less empathic, and in turn, less effective, leaders.

Paper is NOT Available. Please contact the author(s).

OB: **To Self-Verify or Self-Enhance? Effects of Self-Presentation and Authentic Leadership on Felt Trust**

Author: **Tae-Yeol Kim**, *China Europe International Business School*
Author: **Emily David**, *China Europe International Business School*
Author: **Tingting Chen**, *Lingnan U.*
Author: **Jessica (Yongyi) Liang**, *school of management, Jinan U.*

When it comes to self-presentation, people may present their genuine selves or reveal only positive attributes, but most research has examined these behaviors separately. The self-presentation literature has also failed to distinguish between truthful and fabricated efforts to enhance one's self-image. In this study, we developed and tested an integrated theoretical model that examines the simultaneous effects of self-verification (genuine self-presentation) versus self-enhancement (i.e., self-promotion and self-aggrandizement) on employee outcomes. Using a multi-source, three-wave survey design and a sample of 115 working groups (i.e., 115 supervisors and their 555 employees), we found that self-verification and self-promotion enhanced task performance via felt trust, whereas self-aggrandizement demonstrated negative indirect effects. In addition, self-verification was positively related to felt trust and task performance when authentic leadership was higher rather than lower. In contrast, self-promotion was positively associated with felt trust and task performance when authentic leadership was lower rather than higher.

Paper is NOT Available. Please contact the author(s).

OB: **The Positive Effects of Leader Impression Management on Follower Perceptions of Transformational Leadership**

Author: **Jessica Peck**, *Cleveland State U.*
Author: **Mary Hogue**, *Kent State U.*

Followers accept influence when target leaders meet follower perceptions of what it means to be a leader. Impression management (IM) is an important means of influencing these perceptions, particularly for transformational leaders. In transformational leadership, followers are inspired by leaders and experience strengthened levels of motivation and performance (Yukl, 1999). We examine the multi-dimensional nature of IM as composed of information processing, communicative, and goal-directed components and use this framework to examine empirically how these dimensions influence follower perceptions of transformational leadership (TL perceptions). We develop an instrument used in experimental studies to test the impact of IM within transformational leadership theory. Further, we highlight the implicit cognitive categorization processes that explain how the influence process occurs. Across two empirical studies, we find authentic IM behavior leads to greater TL perceptions than inauthentic, and pro-social IM behavior leads to greater TL perceptions than pro-self. There is no significant difference in TL perceptions between automatic and controlled IM behavior. Finally, we provide a cognitive explanation for the IM influence process, showing that certain IM behaviors are implicitly associated with transformational leader behaviors. We integrate the results within existing literature and provide a future research agenda.

Paper is Available to Meeting Registrants Only.

OB: **"Your Cognition, My Territory": Charismatic Leaders' Management of Follower Cognitive Dissonance**

Author: **Farzaneh Noghani**, *Texas Tech U.*
Author: **Hamid NoghaniBehambari**, *Texas Tech U.*

In their role as a leader and in the process of achieving their goals, charismatic leaders incorporate various strategies to utilize certain capabilities of their followers. One form of such strategies is to manage followers' cognitive dissonance. To manage others' dissonance could be implemented as acting to either reduce or induce it. In this paper, we propose that charismatic leaders may seek to, through various mechanisms, facilitate either cognitive discrepancy reduction or induction in followers. Drawing on the self-standards and the action-based models of cognitive dissonance theory, we explain how charismatic leaders are empowered to do so by the interaction of situational opportunities and their own motivations and abilities. Specifically, we focus on the relevant impression management techniques (i.e., amplifying, scripting, promotion, and exemplification) that charismatic leaders utilize in the process of managing followers' dissonance. We also propose that the type of the charismatic relationship, i.e., personalized or socialized, formed between leaders and followers of certain characteristics, moderate this process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Stress and Mindset

OB: Can Work Interactions Cause Technostress during the COVID-19 Crisis? A Dyadic Study

Author: **Huda Masood**, *York U., Toronto*
Author: **Marie-Helene Elizabeth Budworth**, *York U.*

The Corona Virus Disease 2019 (COVID-19) containment protocols led to two broader shifts in the workplace namely the increased use of information and communication technologies (ICTs); and modified work interactions. The aim of the current study is to investigate how work relationships impact the technostress or the stress experienced by using ICTs during the pandemic. We measured work interactions through (i) interactional justice or fairness of interpersonal treatments received at work; and (ii) relational crafting or proactive modifications in the frequency and nature of work interactions. Through mixed-methods design, our research seeks to answer how manager-employee interactions are impacted during the COVID-19 crisis and how these interactions determine the level of technostress experienced by each party. For Study 1, we conducted Actor Partner Interdependence Model (APIM) analysis on manager-employee dyads to elucidate how they have modified their work interactions during the pandemic. Our findings indicate a strong interdependence between managerial interactional justice and employee relational crafting and vice-versa. Engagement in relational crafting also significantly informed the technostress for both managers and employees. In Study 2, semi-structured interviews were conducted for completeness and complementarity of the first study. Through thematic analysis, we gained in-depth insights into the modifications of work interactions during the COVID-19. The proposed relationships contribute to refining our understanding of justice, job design, and stress literature during times of emergency. Managerial implications during and beyond the COVID-19 times are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Mindset and Stress: How and When a Growth Mindset Reduces Employee Stress?

Author: **Yingfang Zhao**, *ZaoZhuang U.*
Author: **Ning Chen**, *City U. of New York, Lehman College*

The belief that people can change (i.e., growth mindset) has been found to be associated with lower level of stress, however its underlying mechanism has not yet been investigated. Furthermore, the basic assumption of this association is that individuals respect themselves, recognize their limitations, and expect to grow over time, which are the characteristics of high self-esteemers. It is unclear whether the association still holds for low self-esteemers. The current study examines the mediation role of hope and the moderation role of self-esteem in the relationships between employee mindsets and their stress. The data from a survey and an experiment revealed that when high self-esteemers adopt a growth mindset, they are more hopeful and have lower levels of stress compared with those who adopt a fixed mindset. The effect of growth mindset on reducing stress was not found among low self-esteemers. Implications for understanding employee stress and for developing preventive interventions are discussed.

Paper is Available to Meeting Registrants Only.

OB: The wolf in sheep's clothing.

Author: **Sonja Hollerbach**, *PhD Student*
Author: **Abiola Sarnecki**, *EBS Business School*
Author: **Myriam Bechtoldt**, *EBS U. of Business and Law*

Many universities and business schools have introduced a specific form of performance feedback: Student Evaluation of Teaching (SET). SET increasingly take place in a digitized and anonymous form, thereby reversing the power relations between professors and students in a form that would never exist in face-to-face interactions. SET is a double-edged sword. While SET are relied on for administrative decisions, researchers question their value, validity and reliability. Yet despite the extensive research on the student perspective of SET, we know little about professors' mental reactions to the receipt of negative SET. In the present work, we identify different categories of negative SET, test their frequency and investigate their influence on professors' perceived levels of stress. We also explore the mediating effect of interpersonal justice. Our theoretical and empirical findings highlight that negative SET can be operationalized in a 2x2 matrix comprising active disrespect regarding the person/course and matter-of-fact feedback concerning person/course. All SET categories targeting the person lead to increased stress in professors, which is significantly positively mediated by the perception of fairness. By examining this relationship, we offer important limitations for the use of SET at universities as tool to motivate professors to improve their teaching performance.

Paper is Available to Meeting Registrants Only.

OB: The Reciprocal Effects of Organizational Constraints and Employees' Strain

Author: **Yijue Liang**, *U. of Illinois at Urbana-Champaign*
Author: **YoungAh Park**, *U. of Illinois at Urbana-Champaign*

Employees' turnover intention and physical health problems can be costly to organizations because they tend to decrease productivity and increase organizational expense in training and healthcare. Research has shown that they are related to organizational constraints, a prevalent type of work stressors that can harm employees' work attitude and well-being. However, scant attention has been paid to whether organizational constraints and the two strain reactions (i.e., turnover intention and physical symptoms) can reinforce each other overtime, leaving causal inference of such important relationships unclear. Drawing from the conservation of resources theory, this study aimed to narrow this research gap by examining the reciprocal relationships between organizational constraints and the two strains. Organizational constraints were hypothesized to increase employees' turnover intention and physical symptoms which, in turn, may further elevate their perceived organizational constraints. Moreover, job control was hypothesized to mitigate these reciprocal effects. With a longitudinal data of 702 teachers over five weeks, results of cross-lagged models supported the hypothesized reciprocal relationships and provided partial support for the moderating role of job control. Theoretical and practical implications were discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Goals, Feedback, and Affective Responses

OB: **A Within-Person Field Experiment to Test an Affect-Resource Model of Employee Effectiveness at Work**

Author: **Vera M. Schweitzer**, *WHU – Otto Beisheim School of Management*
Author: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*
Author: **Stefan Diestel**, *U. of Wuppertal*
Author: **Fabiola Heike Gerpott**, *WHU - Otto Beisheim School of Management*
Author: **Jana Kühnel**, *U. of Vienna*
Author: **Roman Prem**, *U. of Graz, Austria*

We expand research on the daily dynamics of employee effectiveness at work by integrating conservation of resources theory with a broaden-and-built perspective on positive emotions. Specifically, we expect that on days with high work-related self-control demands, employees experience regulatory resource depletion, which makes them less effective at work because they enter a resource preservation mode. Recognizing that positive affect replenishes employees' regulatory resources and thereby serves as a signal to approach challenges, we further propose that increasing positive affect can prevent employees from conservation of regulatory resources after dealing with high self-control demands. To test our integrated affect-resource model, we developed a daily micro-intervention that induces positive affect and tested it in a within-person field experiment (daily diary study design) over 12 workdays with 85 employees. Consistent with our predictions, the adverse effects of morning self-control demands on afternoon measures of employee effectiveness (work engagement, organizational citizenship behavior, creativity) via regulatory resource availability was attenuated on days when participants experienced increases in positive affect due to a text- or video-based positive affect intervention. This was not the case on days when a control condition was administered to participants. We discuss theoretical and practical implications of our affect-resource model.

Paper is NOT Available. Please contact the author(s).

OB: **Mood Repair and Maintenance at Work: A Scale Development and Theoretical Extension**

Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Author: **Linna Wan-Ling Chien**, *Institute of Human Resource Management, National Sun Yat-sen U., Taiwan*

Although researchers have generally found that daily negative moods lead to harmful outcomes, in contrast, daily positive moods improve well-being and performance. It remains unclear how employees engage in mood regulation strategies to “repair” their negative moods or “maintain” positive moods. Drawing on the mood regulation literature, we employed three studies to develop a scale to measure employees' mood regulation strategies and test the mood repair/maintenance hypotheses. In the pilot study, we followed Hinkin's (1998) scale development process to generate seven mood regulation strategies by interviewing 138 full-time employees and collecting items from existing literature. In Study 1, the daily data was collected twice a day (i.e., 9:00 AM and 4:30 PM) from 108 employees across two consecutive weeks, resulting in 1022 valid daily responses. Study 1 results showed that engaging in positive social activities, negative social activities, and task-related activities (e.g., trying harder to solve problems) effectively maintain their positive moods. In Study 2, we collect daily data twice a day (i.e., 8:30 AM and 11:30 AM) from another independent sample composed of 106 full-time employees across two weeks (i.e., 987 valid daily responses). Then we constructively replicate the Study 1 findings by employing different measures and research design. Notably, we also included recovery- and task-related outcomes as potential mechanisms to explain the effects of mood regulation strategies. Theoretical implications for mood regulation and recovery literature are further discussed.

Paper is Available to Meeting Registrants Only.

OB: **Emotional Job Demands, Learning Goal Orientation, and 10-Year Changes in Sympathy**

Author: **Susan Reh**, *U. of Exeter Business School*
Author: **Susanne Scheibe**, *Groningen U. (RuG)*

Many contemporary jobs require emotional effort from employees to perform their job effectively. A large body of research on emotional labor has investigated the consequences of these emotional job demands (EJDs) on employees' own emotions and well-being with mixed findings with regards to whether they are beneficial or harmful. Few studies, however, investigated the longitudinal effects of EJDs. Moreover, we lack a clear understanding whether EJDs facilitate or inhibit the development of employees' emotional functioning such as the degree of sympathy they show toward others and which factors enhance or buffer this relationship. This study tests the effect of EJDs on changes in employees' sympathy over a ten-year time period. Moreover, we investigate whether a learning goal orientation (LGO), the motivation for task mastery and self-improvement, buffers the potentially detrimental effects of EJDs on sympathy changes. We test these hypotheses using data from N = 831 working adults from the second and third wave of the Midlife in the United States survey (MIDUS) in combination with data from the Occupational Information Network (O*NET). Results from latent change score models show that whereas sympathy on average increases over the 10-year span, EJDs have a negative effect on these changes and a LGO moderates this effect so that EJDs have a negative effect on sympathy changes only for employees low in LGO. We discuss implications for theory and practice.

Paper is Available to Meeting Registrants Only.

OB: **Negative feedback change on follower's performance: a goal-setting theory perspective**

Author: **Li Xing Xu**, *School of Economics & Management, Tongji U.*
Author: **Feng Wei**, *Tongji U.*
Author: **Shicheng Zhang**, *School of Economics & Management, Tongji U.*
Author: **Zhaoyu Chen**, *Tongji U.*

Negative feedback is dynamic, evolves over time when individuals and aspects of their environments change, but most research has treated negative feedback as a “static” phenomenon. We addressed this oversight by presenting a dynamic, process-oriented approach to understand negative feedback from a goal-setting theory perspective using a three-wave survey design over time, and examining how two outcomes of change in perceptions of negative feedback predict task performance. Using supervisor-subordinate dyadic time-lagged data (n = 127), results revealed that negative feedback change affects employee task performance via goal commitment. In addition, we propose a moderating effect of growth mindset. The present study therefore shifts attention to the dynamic nature of negative feedback and in doing so offers a promising new direction for future research. Implications to theory and practice are discussed. Keywords negative feedback change, goal commitment, task performance, growth mindset, goal-setting theory

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Affect in Organizations: Effects of Job Insecurity and Humility



OB: A Meta-Analysis of Curvilinear Relationships Between Job Insecurity and Employee Workplace Behaviors

Author: Amy Lawrence, U. of Auckland
Author: Lixin Jiang, U. of Auckland
Author: Xiaohong Xu, Old Dominion U.

Based on the stress-based perspective, job preservation motivation perspective, social exchange theory, and activation theory, we propose competing hypotheses to understand the relationships between job insecurity and employee behavioral outcomes, including task performance, organizational citizenship behavior (OCB), safety behavior, and counterproductive work behavior (CWB). We then use a meta-analysis to examine the relationships between job insecurity and these behavioral outcomes. Overall, our meta-analytic results demonstrate that relationships between job insecurity and employee behavioral outcomes are essentially linear. The limited evidence of the curvilinear relationship between job insecurity OCB-individual we did find supports the application of activation theory. This study helps to clarify past inconsistent findings and deepen our understanding on how the varying levels of job insecurity may impact employee workplace behaviors.

Paper is Available to Meeting Registrants Only.

OB: The Duality of Boundary Spanning after Downsizing: A Resource Allocation Perspective

Author: Thomas Arend De Vries, U. of Groningen, Faculty of Economics and Business
Author: Gerben S. Van Der Vegt, U. of Groningen

Teams frequently establish and maintain relationships with other teams to manage joint work and obtain external resources. Such “boundary spanning” can be beneficial or detrimental for teams. Nevertheless, prior research has largely focused on the benefits that teams draw from boundary-spanning activities without addressing potentially negative effects. To address this issue, we draw from resource allocation theory to examine when and why boundary spanning benefits and harms team performance. Specifically, we propose that when teams face strongly reduced staffing budgets, boundary spanning helps to replenish team resources, which then benefits team performance. By contrast, when teams face smaller reductions in staffing budgets, we suggest that boundary spanning diverts finite available time and attention from other crucial activities, thereby depleting team resources and hurting team performance. We test this moderated mediation relationship using time-lagged, multi-source data from a healthcare organization that had reduced staffing budgets without lowering output requirements. Corroborating our expectations, our results illustrate that reductions in team staffing budgets critically shape boundary spanning’s implications for teams’ resources availability and performance. Our research, thereby, adds value by offering a more complete and integrated perspective on the performance implications of boundary spanning that complements the one-sided, and overly optimistic, view within much existing research.

Paper is NOT Available. Please contact the author(s).

OB: A double-edged sword of employee humility: understanding its influence on actors’ well-being

Author: Jie Zhong, Harbin Institute of Technology
Author: Chao Ma, The Australian National U.
Author: Qiuxiang Wen, Nanjing U.

Though previous research concerning general humility explored its’ impact on actors’ well-being, the findings were inconsistent and they scarcely investigated the underlying mechanisms and boundary conditions. Based on ego-depletion theory and literature concerning self-efficacy, we propose an integrative model that investigates both the dark and bright sides of employee humility for actors simultaneously. Specifically, we suggest that employee humility is harmful to their well-being via increased ego-depletion while it may also benefit employees’ well-being by improving their self-efficacy. Based on internal identity asymmetry theory, we propose that perceived leader underestimation is a critical boundary condition influencing above relationships. We tested our hypothesized moderated-mediation model by using time-lagged and supervisor-subordinate matched data. Results partly supported our hypothesized relationships that ego-depletion and self-efficacy mediate the relationship between employee humility and employee well-being (i.e., personal growth, job satisfaction, and sleep deprivation). In addition, although perceived leader underestimation failed to moderate the positive influence of employee humility on ego-depletion, but played a moderating role in the relationship between employee humility and self-efficacy. Theoretical and practical implications that employee humility has both positive and negative influence on actors’ wellbeing are also discussed.

Paper is NOT Available. Please contact the author(s).

OB: Organizational populism

Author: Patrice Cailleba, PSB Paris School of Business

Since populism is considered to be inherent to politics and that every organization is a place for politics to thrive, we coin the concept of organizational populism to help firms and employees alike identify and use their voice against this phenomenon. Based on studies in the fields of management and political, we adapt Rosanvallón’s three-fold simplification (social, procedural and hierarchical) to the management sciences. Each simplification presents different characteristics and leads to specific behaviors, which flourish thanks to the organizational populist leader’s ability to manage employees’ emotions. Dangerous by definition, this form of populism progressively increases psycho-social risks and accentuates suffering at work by multiplying contradictory orders and deepening the denial of organizational reality as well as market forces.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Conflict and Change: Effects on Teams

OB: [The impact of individual conflict experiences on proximal task performance in a multi-team context](#) 

Author: **Semin Park**, *U. of Iowa*

William H. Newman Award Nominee

Conflict is a dynamic phenomenon that may manifest in different fashions over time. In understanding conflict in small groups and teams, however, much of our understanding is still limited around team-level perceptions and distal outcomes without much consideration of individual members' experiences who are directly involved in the process. Moreover, teams are increasingly working in a multi-team context, in which team members may interact with individuals within and between their team boundaries at different times. In this study, building upon the behavioral manifestation of team conflict and theories of cognitive resource allocation, I advance and test a new framework that investigates the influence of members' conflict experiences on individual proximal performance. Specifically, I differentiate and consider conflict in terms of their directionality (sender vs. receiver), team boundaries (within vs. between team), and cumulative experience effects. Using continuous behavioral data from paramedics completing simulated mass-casualty incidents, I found that sending conflict was beneficial to individual proximal task performance when it was directed within team boundaries, whereas it was detrimental when it was directed between team boundaries. In contrast, receiving conflict was beneficial to individual proximal task performance when it was emanated between team boundaries. Lastly, these relationships were moderated by senders' and receivers' cumulative conflict experiences throughout the day. Implications, limitations, and directions for future research are discussed.

Paper is NOT Available. Please contact the author(s).

OB: [A team emergent state approach towards readiness to change](#)

Author: **Patrick Michel Groulx**, *HEC Montreal*

Author: **Kevin J. Johnson**, *HEC Montreal*

Author: **Jean-François Harvey**, *HEC Montreal*

Building on the need for a team based approach towards readiness to change (Rafferty, Jimmieson & Armenakis, 2013), the authors propose and test the process by which team readiness to change emerges. Building on the foundation of the team regulation theory and readiness to change theory, the authors propose that team reflexivity play a central role in the emergence of team readiness to change by developing a team understanding of organizational change which enables teams to plan effectively their efforts towards the implementation. In addition, in response to current debate on the effect of managers on the development of team emergent states, the authors demonstrate the negative effect of the non-implication of managers in the process of emergence. In total, 83 teams participated in this cross-sectional study providing primary support to the double mediation model of the emergence of team readiness to change.

Paper is Available to Meeting Registrants Only.

OB: [Team Diversity and Team Innovation: Examining Mediating Mechanisms and Boundary Conditions](#)

Author: **Yi-Ting Lin**, *Department of Business Administration, National Chung Hsing U., Taiwan*

Author: **Nienchi Liu**, *Department of Business Administration, National Taiwan U., Taiwan*

Drawing on the information/decision-making and social categorization perspectives, the present study investigated the indirect effects of team diversity on team innovation performance via team knowledge sharing. Cognitive and relational boundary conditions of the indirect effects were also explored. We collected data from team leaders and team members of 70 research and development (R&D) teams in two time waves and performed structural equation modeling (SEM) to test the hypotheses. Consistent with the information/decision-making perspective, the results revealed that job-related diversity had a positive influence on team knowledge sharing, which in turn promoted innovation performance. In accord with the social categorization perspective, psychological diversity had a negative indirect effect on innovation performance through team knowledge sharing. In addition, team human capital accentuated the positive indirect effect of job-related diversity on innovation outcomes, while team identification with diversity attenuated the negative indirect effect of psychological diversity on innovation performance via team knowledge sharing. Finally, important theoretical and managerial implications were discussed.

Paper is Available to Meeting Registrants Only.

OB: [Looking Beyond the Team: Team Member Behaviors After a Transactive Memory Intervention](#)  

Author: **John R. Austin**, *U. of New England*

Awareness of available expertise in groups directly influences the group performance. Extensive empirical research on transactive memory systems has demonstrated this to be true. While there have been numerous research studies of this phenomenon, there is far less known about how interventions designed to increase transactive memory in natural continuing groups may have impacts beyond the groups. This paper addresses that gap. I provide an overview of transactive memory research and report on a team intervention designed around transactive memory systems theory. Qualitative data was collected through group interviews with participants in this intervention. The results of these interviews indicate that the most significant impacts of within-team transactive memory system awareness are in how team members change their interactions across the team boundary. I define the concept of situated expertise to describe the combination of knowledge awareness, help-seeking actions, and social network awareness needed to convert accurate team transactive memory systems into sustained system-level high performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

COVID-19's Effect on the Workplace

OB: **Overcoming Work-family conflict During COVID-19 Pandemic: A Serial Mediation Model**

Author: **S.M. Ramya**, *Indian Institute of Technology, Madras*
Author: **Jasmine Banu**, *Indian Institute of Technology, Madras*
Author: **Rupashree Baral**, *IIT Madras*

COVID-19 pandemic is a global crisis that has resulted in considerable changes to the way of life and work. Due to the lockdown conditions executed in several countries, organizations have resorted to long-term work from home settings, but this has had a diminishing effect on the employees' work and family boundaries, augmenting work-family conflict (WFC). In this study, we hypothesize the role of spouse support to overcome this WFC and identify the possible psychological mechanism to explain this process. The main aim of the study was to understand the role of work-home boundary incongruence through a conceptual model connecting spouse support, problem focussed coping strategy, boundary control, and work-family conflict. Using a cross-section survey design (N=350 married and full-time working individuals), structural equation modelling, and SPSS Process macro, we tested a serial mediation model. While the effect of spouse support in diminishing WFC was meagre, problem focussed coping strategy, and boundary control were found to be crucial. We found a significant indirect effect supporting our serial mediation hypothesis, extending the current knowledge about boundary theory and the work-home boundary model. We also offer implications and directions for future research.

Paper is Available to Meeting Registrants Only.

OB: **Navigating the COVID-19 Threat: Organizational Justice Matters More under Mortality Salience**

Author: **Haijiang Wang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Mengyuan Wang**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Xiaomin Xu**, *U. of Liverpool*
Author: **Changqin Lu**, *Peking U., School of Psychological and Cognitive Science*

Studies have shown that fairness is a functional quality, particularly when people are uncertain about fundamental aspects of human life, such as mortality salience (Van den Bos & Miedema, 2000). However, the role of organizational justice in mortality salience has been underexplored in field studies. COVID-19 has caused tens of thousands of deaths across the world. Does justice within an organization matter more to employees exposed to the threat of death from COVID-19? Based on social exchange theory and uncertainty management theory, we hypothesize that organizational justice and COVID-19 trigger mortality salience and jointly influence employee trust in their organizations and their work performance. We tested our hypotheses through a 16-day daily diary study using a sample of Chinese employees (N = 75, 831 total observations) and a three-wave study using a sample of American employees (N = 262). The results of the two studies showed that mortality salience consistently strengthened the effects of justice, as organizational justice was associated with higher levels of trust in the organization and work performance when the mortality salience triggered by COVID-19 was high (versus low). These findings replicate and extend other laboratory studies that apply uncertainty management theory and suggest that organizational justice matters more to employee trust and performance under the threat of COVID-19. Our research also advances social exchange theory by identifying personal uncertainty (i.e., mortality salience) as an important boundary condition through which justice can establish social exchange relationships in organizations.

Paper is Available to Meeting Registrants Only.

OB: **COVID-19 and Its Impact on Employee's Work Performance**

Author: **Ambreen Sarwar**, *Virtual U. of Pakistan*
Author: **Muhammad Ibrahim Abdullah**, *Comsat U. Islamabad- Lahore Campus*
Author: **Muhammad Kashif Imran**, *The Islamia U. of Bahawalpur, Pakistan*
Author: **Tehreem Fatima**, *U. of Lahore Sargoha Campus Pakistan*

With theoretical underpinnings in the terror management and conservation of resources theory, this research aims at investigating how the fear of contamination of COVID-19 has affected the performance of employees in the banking sector of Pakistan. The data was collected in two waves, from banks in Punjab region and analyzed through SPSS. The data from 206 employees showed that such fear results in emotional exhaustion which in turn negatively influences work performance. However, the perception of better precautionary measures adopted by the organization of the employees against the spread of disease moderated the relationship and weakened the strength of fear on performance through emotional exhaustion. Amid the wide-spread fear and detrimental effects of COVID-19 on organizations and economies, this research has implications for policy makers about the importance of organizational measures displayed to employees in decreasing the negative effects of extensive fear and uncertainty prevailing due to the pandemic.

Paper is NOT Available. Please contact the author(s).

OB: **Job Meaningfulness as an Important Motivator during the COVID-19 Pandemic**

Author: **Yi Huang**, *Nanyang Technological U.*
Author: **SinHui Chong**, *Nanyang Technological U.*

Under the ongoing and unprecedented uncertainties of COVID-19 (i.e., C19), people constantly seek and appraise relevant information to make sense of the situation. Yet, little is known about how people connect the external situation to their feelings and behaviors, and reconcile the meaning of their work roles with the larger pandemic context. This gap in knowledge is aggravated by the fact that many past studies on large-scale crises or tragedies focused on between-person employee reactions after a singular incident, which would not apply to the current enduring pandemic. Our research addresses this by examining the within-person daily relations of an employee's C19 situational appraisals with their job performance. Based on Lazarus' (1991) cognitive-motivational-relational theory, we predict that unfavorable previous-day C19 situational appraisal will be more strongly related to current-day negative affective state for employees whose C19-induced workload is higher (vs. lower), because fluctuations in the pandemic situation would have greater personal relevance for them. We also contend that higher (vs. lower) perceived job meaningfulness in combating C19 can mitigate the negative relation of negative affective state on job performance, because it offers employees a sense of social duty and obligation to maintain their performance despite their negative emotions. The results from 848 daily responses from 118 full-time employees collected during the pandemic support our hypotheses, and we discuss the implications of these findings for the present and the future beyond the C19 pandemic.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gratitude at Work

OB: Examining Gratitude's Role in Moral Partiality for Divergent Help Within Leader-Follower Dyads

Author: **Jennifer A. Harrison**, *EM Normandie Business School, Métis Lab, France*
Author: **Marie-Helene Elizabeth Budworth**, *York U.*
Author: **Thomas H. Stone**, *OSU Tulsa*

Building on research on gratitude, prosocial behavior, and caring and ethical leadership, we examine the role of gratitude in motivating leader-follower help that diverges from organizational goals (e.g., rule lenience). Drawing from moral self-regulation theory, we present a conceptual model on the role of gratitude as a moral emotion, whereby its prosocial action tendency focuses on moral partiality toward referent targets prompting the prioritization of targets' welfare. We propose two power moderators specific to leaders and referent followers, strengthening the proposed associations between gratitude and divergent help; these are the leader's power to diverge from rules and the follower's perceptions of their power relative to the leader's. We also examine the role of follower attributions in predicting gratitude feelings, and divergent help directed toward leaders.

Paper is NOT Available. Please contact the author(s).

OB: Thank me! Seeking gratitude leads to interpersonal avoidance

Author: **Shike Li**, *IE Business School*
Author: **Kriti Jain**, *IE Business School*
Author: **Ivana Radivojevic**, *Fundación IE Maria de Molina 13, 28006 Madrid VAT Number: G-81711459*

Gratitude has long been found to enhance interpersonal relationships. However, we challenge this assumption by examining situations where benefactors may offer help but then seek gratitude from the beneficiary. In four studies, we explore such sought-gratitude and demonstrate that it increases beneficiaries' avoidance mediated through their perception of the benefactor's self-righteousness. In a pilot study, we first established the prevalence of sought-gratitude in everyday life. In Study 1, participants recalled real life instances of sought-gratitude and the results provided initial evidence of its effect on avoidance through perceived self-righteousness. Study 2 replicated the predicted mediation by ruling out felt indebtedness as an alternative explanation. Study 3, using a behavioral task, showed that this mediation was moderated by beneficiaries' dispositional gratitude. These results contribute to a nuanced understanding of gratitude by shedding light on the phenomenon of sought-gratitude and its negative outcomes. We discuss theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

OB: You Make Me Feel Understood and Trusted: The Role of Leader Appreciation Expression

Author: **Ping Shao**, *California State U. Sacramento*
Author: **Katrina A. Graham**, *Suffolk U.*
Author: **Zhiqing Zhou**, *Baruch College & The Graduate Center, CUNY*
Author: **Hongcai Li**, *West Texas A&M U.*
Author: **Lindu Zhao**, *Southeast U.*

Drawing upon the social functionalist view of emotions, we tested expresser- and object-informational processes that transmitted the effect of leader appreciation expression onto employee job performance. Additionally, we explore the moderating effect of team cooperative climate as an important boundary condition. Using multi-wave, multi-source data, we found that leader appreciation expression was positively and indirectly related to employee job performance through employee felt trust from leader, and this relationship was strengthened when team cooperative climate was low. Concurrently, leader appreciation expression indirectly facilitated employee job performance through employee feeling understood at work and subsequent felt trust from leader. Our findings provide strong evidence for why it is important and rational for organizational leaders to express appreciation to their employees.

Paper is NOT Available. Please contact the author(s).

OB: Influence of Distributive Justice on Organizational Citizenship Behaviors: The Mediating Role of Gra

Author: **Bala Subramanian R**, *Xavier U. Bhubaneswar*
Author: **Srikanth PB**, *Director-HR, CTS, Mumbai, India*

Distributive justice is known to have important emotional and affective outcomes. The present study explores the role of distributive justice as an antecedent to feelings of gratitude towards the organization. Borrowing from social exchange theory we investigate the mediating role of gratitude between the relationship between perceived fairness in distributive justice and employees' organization citizenship behaviors. Multi-source data was collected from 185 employees and their supervisors employed in a large manufacturing organization based in East India. Data collection spanned two-time intervals. Data was analysed using structured equation modelling. The results indicate that feelings of gratitude not only signal fair distribution of benefits such that the employees go beyond the call of the duty to invest in OCB such by engaging in such acts, but they also presumably repay their social debts highlighted in the social exchange perspective. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Leader Narcissism and Ambition

OB: [Does ambition correspond to leadership aptitude?](#) 

Author: **Emily Reit**, *Stanford Graduate School of Business*
Author: **Frank Flynn**, *Stanford U.*

We posit a null hypothesis—that people who are more motivated to hold senior leadership roles do not possess stronger leadership skills. Drawing from three studies (two pre-registered), which focus on simulated and actual leadership behavior, we find no evidence of a connection between ambition and aptitude; rather, using Bayesian analysis, we find more support for the hypothesis that there is no relationship between these two constructs. More ambitious MBA students participating in a leadership skills competition were judged by a panel of experts as having no more leadership potential than their less-ambitious peers (Study 1). Likewise, high-aspiring executives received 360-degree evaluations of their leadership behavior that were no more positive than their low-aspiring peers (Study 2). Finally, using a nationally representative sample of U.S. adults asked to lead a team in a simulated leadership task, we again find no support for the presumed link between ambition and aptitude (Study 3).

Paper is Available to Meeting Registrants Only.

OB: [Throwing good money after bad: Leaders' personality traits model for escalation of commitment](#)

Author: **Yael Brender-Ilan**, *Ariel U. Department of Economics and Business Administration, Israel*
Author: **Yonatan Shertzer**, --

Escalation of Commitment (EoC) relates to decision-makers' tendency to commit resources to a failing course of action. The current study attempts to expand the understanding of personality traits as factors that potentially engender EoC by offering an EoC-prone personality profile. Our moderated-mediation model illustrates how extraversion affects EoC through the mediations of sensation-seeking, and how hubris moderates the effect of sensation-seeking on EoC. The results are based on data gleaned from an online questionnaire completed by 314 respondents from various managerial levels employed among wide-ranging Israeli industries. Data was obtained via network respondent-driven sampling from a 500 managers' sample. The model was tested using Hayes's (2017) Process procedure. Sensation-seeking was found to fully mediate the relationship between extraversion and EoC, while hubris was found to moderate the relationship between sensation-seeking and EoC. Managerial implications and future research directions are suggested

Paper is Available to Meeting Registrants Only.

OB: [Narcissism in Organizations: Zooming in on Personality Facets and Situations](#) 

Author: **Ulf Steinberg**, *Technical U. of Munich*
Author: **Arian Musliu**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Ellen Schmid**, *Munich Business School*

Narcissism plays a central role among the personality traits that lead to problems in the workplace and beyond and its complexity has fascinated researchers for decades. Although mostly studied as a one-dimensional trait, narcissism has in fact different facets, such as grandiosity, authority and entitlement. Its association with self-interest is well-established conceptually and could be particularly damaging to organizations, despite some research attesting to positive effects of narcissism. Empirically disentangling the relationship of different facets and situational cues will advance our understanding of narcissism and self-interested behavior. Thus, we contacted employees (N = 370) via a panel firm to assess personality traits and, two weeks later, measures for self-interested behavior based on two different situations that may occur in the workplace. Our results suggest that trait narcissism is not related to self-interested behavior and may, depending on the situation, even be a negative predictor. Exploitative entitlement predicted self-interested behavior, but only in a scenario that was somewhat suggestive of an opportunity to take an unduly large reward for oneself. We interpret our findings in terms of trait activation and discuss potential alternative explanations, as well as conceptual difficulties of the concept self-interest.

Paper is NOT Available. Please contact the author(s).

 OB: [Selecting for competence or for the ego: How narcissistic CEOs structure their top management teams](#)

Author: **Jan Moritz Bredlich**, *WIN Lehrstuhl RWTH Aachen*
Author: **Sebastian Kruse**, *WIN Lehrstuhl RWTH Aachen*
Author: **Malte Brettel**, *RWTH Aachen U.*

While the importance of a firm's top management team (TMT) is indisputable, the question of why TMTs look the way they do remains largely unresolved. As the most prominent and powerful executives in a firm, CEOs and their specific personalities hold a great deal of influence when executives are being appointed to the TMT. In this paper, we consequently focus on one important and dominant CEO personality trait, which is said to be especially found in a company's top levels: narcissism. Drawing from upper echelons research and personality psychology, we answer the question of what characteristics a narcissistic CEO is looking for in his or her TMT. In our longitudinal analysis of 641 CEOs from 399 U.S. firms listed on the S&P 500 index between 2007 and 2017, we identify a negative impact of CEO narcissism on TMT role- and firm tenure as well as a U-shaped relationship between CEO narcissism and TMT age. This provides evidence for narcissistic CEOs being predominantly interested in fulfilling their narcissistic needs through influencing the composition of the TMT. Thereby, we shift the level of analysis on CEO narcissism towards firm internal outcomes and advance the understanding of CEO personality as an antecedent of TMT characteristics. Finally, we derive practical implications for executives, as well as directors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Psychological Safety and Efficacy of Voice Behaviors



OB: **Adaptive followership: The role of leader psychological safety and magnitude of change**

Author: **Marie Thommes**, *Maastricht U.*
Author: **Sjir Uitdewilligen**, *Maastricht U.*
Author: **Ramon Rico**, *U. Carlos III de Madrid*
Author: **Mary J. Waller**, *Colorado State U.*

In this longitudinal laboratory study, we investigated the effects of an adaptive followership training intervention on team adaptive performance. One hundred two four-person teams were assigned to one of the six conditions resulting from the 2 (adaptive followership training vs. control training) x 3 (change magnitude: team, task, or team & task) factorial repeated measures design. Results revealed the magnitude of change exerted a moderating effect on the relation between adaptive followership training and team adaptive performance, such that adaptive followership training significantly increased team adaptive performance when teams faced both a task and a team change, but not when they faced only a task or a team change. Additionally, we found that adaptive followership increases leader psychological safety across change conditions, and that leader psychological safety mediates the positive effect of adaptive followership on team adaptive performance in the team and task change condition. Our work extends both team adaptation and followership literatures and enhances organizational practice, providing vital insights for training program development to increase teams' ability to adapt effectively during environmental complexities.

Paper is Available to Meeting Registrants Only.

OB: **Chinese positive leaderships and employee voice: The perspective of pan-familism activation**

Author: **Hao-Cheng Lo**, *Department of Psychology, National Taiwan U.*
Author: **Tsung-yu Wu**, *Department of Psychology, National Taiwan U.*

Applying cultural schema activation view (Chiu & Hong, 2007) to pan-familism, the current study seeks to explore and answer the following three questions regarding the leader's role in employee psychological safety and subsequent voice in Chinese organizations: First, how does moral leadership encourage followers' voice through their psychological safety? Second, how does benevolent leadership moderate above leaders' moral influence on employee voice, serving as a second-order moderator? Third, how does guanxi between leaders and followers color the moderating effect of benevolent leadership, serving a third-order moderator? Adopting time-lagged multisource survey technique, we obtained 198 pairs of leader-follower dyad data in organizations in Taiwan. The results showed that follower psychological safety mediated the positive relationship between moral leadership and follower voice. Besides, benevolent leadership weakened the mediating effect of psychological safety. Last, guanxi strengthened the weakening effect of benevolent leadership. That is, the weakening effect of benevolent leadership occurred only when high guanxi. The theoretical and practical implications, limitations, and further directions are discussed. Keywords: voice, moral leadership, benevolent leadership, pan-familism, cultural schema activation

Paper is Available to Meeting Registrants Only.

OB: **Too Futile to Speak Up? How Leaders Can Increase Employee Perceived Efficacy of Voice**

Author: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Author: **Wu Liu**, *Hong Kong Polytechnic U.*
Author: **Wei He**, *Nanjing U.*

Although efficacy judgment has been recognized as one key factor leading to employee voice behavior, we still know little about how to help enhance employee perceived efficacy of voice. Based on social cognitive theory, we argue that voice implementation resulted in previous voice episodes plays an important role in shaping employees' consequent perceived efficacy of voice and thus affect their further engagement in voice behavior. We also theorize the moderating role of perceived implementation rule clarity (i.e., whether voicers perceive that leaders' implementation decision rules are clear and explicit) in the path of past voice implementation—efficacy—further voice. We collected data from 32 health care teams in a hospital in China, by tracking nurses' voice proposed in monthly team meetings and their efficacy following leaders' voice implementation. We found that not all voice implementation produced efficacy benefits for the focal nurses. Voicers experienced efficacy increase and conducted more voice behavior only when they perceived leader's implementation rule as explicit and clear.

Paper is Available to Meeting Registrants Only.

OB: **The Bright and Dark Sides of Daily Challenging and Supportive Voice Behaviors**

Author: **Thomas Keleman**, *U. of Oklahoma*
Author: **Samuel Matthews**, *U. of Northern Iowa*
Author: **Sarah E. Henry**, *U. of Oklahoma*
Author: **Bret Bradley**, *U. of Oklahoma*
Author: **Yejun Zhang**, *U. of Texas Rio Grande Valley*

Employees contribute to their organizations by voicing concerns. They can provide suggestions that support current practices (supportive voice) and suggestions that challenge how things are done in the organization (challenging voice). Prior research suggests that there are both personal gains and costs associated with individual voice behavior. As such, we attempt to integrate the bright and dark sides of employee voice behavior and focus on the interpersonal daily costs and benefits experienced by employees who engage in these two types of voice behavior. Results from a daily-diary study using experience sampling methodology (ESM) find that challenging and supportive voice have differing personal costs and benefits for the individual employee. We find that supportive voice increases perceptions of prosocial impact, which in turn increases daily job satisfaction; we also find that supportive voice decreases ego depletion, which then reduces daily job stress. Daily challenging voice likewise increases perceptions of prosocial impact, which in turn increases daily job satisfaction; however, unlike supportive voice, challenging voice increases ego depletion, which then increases daily job stress. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reactions to Voice at Work

OB: Employee Voice Behaviors: Manager Intention-Outcome and Political Workplace

Author: **Sibel Caliskan**, *Istanbul Bilgi U.*
Author: **Gonca Gunay**, *Istanbul Bilgi U.*

Employees often encounter the decision of whether speaking up or remaining silent in case of work-related issues. There are recent studies about how different attributions made about supervisors' behaviors by employees and organizational environment to speak up may be cue for various forms of voice behaviors. The objective of the study is to examine multi-layers affecting employee voice behavior: (1) "political workplace" where political influence is used at low vs high level at organizational level, and (2) attribution toward "supervisors' intention and behavioral outcomes" at dyadic level. This study aims to investigate the influence of previous observation of a risky environment to speak up and supervisors' intention-outcome gap over "employee voice behaviors". Hypothetical-scenario based experimental design is used to recreate an environment where supervisors' intention-outcome is attributed and political workplace is created. We found that the malfunctions in workplace, intention or outcome result in different types of prohibitive voice (Neglect, Aggressive Voice, and Exit). Otherwise promotive voice (Patience) is secured. Unfair treatment forces promotive voice (Constructive). Inconsistency in intention and outcome leads to Neglect because of mixed signals, but leads to Considerate Voice in interaction with a safe workplace. Intention matters in decreasing passive voice (Neglect and Patience) that alleviates malfunction in other factors. Outcome matters in decreasing detrimental Aggressive Voice and Exit that alleviates malfunction in other factors. The originality of the study come from holistic and quasi-experimental view on the determinants of voice behaviors, in terms of including not just behavioral cues but also safe work environment.

Paper is Available to Meeting Registrants Only.

OB: Employee Reactions to Coworker Voice in the Workplace

Author: **Xiang Zhou**, *Nanyang Technological U.*
Author: **SinHui Chong**, *Nanyang Technological U.*
Author: **Jiajin Sophie Tong**, *School of Psychological and Cognitive Sciences*

This research examines how and when employees respond to coworker voice. Drawing on cognitive-motivational-relational theory of emotion (Lazarus, 1991, 2001), we argue that constructive coworker voice arouses positive emotions in employees, which is associated with more interpersonal organizational citizenship behavior, while destructive coworker voice provokes negative emotions and withdrawal behavior. In this process, perceived behavioral control acts as a first-stage moderator and emotional control serves as second-stage moderator. Temporally lagged data from 307 insurance sales representatives and 48 managers largely support our hypotheses.

Paper is Available to Meeting Registrants Only.

OB: Employee voice and silence as mechanisms to regulate job insecurity perceptions during COVID-19

Author: **Zitong Sheng**, *Curtin U.*
Author: **Kathleen Keeler**, *Ohio State U.*
Author: **Sheila Keener**, *Old Dominion U.*

As employers worldwide grapple with the COVID-19 pandemic, employees are faced with a highly uncertain work environment and, consequently, high levels of job insecurity perceptions. This study aims to fill an existing gap in the literature by examining what employees do to manage this uncertainty and whether these actions are effective at reducing subsequent job insecurity perceptions. Using uncertainty management and reduction theories as a guiding framework, we propose employee voice and silence as possible behavioral responses to manage uncertainty. We also propose that informational justice perceptions will influence which course of action employees will take to manage this uncertainty. Our study of 302 employees over a three-week period shows that perceptions of high job insecurity motivate individuals to seek out ways to reduce uncertainty. Our results reveal that people generally use silence, rather than voice, to manage job uncertainty. This exacerbates the situation by further increasing subsequent insecurity perceptions. We find, however, that informational justice "breaks" this vicious cycle by reducing one's inclination to remain silent. We discuss the implications of our findings in the context of the current pandemic, and their implication for theory and practice more generally.

Paper is Available to Meeting Registrants Only.

OB: When Is Speaking up Unnecessary and Risky? A Dual-Mechanism Model of Abusive Supervision and Voice

Author: **Xinxin Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Huirong Ju**, *National U. of Singapore*

We propose and test two voice-specific beliefs (i.e., voice role conceptualization and psychological safety) as mechanisms explaining the effects of abusive supervision on employee voice. Based on the role perception perspective on voice, we argue that abusive supervision is negatively related to voice role conceptualization, an effect mitigated by employees' perceived deep-level similarity with leaders. Drawing on the risk-taking perspective on voice, we argue that abusive supervision is negatively related to psychological safety, an effect weakened by leader narcissism. A time-lagged survey study of 172 employees supported our moderated dual-mechanism model such that both voice role conceptualization and psychological safety mediated the negative effect of abusive supervision on voice, with dyadic deep-level similarity and leader narcissism weakening these mediation effects, respectively. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Team Performance

OB: Not so siloed: The role of affective, cognitive, and motivational factors on team performance

Author: **Gabriela De Souza Cuconato**, *Weatherhead School of Management, CWRU*
Author: **Ishani Aggarwal**, *Brazilian School of Public and Business Administration*
Author: **Nufer Yasin Ates**, *Sabanci U.*

Previous literature extensively studies the affective, motivational, and cognitive factors that explain team performance in isolation. However, research combining the role of all these factors is rare. In this paper, we propose a model integrating these distinct elements, focusing on the input role of team commitment, a team affective factor, and predict that it impacts team performance by enhancing team cognition, specifically transactive memory systems. Further, team's motivational factors, specifically team composition on both learning and performance goal orientations, provide an important contingency to this indirect effect. Empirically, given the importance of replications toward building reliable science, we test the predictions in two studies and find robust support with a total of 170 longitudinal teams. Broadly, this research adds to an integrative model of teamwork by considering affective, cognitive and motivational factors simultaneously, and specifically demonstrates that team commitment has an indirect influence on team performance through teams' transactive memory systems, with this positive relationship amplified by members' learning (but not necessarily performance) goal orientations.

Paper is NOT Available. Please contact the author(s).

OB: Leader Other-Oriented Perfectionism, Team Emergent States, and Team Performance  

Author: **Ning Guo**, *Peking U.*
Author: **Ran Li**, *Hitotsubashi U.*
Author: **Zhi Liu**, *Guanghua School of Management, Peking U.*

Although discussed in both academic studies and management practice, research on perfectionism is mainly limited to its intrapersonal influence at the individual level. To explore the interpersonal effect of perfectionism, this paper studied the influence of leader other-oriented perfectionism(OOP) at the team level in an organizational context. Combining the information processing theory (IPT) and the social information processing (SIP) theory, we argue that the interactive effect of leader OOP and leader task helping influence team shared mental model (SMM) and team in-role performance while the interactive effect of leader OOP and team power mutability influence team trust and both team in-role and extra-role performance. A dual path model is developed using a three-wave survey with a sample of 633 employees and their leaders from 91 teams. This study demonstrates a potential bright side to other-oriented perfectionism and how this leader trait may interact with other factors to influence team emergent states and work outcomes through both task-related and relationship-related information processing.

Paper is Available to Meeting Registrants Only.

OB: Team Size and Performance: A Meta-Analytic Investigation

Author: **Jeremy Bernerth**, *San Diego State U.*
Author: **Jeremy M. Beus**, *Washington State U.*
Author: **Catherine A. Helmuth**, *Central Michigan U.*
Author: **Terrance L. Boyd**, *Louisiana State U.*

Scholars agree team size is a critical component of team effectiveness, but the nature of the relationship between team size and important indicators of effectiveness is unclear due to contradictory theoretical perspectives and empirical findings. We meta-analyzed the relationship between team size and team task performance using data from 156 primary studies with 19,114 teams. Results indicate team size has a small but significant relationship ($p^{\wedge} = .10$) with team task performance. Moderator analyses found the relationship was dependent upon task coordination, task complexity, and national culture (i.e., collectivism). Additional results revealed links between team size and other aspects of effectiveness including counterproductive work behaviors ($p^{\wedge} = .20$) and team attitudes ($p^{\wedge} = -.05$). Exploratory analyses found team size was essentially unrelated to various aspects of individual effectiveness. Implications for theory and future team research are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Leader-Follower Interactions

OB: **Give Them What They Want: A Conceptual Examination of the Job and Member in Leader-Member Exchange**  

Author: **Franziska M. Renz**, *U. of Texas at El Paso*

Following the theme Bringing the Manager Back in Management, leader-member exchange (LMX) theory is conceptually examined with a focus on two important boundary conditions: the members' personality and the job's psychological ownership potential (POP). POP refers to the extent to which jobs offer employees the opportunity to take ownership of their jobs irrespective of legal ownership. A typology is developed to facilitate the collaboration between leaders and members in leader-member exchange (LMX) relationships and save valuable resources in the recruitment and selection as well as training and development processes. Members high in neuroticism and agreeableness in jobs with low POP prefer low-quality relationships. Low-quality relationships are purely transactional while high-quality relationships go beyond an economic exchange and provide subordinates with additional benefits (e.g., developmental opportunities). High-quality relationships are preferred by members high in extraversion, conscientiousness, and openness in jobs with high POP. Implications for future research and managers are derived.

Paper is NOT Available. Please contact the author(s).

OB: **The Effect of Leader-Follower Age Congruence on Leader Humor and Follower's Performance**  

Author: **Tian Jiang**, *Guangdong U. of Finance & Economics*

Author: **Chengquan Huang**, *U. of Florida*

Author: **Lin Wang**, *Sun Yat-Sen U.*

Leader's humor expression to follower is a powerful way of interaction in organizations. Though previous research has showed the positive effect of leader humor on many team outcomes such as performance, very little is known about why team leader express humor or not, especially why team leader express humor more to some followers but less to others. Drawing upon relational demography and similarity-attraction theory, this research examined the effect of leader-follower age congruence on leader humor expression, as well as the indirect effect on follower's performance. We posit that (a) leader's humor to follower will be more frequent when leader age and follower age are aligned, as opposed to not aligned; (b) leader humor to follower will be more frequent when the leader is older than the follower, as opposed to when the follower is older than the leader; and (c) leader-follower age congruence has a positive indirect effect on follower performance via leader's humor to follower. We conducted a multi-wave multi-source field study and used cross-level polynomial regression as well as response surface technology to test the proposed hypotheses, and the results supported our argument. Theoretical and practical implications are well discussed.

Paper is Available to Meeting Registrants Only.

OB: **Dusting Off and Bouncing Back: The Role of Resilience in the Relationship between LMX and Well-Being**  

Author: **Liliane Furtado**, *U. Federal Fluminense*

Author: **Urszula Gabriela Lagowska**, *NEOMA Business School*

Author: **Filipe Sobral**, *EBAPE/FGV*

Author: **Eduardo Cardoso De Moura**, -

Drawing on data from a two-wave longitudinal study with 484 physicians working in the Brazilian healthcare system during the Covid-19 pandemic, we explore the impact of leader-member exchange (LMX) on employees' psychological well-being (burnout and professional fulfillment). Specifically, using a resource-based perspective, we postulate that high-quality relationships with supervisors have the potential to promote a state of resilience, and ultimately, improve employees' well-being by providing valuable resources that allow employees to effectively adapt and respond to adverse events. Our findings corroborate our theoretical model showing that LMX reduces physicians' burnout and increases their professional fulfillment through the enhancement of their resilience. Moreover, the results indicate that the follower's self-concept is an important boundary condition of the effectiveness of LMX, such that the effects of LMX on burnout and professional fulfillment are weaker when employees have higher levels of independent self-construal. Overall, the study provides evidence that resilience, fostered by relationship-oriented leadership, plays a key role in bouncing back from hardship and avoiding the deterioration of well-being at work, especially in face of severe adversity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Effects of Unethical Workplace Behaviors

OB: **Exploitative Leadership and Counterproductive Work Behavior: A Discrete Emotions Approach**

Author: **Limin Guo**, *School of Economics & Management, Tongji U.*
Author: **Jinlian Luo**, *Tongji U.*
Author: **Ken Cheng**, *School of Management, Zhejiang U. of Technology*
Author: **Shuwen Li**, *Tongji U.*

Integrating appraisal theories of discrete emotions and theory of emotion regulation, we seek to examine the effects of exploitative leadership on certain types of counterproductive workplace behavior (CWB) through discrete emotions and the moderating effect of cognitive reappraisal. Using time-lagged data from 440 full-time employees of a high-technology company in North China, our results revealed that exploitative leadership was positively related to approach-oriented CWB and avoidance-oriented CWB. Moreover, we found that anger mediated the relationship between exploitative leadership and approach-oriented CWB, whereas fear mediated the relationship between exploitative leadership and avoidance-oriented CWB. Further, cognitive reappraisal attenuated the positive effects of exploitative leadership on anger and fear and the indirect effects of exploitative leadership on approach-oriented CWB (via anger) and avoidance-oriented CWB (via fear). Implications for theory, practice, and future research are also discussed.

Paper is NOT Available. Please contact the author(s).

OB: **Leader UPB and Follower Unethical Behavior: Integrating Relational and Moral Perspectives**

Author: **Han Li**, *Peking U.*
Author: **Shenjiang Mo**, *Zhejiang U.*

We integrate relational and moral perspectives on unethical pro-organizational behavior (UPB) to test the mechanisms through which leader UPB results in follower unethical behavior. In doing so, we argue that leader UPB can influence followers' relational ambivalence and moral disengagement, which subsequently affect follower unethical behavior. Moreover, we test the moderation effects of follower power distance orientation and leader moral decoupling on the indirect relationships. Results from a sample of 556 employees showed that leader UPB has a positive indirect impact on follower unethical behavior by increasing both relational ambivalence and moral disengagement. In addition, follower power distance orientation strengthens the relationship between leader UPB and follower unethical behavior through relational ambivalence, while leader moral decoupling strengthens the relationship between leader UPB and follower unethical behavior through moral disengagement. Theoretical and managerial implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: **Innovative Strategy and Illegal Behavior**

Author: **Chong Zhong**, *Birkbeck, U. of London*

Why might innovative strategy trigger illegal behavior? This study considers that firms will resort to the problemistic search according to the anticipated negative feedback of the strategy rather than the actual outcomes. Using the data from World Bank Enterprises Survey, we found that investing R&D will result in bribery in developing countries, confirming that the discrepancy between the aspiration of innovation and expectation of actual achievements is the source of illegal behavior. To extend the boundary of the behavior theory of a firm (BTOF), we borrow the light from the general strain theory (GST), which identifies the other two mechanisms of illegal behavior of organizations. The results support the hypotheses that unfair strain and aspirational strain intensify the positive relationship between R&D input and bribery. However, when a firm has the experience of R&D output, it will mitigate a firm's tendency to bribe.

Paper is Available to Meeting Registrants Only.

OB: **How Does Cyber Incivility Affect Work Withdrawal?**

Author: **Boreum Ju**, *Slippery Rock U. of Pennsylvania*
Author: **Sunjin Pak**, *Slippery Rock U. of Pennsylvania*

Written information and communication technologies such as email and online messaging have dominated workplace communication. The purpose of this study was to explore the effects of cyber incivility on adverse work outcomes of work withdrawal and turnover intention. Specifically, we draw on self-determination theory and conservation of resources theory to examine the mediating roles of basic need satisfaction and burnout in the relationship between cyber incivility and work outcomes. Furthermore, we investigated conscientiousness and neuroticism as boundary conditions that influence the effects of cyber incivility on basic need satisfaction, burnout, and work outcomes. The results based on time-lagged data from 685 full-time workers in the United States provide support for the hypotheses that cyber incivility is indirectly associated with work withdrawal and turnover intention through basic need satisfaction and burnout. We also found that for individuals with high conscientiousness, the negative direct effect of cyber incivility on basic need satisfaction and the positive indirect effects of cyber incivility on work withdrawal and turnover intention through basic need satisfaction and burnout are stronger than for individuals with lower conscientiousness. The results and implications on about workplace cyber incivility, basic need satisfaction, burnout, work withdrawal, and turnover intention are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Diversity, Creativity, and Teamwork

OB: **Techno-Support, Techno-Stressors, and Employee Innovative Behavior: A Diary Study**

Author: **Valentin Petzsche**, *Technische U. Kaiserslautern*
Author: **Tanja Rabl**, *Technische U. Kaiserslautern*

Based on affective events theory and conservation of resources theory, this paper examines how perceived daily techno-support and perceived daily techno-stressors are related to daily innovative employee behavior. Findings from a diary study with two daily surveys over the course of ten workdays with 1727 data points nested in 94 employees working fulltime showed a statistically significant and positive indirect effect of perceived daily support for communication and collaboration and perceived daily ease of effort on daily innovative employee behavior through daily high-activated positive mood. Furthermore, perceived daily information overload and perceived daily communication overload had a statistically significant and negative indirect effect on daily innovative behavior through daily high-activated positive mood and, contrary to our expectations, a statistically significant and positive indirect effect through daily high-activated negative mood. Thus, results provide support for perceived daily techno-support and daily techno-stressors being affective work events that cause affective reactions in the form of daily high-activated positive and negative mood which in turn trigger affect-driven behavior such as daily innovative employee behavior.

Paper is NOT Available. Please contact the author(s).

OB: **Fun, Friends, and Creativity: A Social Capital Perspective (WITHDRAWN)**

Author: **Janet Boekhorst**, *U. of Waterloo*
Author: **Michael Halinski**, *Ted Rogers School of Management*
Author: **Jessica Good**, *York U.*

Although creativity research has devoted considerable effort towards identifying the antecedents of creativity, there remains important questions about how organizations can foster creativity through social processes. Drawing from social capital theory, we hypothesize a moderated mediation model that investigates the influence of employee participation in fun activities on individual creativity through workplace friendships. We further hypothesize that the strength of this positive indirect effect is weaker for managers compared to non-managers. Our analysis of data collected from a multi-source, three-wave field study (n = 163 employees) reveals a positive mediation between participation in fun activities and incremental creativity (but not radical creativity) via workplace friendships. Contrary to expectations, the results support a moderated mediation relationship, such that the moderating effect of manager status on the relationship between participation in fun activities and incremental creativity via workplace friendships was significant for non-managers and insignificant for managers. Our findings not only highlight the practical and theoretical importance of fun activities in generating novel and useful ideas, but they also reveal that the benefits derived from fun activities (i.e., strengthened friendships, incremental creativity) are particularly salient for non-managers.

Paper is NOT Available. Please contact the author(s).

OB: **Searching for a Cure: The Role of a Project Scaffolding Intervention In Scientific Collaborations**

Author: **Maritza R. Salazar**, *U. of California, Irvine*
Author: **Gerardo Okhuysen**, *U. of California, Irvine*
Author: **Heejin Kim**, *U. of California, Irvine*

We investigate the use of formal interventions in early-stage discovery collaborations focused on curing devastating diseases. To advance their objectives, these collaborations must overcome profound differences in members' specialized knowledge, despite having limited familiarity and prior histories of collaboration with one another. We conducted a field quasi-experiment using 26 biomedical research collaborations across the US beginning to work on treatments or cures for human diseases. We provided and tested the efficacy of a formal scaffolding intervention, focused on tentative problem solving and provisional planning. Results show that using this intervention allowed collaborations to integrate members' disparate and diverse expertise into innovative research projects, which led to increased productivity. The effect of the intervention was mediated by the extent to which collaborators were able to align and coordinate with one another to complete project tasks. Elements of transactive memory (i.e., knowing who knows what) and nascent creative efficacy did not mediate this effect.

Paper is Available to Meeting Registrants Only.

OB: **Every little bit helps: Does diversity in police departments and communities affect arrest rates?**

Author: **Chester S. Spell**, *Rutgers U., Camden*
Author: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*
Author: **Alok Baveja**, *Rutgers Business School*
Author: **Sayan Mukherjee**, *T A Pai Management Institute*

We provide a conceptual replication of representativeness research using a different sample and extend it to understand how the relationship between racial/ethnic diversity within an organization and in its surrounding community can affect treatment of community members. Using the Law Enforcement Management and Administrative Statistics (LEMAS) database, American Community Survey (ACS) and Uniform Crime Reporting (UCR) Program data, we show that the proportion of African-American residents arrested was the lowest when racially diverse police forces were located in diverse communities. Contexts where diversity was not matched, that is, only the police force was diverse or only the community was diverse, still had lower arrest rates than when diversity was lacking in both organization and community. Implications for policy decisions are discussed in light of how the power of diversity may eventually inspire better relationships between police and community, preventing unnecessary and unfounded arrests that scar communities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Family Support and Creativity

OB: Integrating the bright and dark sides of family supportive supervisor behaviors

Author: **Yan Pan**, *School of Management, Xi'an Jiaotong U.*
Author: **Yuhui JIANG**, *School of Management, Xi'an Jiaotong U.*
Author: **Yufan Shang**, *Xi'an Jiaotong U.*

Family supportive supervisor behaviors (FSSB) aim to influence employees positively, yet scholars know little about how it affects actors themselves. We draw on conservation of resources theory and self-determination theory to develop hypotheses about the effects of FSSB on supervisors. We suggest that although FSSB can cause supervisor's emotional exhaustion and consequent laissez-faire behaviors, FSSB is also positively associated with supervisor's perception of prosocial impact, prosocial motivation and sequent servant leadership behaviors. Furthermore, for supervisors who are high in a family harmony climate, engaging in FSSB is associated with reduced emotional exhaustion and an increased perception of prosocial impact.

Paper is Available to Meeting Registrants Only.

OB: What's love got to do with it? The spillover and crossover effects of family support on creativity

Author: **Jakob Stollberger**, *Aston Business School*
Author: **Mireya Las Heras**, *IESE Business School*
Author: **Yasin Rofcanin**, *School of Management, U. of Bath*

This study examines the role of spousal love for the work-home dynamics that link coworker family support to the work-related creativity of dual earner couples. Relying on the work-home resources model as conceptual framework, we investigate the work-to-home spillover of coworker family support onto spousal family support, the crossover of family support at home, and the reverse home-to-work spillover of family support onto the creativity of both members of a couple through growth experiences (i.e., family crafting at home for the spouse providing support and flow at work for the partner receiving support). We further test whether spousal love moderates the dynamic mechanisms that connect coworker family support to work-related creativity. Results of an experience-sampling study, whereby 145 dual earner couples completed weekly surveys for six weeks, support our model. We find that on weeks with higher coworker family support, couples report greater family support provision and receipt, which leads to growth experiences and higher creativity at work. We also demonstrate that coworker family support only enables positive work-home dynamics for creativity in case of high spousal love. We conclude that spousal love is a catalyst for work-home enrichment, offering meaningful implications for research on creativity and the work-home interface.

Paper is NOT Available. Please contact the author(s).

OB: Family Supportive Supervisor Behavior and Promotive Voice 

Author: **Shuwen Li**, *Tongji U.*
Author: **Ruiqian Jia**, *Tongji U.*
Author: **Limin Guo**, *School of Economics & Management, Tongji U.*
Author: **Jinlian Luo**, *Tongji U.*

While employees' self-concept factors have received considerable attention in the research on the triggering mechanism of employee voice, our knowledge about how family factors affect employee voice remains underdeveloped. According to the resource conservation theory and gender role theory, we constructed a research model to investigate the influence and boundary of family supportive supervisor behavior on employee promotive voice, and tested our research model using a paired data of 332 married employees and their direct supervisors of enterprises in China. Findings suggest that: (1) Family supportive supervisor behavior has a positive effect on employee promotive voice. (2) Family supportive supervisor behavior can strengthen employee promotive voice by improving work-to-family enrichment and reducing work-family conflict, yet no significant mediation effect was found regarding family-to-work enrichment and conflict. (3) Furthermore, family supportive supervisor behavior is more likely to improve female employee work-family enrichment and assuage male employee work-family conflict, and thus enhance employee promotive voice. These findings have insightful theoretical as well as practical implications for managing employee voice.

Paper is NOT Available. Please contact the author(s).

OB: Be creative after work? The curvilinear relationship between cognitive detachment and creativity 

Author: **Wenxin He**, *Xi'an Jiaotong U.*
Author: **Xinmei Liu**, *Xi'an Jiaotong U.*

The use of smart communicational technology and the work-from-home policies during the Coronavirus pandemic make it even harder for employees to cognitively detach from work. But literature has rare yet mixed results regarding the connection between cognitive detachment from work and employee creativity. Despite that previous scholars suggest a linear relationship, drawing on the Dual Pathway to Creativity Model and boundary theory, this research proposes a curvilinear relationship between cognitive detachment from work and employee creativity and further investigates how and when the cognitive detachment is beneficial for creativity. In a field study (N = 304), we found that the relationship between cognitive detachment from work and employee creativity is in an inverted U-shaped pattern via a mechanism of cognitive flexibility. And this curvilinear relationship will be more significant when employees have higher intrinsic motivation. The findings reveal the complex nature of cognitive detachment from work and underline the importance of cognitive processing and motivational factors involved in the connection between cognitive detachment and creativity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Qualitative Studies of Leadership

OB: **Not always a demand: A look at between-supervisor differences as resources in rotational supervision**  

Author: **Elizabeth A. Adair**, *California State U., Monterey Bay*

In rotational supervision structures, multiple shift supervisors rotate responsibility for supervising a shared group of subordinates. That is, subordinates report to different supervisors each shift. A resulting idiosyncrasy of these structures is the requirement for subordinates to navigate between-supervisor differences while performing in the same role each shift. Based on work revealing that within-supervisor differences contribute to negative outcomes for subordinates (e.g., Duffy et al., 2002; Lian et al., 2012; Matta et al., 2017; Xu et al., 2015), we would assume this would also be the case for between-supervisor differences. However, it is possible that these differences can serve as resources for employees by broadening perspectives and increasing the pool of knowledge and skills on which they can capitalize, and decreasing monotony, for example. In this paper, I conduct a qualitative study of front-line employees in the restaurant industry to uncover the types of between-supervisor differences employees experience, and how these differences operate not only as job demands, but, also as job resources. My findings reveal that employees can capitalize on supervisor differences to experience increased job control, supervisor support, learning and development, and job variety, and decreased exposure to toxic supervisors. These findings have implications for the staffing, selection, and scheduling of rotational supervisors.

Paper is Available to Meeting Registrants Only.

OB: **Leveraging trust and control in temporary emergency team leadership** 

Author: **Kirsimarja Blomqvist**, *LUT U.*

Author: **Pia Hurmelinna-Laukkanen**, *U. of Oulu*

This study reports an ethnographic case study, where a temporary emergency team was established in response to scarcity of respirators at hospitals during the Covid-19 crisis. Developing an innovative cleaning method required cross-sectoral collaboration, where trust-control dynamism emerged at temporal, interactional and multilevel dimensions. We examine how a temporary emergency team leadership leverages these dynamics in a cross-sectoral collaborative innovation. Our results suggest that mechanisms such as third-party trust, perspective taking, and social support facilitate trust at the individual level and may mitigate the lack of emerging leader authority and control. This impacts trust and control mechanisms at the higher levels of analysis. Through appropriate interpretation and translation of rules, control at higher levels may be leveraged to provide needed justification and the means to build trust across different levels. Higher-level trust also feeds back to the individual level, strengthening the emerging leadership.

Paper is Available to Meeting Registrants Only.

OB: **Leading digital change in a VUCA environment: a case study of Nokia's services transformation** 

Author: **Irina Heim**, *Henley Business School, U. of Reading*

Author: **Daniel Delibes**, *Henley Business School, U. of Reading*

This article explores the leadership within the context of the global telecommunication industry and how it can be utilized to address customer needs to digitalize their businesses. Through a qualitative case study of Nokia and their transformation from traditional telecom services toward those analytics-based services that have a higher market value, it explores leadership skills and effective practices of leaders in a VUCA environment. To be successful in such transformations requires new leadership approaches based on openness to new ideas to considering different solutions, and to a tremendous amount of courage to change the corporate culture to implement those changes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

I Feel Overqualified...



OB: Perceived Overqualification, Creative Deviance and Radical Innovation: Perspective of Resource Gain

Author: **Yuqi Huang**, *13174*

Author: **Huan Cheng**, *Huazhong U. of Science and Technology*

Prior studies have examined the negative effects of overqualification on individuals and organizations, but ignored the positive creative potential that this study emphasizes. Drawing on the conservation of resources (COR) theory, we investigate a potentially positive effect of overqualification on radical innovation from the perspective of resource gain spiral. In accordance with COR theory, we propose that two factors, transformational leadership and error management culture, might foster resource gain spiral of overqualified employees. Examining data collected from multiple waves, we find that overqualification is positively associated with radical innovation via creative deviance; transformational leadership strengthens the relationship between perceived overqualification and creative deviance, and error management culture strengthens the relationship between creative deviance and radical innovation. The results enrich the research on overqualification and innovation, along with implications for organizations regarding better management of overqualified employees.

Paper is Available to Meeting Registrants Only.

OB: Integrating the bright and dark sides of perceived overqualification: A meta-analytic investigation  

Author: **Meishi Liao**, *Sun Yat-Sen U.*

Author: **Melody J. Zhang**, *City U. of Hong Kong*

Author: **Chengquan Huang**, *U. of Florida*

Author: **Lin Wang**, *Sun Yat-Sen U.*

We provide a meta-analytic examination of the regulation reactions that employees adopt to cope with perceived overqualification and how these reactions are linked to work behaviors, including job performance, extra-role behavior, and counterproductive work behavior. Drawing from self-regulation theory, we introduce cognitive and affective reactions in responding to perceived overqualification, providing an integrative investigation among both positive and negative effect. In addition, we test how cultural dimensions influence how employee react to perceived overqualification. We conducted an original meta-analysis with 293 effect sizes drawn from 120 samples. We also meta-structural equation method together with full-information bootstrapping technique to test our hypotheses. Our results extended theoretical understanding and practical implications of perceived overqualification.

Paper is Available to Meeting Registrants Only.

OB: Overqualification and turnover intention: do life-domain balance and developmental climate matter?  

Author: **Felix Ernesto Ballesteros Leiva**, *U. Laval*

Author: **Sylvie St-onge**, *HEC Montreal*

Author: **Sebastien Arcand**, *HEC Montreal*

From an individual, organizational, and societal point of view, it appears crucial to make better use of the skills, education, and experience of overqualified employees. Based on the conservation of resources theory, this study innovates in analyzing to what extent the perceived life-domain balance and the perceived developmental climate have an indirect effect on the relationship between employees' perceived overqualification and their turnover intention. Two independent field studies examine these links, one among 227 local workers and the other among 237 immigrant workers. Both studies confirm the indirect effect of employees' perceived developmental climate on the relationship between their perceived overqualification and their intent to quit their jobs. One research shows that immigrants' life-domain balance has an indirect effect on the link between their perceived overqualification and their turnover intention. We discuss theoretical and practical expansions of these results on the career management of overqualified employees, whether local employees or immigrant workers.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Motivational Effects of Status, Power, and Politics



OB: Status and Power Needs Satisfaction in Relation to Autonomy, Competence, and Relatedness

Author: **Ingvild Müller Seljeseth**, *Kristiania U. College*
Author: **Anders Dysvik**, *BI Norwegian Business School*
Author: **Robert Buch**, *OsloMet - Oslo Metropolitan U.*
Author: **Bard Kuvaas**, *BI Norwegian Business School*
Author: **Mehrad Moeini Jazani**, *Groningen U. (RuG)*

Basic psychological needs theory (BPNT) suggests that humans have innate, basic needs for autonomy, competence, and relatedness. Humans' need to acquire and maintain a high-rank status or power position is left unexplored in relation to BPNT. In the present research, we empirically investigated the satisfaction of two potential need candidates—the need for status and the need for power—and their discriminant and incremental validity in relation to BPNT needs. Using a preregistered two-wave study (N = 362), we examined and obtained empirical support for the discriminant and incremental predictive validity of the satisfaction of the needs for both status and power. More specifically, satisfaction of the need for status predicted outcomes such as intrinsic motivation, work engagement, and general job satisfaction over and above the satisfaction of BPNT and power needs. The satisfaction of the need for power predicted outcomes such as intrinsic motivation, work engagement, and affective commitment over and above the satisfaction of BPNT and status needs. The satisfaction of the need for neither status nor power consistently predicted turnover intentions and general life satisfaction. We discuss the theoretical implications and future directions for examining satisfaction of the need for status or of the need for power together with the satisfaction of BPNT needs when predicting work outcomes.

Paper is NOT Available. Please contact the author(s).

OB: Unemployment and Job Change Affect Future Time Perspective

Author: **Joerg Korff**, *U. of Mainz*

This paper examines the effects of workers becoming unemployed, unemployment duration, and job change as antecedents on their future time perspective (FTP). Drawing on socioemotional selectivity theory, unemployment theories, and job mobility theory, we hypothesize that becoming unemployed, unemployment duration, and job change to be associated with FTP. We apply propensity score matching to control for potentially confounding covariates and to gain unbiased estimates of treatment effects in a quasi-experimental study comprising 1,261 participants of the German Socioeconomic Panel (SOEP) providing longitudinal data from ten survey waves between 2007 and 2017. The results provide support for effects of unemployment experience and job change on future time perspective.

Paper is Available to Meeting Registrants Only.

OB: Political Will Hunting: Antecedents and Outcomes of Political Will

Author: **Liam Patrick Maher**, *Boise State U.*
Author: **Ilias Kapoutsis**, *Athens U. of Economics and Business*
Author: **Jun Yang**, *U. of North Carolina, Greensboro*
Author: **Darren Brooks**, *Florida State U.*
Author: **Gerald R Ferris**, *Florida State U.*

Politics pervade our organizational lives. Thus, as Mintzberg noted, to survive and thrive in organizations, individuals need to possess both political skill and political will. However, political skill has received the lion's share of scholarly attention. With the current research, we aim to advance the field toward empirical and theoretical balance as it relates to political will and its antecedents and evaluate its short- and long-term effects. We draw on social cognitive and social information processing theories and propose that political will is a learned individual characteristic. Furthermore, we extend the motivation, ability, opportunity framework by suggesting that political will interacts with political skill to shape opportunities, which in turn enhance job/contextual performance, and career success. Results across three studies, including five samples from three different cultural settings (USA, China, and Europe), provide support for a social information processing theory perspective, in that perceptions of supervisor political behavior and individuals' history with organizational politics predict political will. In addition, we find support for the joint effect of political will and political skill on task performance and citizenship behavior, via leader-member exchanges. Finally, we demonstrate that political skill moderates the effect of political will on objective career success (overall and organization-specific) through career engagement. Our research contributes to a more nuanced understanding of political will and its role as an individual difference within an organizational politics paradigm and carries important implications for management theory and practice.

Paper is Available to Meeting Registrants Only.

OB: Trapped in Past Successes? A Mediated Moderation Model Promoting Employees' Success Learning

Author: **Qiwei Zhou**, *Beijing U. of Chemical Technology*
Author: **BOWEI LIU**, *Ocean U. of china*
Author: **Shuting Xiang**, *Southwestern U. of Finance and Economics*

Based on Self-Determination Theory, and integrated the research findings of experiential learning, from the perspective of job design, this study aimed to explore how to encourage employees to learn from past successful experiences. Further, we reveal the underlying mechanism and discover which kind of leadership could strengthen the influence. Empirical results from multiple-wave survey data collected from 454 Chinese employees indicated that: Job autonomy could promote employees to learn from past successful experiences; employees' intrinsic motivation mediates the relationship between job autonomy and success learning. Further, contrary to previous research findings regarding the potential "dark-side" of directive leadership, this paper found that directive leadership could not only strengthen the relationship between intrinsic motivation and success learning, but also moderate the whole mediating effect of job autonomy on success learning via intrinsic motivation. Notably, since employees may face misunderstandings and pitfalls during success learning, previous research always stressed the importance of employee learning from failures. This paper, to some extent, fulfilled the rather vacancy of the research field on employee learning from successes. Further, this paper has found a feasible approach to promote such learning behavior from the perspective of job design, meanwhile proposed and proved a boundary condition of conducting directive leadership, which could relieve the potential learning traps the employees may encounter during success learning. In the end, both theoretical and practical implications in promoting organizational learning were discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Exhaustion, Breaks, and Performance

OB: The diminishing returns of work engagement: The roles of feedback seeking and personal resources (WITHDRAWN)

Author: **Dave Bouckennooghe**, Brock U.
Author: **Dirk De Clercq**, Brock U.
Author: **Saima Naseer**, Brock U.
Author: **Fauzia Syed**, Assistant Professor (FMS)

Drawing from conservation of resources theory, this study examines the curvilinear relationship between employees' work engagement, and job performance. We also hypothesized employees' feedback-seeking behavior as a pertinent boundary condition that mitigates this curvilinear relationship. Finally, we suggest personal resources to mediate the work engagement-job performance relationship. Data were gathered from 190 employees and their supervisors in Ukraine (study 1) and 171 employees and their supervisors in Pakistan (study 2). The results show that while work engagement enhances job performance, this effect occurs at a declining rate as work engagement increases. Feedback-seeking behavior moderates this curvilinear relationship, such that the decline in the rate at which work engagement enhances job performance is mitigated by higher levels of feedback-seeking behavior. Furthermore, after controlling for the role of feedback-seeking behavior, the curvilinear effect of work engagement on job performance is mediated by personal resources (i.e., self-efficacy, optimism and resilience). These findings have significant implications for research and practice.

Paper is NOT Available. Please contact the author(s).

OB: It's Time for a Break! The Nature and Functioning of Breakwork in Multifaceted Jobs

Author: **Soohyun Yoon**, Arizona State U.
Author: **Jeffery LePine**, Arizona State U.

Consistent with the recovery lens, respite breaks enhance employee effectiveness by replenishing attentional and energetic resources that become depleted from engaging in work. Unfortunately, because jobs today are multifaceted, these resources are further depleted by cognitions and emotions that go hand in hand with the need to engage in, and transition between, a number of highly varied tasks during a workday. Although the recovery lens suggests that more frequent or longer breaks would replenish resources used to cope with the additional demands of multifaceted work, the practical constraints of time available in a workday imply a negative feedback loop. We propose here that by integrating an episodic view of work with the concept of attentional focus, another possibility emerges. Specifically, we propose that a state of task mindfulness—or a heightened sense of availability and presence while engaging in a task—can enhance task performance, and that this state may be engendered when employees process thoughts and emotions associated with other tasks outside of the task episode. Following from this foundation, we propose that transitions between tasks that involve breakwork, which not only involves respite, but also reflection, planning, and emotion regulation, enhance task effectiveness by the virtue of its effect on task mindfulness. We also discuss practical issues surrounding how breakwork might be leveraged to structure workdays to enhance effectiveness in tasks and streams of tasks. Finally, we identify task characteristics that influence the degree to which breakwork promotes effectiveness through task mindfulness.

Paper is Available to Meeting Registrants Only.

OB: The Role of Impulses in Predicting Within- and Between-Person Exhaustion and Job Performance

Author: **Konrad Senf**, *andré media group*
Author: **Erik Dietl**, Loughborough U.

Self-control research in organizational behavior has focused overwhelmingly on the hypothetical limited nature of control capacity, while neglecting further important components. This predominant “strength” model dictates that only effortful self-control leads to mental exhaustion within situations, and has led to the belief that this effort is responsible for the positive outcomes (e.g., job performance) that are typically associated with trait self-control. We draw on a broader perspective of self-control that also includes the disruptive impulses, which may trigger the need to exert self-control. We examined both disruptive impulses (spontaneous urges, motivational resistance, and distractions) and expended control effort meant to resist these impulses and their prediction of mental exhaustion and job performance. In an experience-sampling study with employees over 10 workdays, we found that disruptive impulses were more important than expended self-control effort in predicting mental exhaustion and job performance both on the within- and between-person levels. Our findings challenge the pervasive use of the strength model of self-control as an explanatory model and instead suggest that concentrated work may be best achieved by implementing measures to reduce the disruptive impulses one experiences rather than relying on willpower.

Paper is NOT Available. Please contact the author(s).

OB: Stuck in Self-sacrifice: How Self-sacrificial Leadership Affect Employees' Emotional Exhaustion

Author: **Xiulin Chen**, Huazhong U. of Science and Technology
Author: **Jiayao Zhou**, Huazhong U. of Science and Technology

Drawing upon the social information processing theory, this study examined the relationships about how self-sacrificial leadership affect employees' citizenship pressure, compulsory citizenship behavior and emotional exhaustion. Analysis of data collected from 249 employees, at multiple time periods, revealed that self-sacrificial leadership is significantly relate to employee citizenship pressure. The results further indicated that self-sacrificial leadership has an indirect positive relationship with emotional exhaustion, with this relationship mediated by citizenship pressure and compulsory citizenship behavior. Specially, self-sacrificial leadership positively relates to citizenship pressure, which in turn, positively relates to compulsory citizenship behavior, and then positively relates to emotional exhaustion. Our findings discuss the theoretical implications and provide practical insights to make employees reacted with leaders' behavior and organization run effectively.

Paper is Available to Meeting Registrants Only.

Author: **Alvaro San Martín**, IESE Business School

Author: **Andrew Hafenbrack**, U. of Washington

Author: **Hajo Adam**, Rice U.

Drawing on and integrating theory in occupational health and socio-ecological psychology, we propose that relational mobility (i.e., the degree of freedom and opportunity in an organization to establish new relationships and end old ones) can mitigate employees' job burnout. High relational mobility workplaces provide employees with the ability to exercise choice, access resources via flexible connections, and form desirable relationships at work. This way, relational mobility at the workplace should nurture employees' needs for autonomy, competence, and relatedness, which, according to self-determination theory, are the essential components of self-determined motivation. As a result, we argue that self-determined motivation mediates the negative effect of relational mobility on job burnout. However, working in a relationally immobile context is not aversive when everyone gets along. Therefore, we also predicted that the effect of relational mobility on self-determined motivation becomes more pronounced as perceived relationship quality decreases. The results of four studies (N = 1,018), correlational and experimental, conducted in three countries (Spain, the UK, and the US) in different contexts (an IT consulting firm, university, and general working population) supported our predictions. We introduce relational mobility to the management literature and discuss implications for theory and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational and Work Team Climate

OB: **Team Procrastination Climate: An Integrative Multilevel Model**   

Author: **Fu Yang**, *Guizhou U. of Finance and Economics*
Author: **Zheng Zhou**, *Guizhou U. of Finance and Economics*

In the current study, we extend procrastination at work to the team level and identify team procrastination climate as a new construct, the collective perceptions members of teams hold regarding procrastination at work. We also develop a theoretical model to examine how initiative-enhancing human resource management (HRM) systems and leader procrastination foster conditions to inhibit or facilitate team procrastination climate and subsequent team effectiveness, operationalized as team performance and team organizational citizenship behavior (OCB). We tested the theoretical model with two-source data collected from 550 members of 124 teams across three time periods. Results showed that initiative-enhancing HRM systems inhibited, while leader procrastination facilitated, the development of procrastination climate among team members that undermined team effectiveness. Further, leader procrastination was positively related to team procrastination climate only under low levels of initiative-enhancing HRM systems. These results provide new insight into theoretical implications for research on procrastination at work and offer practical implications about how to counteract the development of team procrastination climate.

Paper is Available to Meeting Registrants Only.

OB: **Never Too Much? The Nonlinear Effect of Psychological Safety on Business Performance**

Author: **Liat Eldor**, *U. of Penns*
Author: **Michal Hodor Star**, *The Wharton School, U. of Pennsylvania*
Author: **Peter Cappelli**, *U. of Pennsylvania*

Psychological safety is widely seen as having a positive relationship with work performance. Could there be a downside, however? Drawing on the theoretical principle of a “too-much-of-a-good-thing” effect, we propose that high levels of psychological safety can actually harm business performance. We also propose that perceptions of accountability and shared ultimate goals can moderate this too-much-of-a-good-thing, based on cognitive representation theory. We test our hypotheses using data on employee attitudes as well as business performance outcomes over four years and across 257 branches of a retail chain store. We find that moderate levels of psychological safety have strong and positive effect on business outcomes, as expected, but at the highest levels, the relationship reverses and becomes negative. Perceptions of accountability and shared ultimate goals moderate the negative effect. The results help identify boundary conditions on the psychological safety concept as well as extend research on this topic to organization level relationships with business outcomes that have real world consequences.

Paper is NOT Available. Please contact the author(s).

OB: **Exploring customer orientation in service teams and its impact on customer outcomes** 

Author: **Xiaoning Liang**, *Trinity Business School, Trinity College Dublin - U. of Dublin*
Author: **Xin Zhao**, *Northeastern U. at Qinhuangdao*
Author: **Patrick Christopher Flood**, *00353*

Reviews of the customer service literature demonstrates that employee’s customer orientation (CO) is critical for ensuring service quality. However, CO in teams, which are the unit of service, has been somewhat neglected. Accordingly, this study focuses on CO in service teams by examining the effect of team CO climate and team CO consensus on customer trust, service quality and the moderating effect of team exhaustion. Data were collected from matched 261 employees and 1020 customers nested in 87 service teams using a time-lagged research design. Using polynomial regression with response surface analysis, our study indicates the existence of the linear and non-linear impacts of team CO level and CO consensus on customer outcomes under conditions of (in)congruence. Moreover, team exhaustion is found to weaken the positive impact of congruence but enhance the negative impact of incongruence between team CO climate and CO consensus on customer outcomes. The findings send a clear message to managers that they need to align team’s overall CO climate and CO consensus as well as reducing team-level emotional exhaustion in order to achieve desirable customer outcomes.

Paper is Available to Meeting Registrants Only.

OB: **A tale of Two Climates: The Cross-Domain Effects of Service and Safety Climates** 

Author: **Ruixue Zhang**, *Rennes School of Business*
Author: **Yaping Gong**, *Hong Kong U. of Science and Technology*
Author: **Mingjian Zhou**, *Harbin Institute of Technology at Shenzhen*

The domain-specific effects of service climate and safety climate are well-established, but little is known about their cross-domain effects. Adopting the multiple climate perspective, we examine the cross-domain main effects of service climate (on safety performance) and safety climate (on service performance) and their joint effects in predicting service and safety performance. Drawing on the exploration-exploitation framework, we further introduce team exploration and team exploitation as mechanisms for the cross-domain effects. We conducted two multiwave and multisource field studies using nursing teams in hospitals. Results from Study 1 show that service climate has a positive relationship with service performance but a non-significant relationship with safety performance, whereas safety climate has a positive relationship with safety performance but a negative relationship with service performance. Study 2 replicated the findings from Study 1 and further showed that safety climate moderates the indirect relationships that service climate has with service and safety performance through team exploration; Service climate moderates the indirect relationships safety climate has with team service and safety performance through team exploitation. We extend the climate literature by revealing the missing cross-domain effects of service and safety climates and their explanatory mechanisms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Finding Meaning in Work

OB: [On the Functions of Work: A Meta-Analysis of Jahoda's Latent Deprivation Model](#)

Author: **John Aitken**, *George Mason U.*
Author: **Seth A. Kaplan**, *George Mason U.*
Author: **Jessie Cannon**, *George Mason U.*
Author: **Heekyung Kim**, *George Mason U.*

The necessity of work for psychological well-being is a topic that has generated much research. Two dominant perspectives on this issue are the agency restriction model, which posits that it is the manifest (i.e., financial) function of work that is most necessary for well-being, and the latent deprivation model, which instead points to the latent functions of work as most necessary. These two models suggest that work's absence in unemployment is pernicious for different reasons. Thus, the current meta-analysis examines the question of work's importance for well-being according to these two models, examining the difference in access to the latent and manifest functions between persons who are unemployed versus employed as well as the association between the functions and well-being. We find that unemployment indeed deprives persons of access to each function, and, moreover, the deprivation of these functions is associated with decreased well-being. However, the results of this meta-analysis suggest that both perspectives must be considered together rather than separately. We discuss further implications of these results.

Paper is Available to Meeting Registrants Only.

OB: [Paying Less and Getting More? Evidence on the Effect of Corporate Purpose from Two Field Experiments](#)

Author: **Nikolai Dominic Brosch**, *TUM School of Management, Technical U. of Munich*
Author: **Alwine Mohnen**, *TUM School of Management, Technische U. München*

The (re)definition of corporate purpose beyond profit-maximization can be seen as one of the fundamental tasks of management and leadership in the 21st century. To this end, the present paper employs two natural field experiments on different online labor marketplaces to investigate the effect of communicating a pro-social corporate purpose on three employee-level outcomes that constitute major cost components for most organizations: workers' reservation wage, work quality and work misbehavior. The main findings in both experiments show that receiving information about an employer's corporate purpose causes workers to accept lower wages for the same job. Workers that personally assess a high importance to organizations having a pro-social purpose are most responsive. At the same time, sacrificing wage for a corporate purpose comes at no cost of quality and even decreases the likelihood of engaging in work misbehavior. In a broader context, the results provide some indications that the (re)definition of corporate purpose in commercial organizations is not ultimately at odds with creating profits.

Paper is NOT Available. Please contact the author(s).

OB: [New Graduate Nurses' Professional Identification Awakened During COVID-19](#)

Author: **Wei Wu**, *Hong Kong Polytechnic U.*
Author: **Wu Liu**, *Hong Kong Polytechnic U.*
Author: **Wen Wu**, *Beijing Jiaotong U.*
Author: **Yuhuan Xia**, *Beijing Jiaotong U.*

Although the COVID-19 pandemic has put health-care employees, especially nurses, under tremendous pressure, it may provide these workers with a chance to reassess their professional identification and break the "hangover" effect in socialization. Drawing on an identity construction process perspective, we explore the trajectory of professional identification among new graduate nurses, and propose that since the COVID-19 outbreak, new graduate nurses' professional identification increases. Furthermore, the increased professional identification is positively related to both sensegiving, as a top-down process, and moral elevation, as a bottom-up process of identity construction via work meaningfulness. Using nine-wave longitudinal data (five waves before and four after the COVID-19 outbreak) from 322 new graduate nurses at a public hospital in China, we conducted discontinuous growth modeling (DGM) analyses to test our hypotheses. We found that new graduate nurses' professional identification gradually fell during the initial months into professional practice (hangover effect), but rose significantly after the onset of COVID-19. Sensegiving and moral elevation, mediated by work meaningfulness, were positively associated with this increase in professional identification. Our findings shed light on professional identification dynamics in the crisis context and the disruptive socialization processes to overcome the hangover effect.

Paper is Available to Meeting Registrants Only.

OB: [Sometimes Enough is Enough: Nurses' Nonlinear Levels of Passion and the Influence of Politics](#)

Author: **Ilias Kapoutsis**, *Athens U. of Economics and Business*
Author: **Yingge Li**, *Florida State U.*
Author: **Wayne Hochwarter**, *Florida State U.*
Author: **Mayowa Babalola**, *Graduate School of Business, Nazarbayev U.*
Author: **Abdul Karim Khan**, *United Arab Emirates U.*

The current study examined linear and nonlinear effects of work passion on relevant outcomes for nurses practicing during the COVID-19 pandemic. We also investigated whether these relationships are consistent across levels of work politics. Results indicated that passion reported nonlinear effects on job satisfaction (inverted U-shape), citizenship (U-shape), and work performance (U-shape). Confirming prior research, politics perceptions (POPs) was non-linearly related to job satisfaction (U-shape), citizenship (OCBs) (inverted U-shape), and performance (U-shape). Lastly, passion demonstrated nonlinear relationships OCBs when POPs was both high (U-shape) and low (inverted U-shape), and with performance at high levels of POPs (U-shape). These findings question the often-held assumption of linearity in the organizational sciences. Implications of these results for nursing practice and scholarship are discussed, as our strengths, limitations, and avenues for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Work Compulsion, Territoriality, and Insecurity



OB: Job Insecurity Keeps Me Awake at Night: Is My Supervisor Making Me Insecure?

Author: **Minseo Kim**, *Griffith U., Brisbane, Australia*
Author: **Terry A Beehr**, *Central Michigan U.*

Job insecurity, a prominent work stressor, has detrimental effects for employee health and is significantly influenced by leader styles. Considerable research has assessed negative leadership styles (i.e., abusive supervision) as predictors of adverse employee outcomes, including job insecurity. The present study instead focuses on positive leadership styles in order to help provide a more comprehensive perspective of the impact of job insecurity for employees. Specifically, we examine (1) empowering leadership and subordinates' psychological resources as antecedents of job insecurity, and (2) subordinates' sleep quality as a consequence of job insecurity. Four-waves of data with one-month intervals were collected from full-time employees in South Korea (n = 399) and the United States (n = 359). Structural equation modeling and comparison with alternative models assessed the mediating effects among the research variables. In accordance with the hypotheses, empowering leadership predicted subordinates feeling less insecure about their jobs via psychological capital, which in turn, predicted subordinates' sleep problems. Overall, the present study showed the importance of resources (empowering leader behaviors and psychological capital) for employees' sleep quality.

Paper is NOT Available. Please contact the author(s).

OB: Tracing an unyielding work compulsion in an organizational setting

Author: **Ali Taimur Baig**, *Lahore School Of Economics*
Author: **Zahid Riaz**, *Lahore School Of Economics*

This research examines the formation of compulsory citizenship behaviour in the employees of the insurance sector. For this purpose, active-aggressive abusive supervision, passive-aggressive abusive supervision, perceived support of coworkers, emotional exhaustion and compulsory citizenship behaviour are articulated in a conceptual framework for empirical testing. Data were collected from 205 managerial level employees working in the insurance sector of Pakistan. Both aspects of abusive supervision have direct as well as indirect effects through emotional exhaustion on compulsory citizenship behaviour. Active-aggressive abusive supervision, coupled with low perceived coworkers' support causes emotional exhaustion that culminates into increased compulsory citizenship behaviour of employees. Interestingly, when perceived support of coworkers is high then the indirect link between active aggressive abusive supervision and compulsory citizenship behaviour through emotional exhaustion decreases. The dimensionality of abusive supervision has been a vexing issue for scholars. The dearth of empirical evidence coupled with inconsistent findings warrants further studies to probe into the dimensionality of abusive supervision. Most of the studies have explored the consequences of compulsory citizenship behaviour, whereas few have looked at the mechanism through which this phenomenon occurs. Therefore, primarily with the help of JD-R theory and COR theory, this study would facilitate the ongoing research on compulsory citizenship behaviour by investigating the impact caused by two dimensions of abusive supervision on CCB.

Paper is Available to Meeting Registrants Only.

OB: This Is My Job and I Don't Want Your Help! Effects of Job Territoriality on the Receipt of Help

Author: **Qiqi Wang**, *Renmin U. of China*
Author: **Chao Liu**, *Peking U.*
Author: **Xueling Fan**, *School of Business, Nanjing U.*
Author: **Jun Liu**, *Renmin U. of China*
Author: **Wenjing Cai**, *Vrije U. Amsterdam*

Recent research on the territorial behavior has focused on the social impacts of territoriality in the workplace. However, the extant research solely examines how the other party reacts to the employees who display territorial behaviors but neglects the investigation on how territorial employees respond to the other party, which represents one half of the dynamic social interactions among employees. Based on interdependence theory, we integrate the territoriality research to citizenship behaviors, and propose that employees who exhibit territorial behaviors over their jobs likely to experience work threats, which further drives them to reject coworkers' task-focused interpersonal helps. This reactive pattern would become more salient in teams where team task conflict is high than low. We collected a three-wave data from a property management company to test our hypotheses, and the results supported these hypotheses. Our findings contribute to the specific research on the territoriality as well as the broad research on citizenship behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Working From Home

OB: **Boundary Management and Recovery when Working from Home**

Author: **Verena C. Haun**, *Johannes Gutenberg-U. Mainz*
Author: **Chiara Rimmel**, *Johannes Gutenberg-U. Mainz*
Author: **Sascha Haun**, *www.haun-beratung.de*

Blurred work-home boundaries can hamper teleworkers' recovery from job demands. We investigate teleworkers' temporal, physical, communicative, and technological boundary tactics as predictors of recovery experiences (i.e., psychological detachment and control during leisure time) and recovery outcomes (i.e., exhaustion). We hypothesized that individuals' work-home segmentation preference as a personal factor and availability demands as a situational factor should moderate the relations between boundary tactics and recovery. We collected data from 207 individuals who mainly worked from home in a lockdown period during the COVID-19 pandemic. Results of hierarchical regression analyses revealed that the use of temporal tactics was positively associated with psychological detachment, control, and lower exhaustion. The use of physical tactics was related to higher control and lower exhaustion. Our moderator hypotheses were partly confirmed: Only for individuals with high segmentation preference and high availability demands, technological boundary tactics were associated with higher detachment. Further, for teleworkers with high availability demands, the associations between temporal tactics and detachment, between physical boundary tactics and control, and between technological boundary tactics and lower exhaustion were stronger. Our study contributes to a better understanding of teleworkers' recovery processes and provides actionable knowledge on how to enable and sustain teleworkers' recovery.

Paper is NOT Available. Please contact the author(s).

OB: **Work-From-Home Adjustment in the COVID-19 Pandemic: The Role of Psychological Climate for Face Time**

Author: **Marie-Colombe Afota**, *U. de Montréal*
Author: **Yanick Provost Savard**, *U. du Québec à Montréal*
Author: **Ariane Ollier-Malaterre**, *UQAM U. of Quebec in Montreal, Canada*
Author: **Emmanuelle Andree Leon**, *ESCP Business School*

The COVID-19 pandemic has led many organizations to mandate large-scale full-time work-from-home (WFH), shattering the dichotomy between remote workers and those who are physically in the office. Emerging findings on full-time WFH have not yet brought clarity on the causes and mechanisms of employees' well-being and productivity in this context that contrasts with prior-pandemic work. Drawing on the transactional theory of stress (Lazarus & Folkman, 1984), we argue that employees who perceive their organization's psychological climate as emphasizing face time may appraise full-time WFH as a threat and, as a result, perceive higher availability expectations on the part of their organization. We further argue that this relationship will be stronger in the US than in Europe, where employment protection is higher. In turn, perceived expectations of extended availability predict WFH adjustment, a multi-dimensional affective, behavioral, and cognitive construct we borrow from expatriate adjustment's literature to guide future research on WFH. In a two-wave study on an organizational sample of 532 employees working in the US and in Europe, we find that a psychological climate for face time hampers employees' adjustment to WFH through increased perceptions of availability expectations, and that this process is exacerbated in the US.

Paper is Available to Meeting Registrants Only.

OB: **Negotiating idiosyncratic deals: An examination of the role of individual level-factors**

Author: **Jorgelina Marino**, *CONICET and UNICEN Business School*
Author: **Guillermo E. Dabos**, *UNICEN Business School & U. de San Andres*
Author: **Andrea G. Rivero**, *UNICEN Business School*
Author: **Lucas Pujol-Cols**, *CONICET*

Although previous studies have recognized the impact of employee's characteristics and skills on the idiosyncratic negotiation of employment terms, scholars have called for further exploration of other individual-level factors and, particularly, of the mechanisms underlying their relationship to i-deals. Thus, this study examines the direct and indirect effects of self-efficacy, networking abilities and perceived employability on the negotiation of idiosyncratic deals (i-deals). Hypotheses are tested in a non-random sample of 213 managerial professionals through a structural equation modeling approach. Results reveal that self-efficacy and networking abilities exert an indirect effect on i-deal negotiation through perceived employability (total mediation). Those individuals with higher levels of self-efficacy or greater networking abilities tend to develop more positive perceptions of their employability and, therefore, to be more prompted to negotiate i-deals with their employers. All in all, this study provides a more comprehensive understanding of the personal characteristics and skills that facilitate i-deal negotiation.

Paper is Available to Meeting Registrants Only.

OB: **The Effect of Sleep Quality on Loneliness and Well-Being among Full-Time Remote Workers**

Author: **Kristen Faile**, *U. of Texas At San Antonio*
Author: **Zahra Heydarifard**, *U. of Texas At San Antonio*
Author: **Dina Krasikova**, *U. of Texas At San Antonio*

With an increasingly growing population of employees moving from traditional offices to home offices and loneliness becoming a wide-spread concern globally, we seek to examine predictors and outcomes of loneliness among full-time remote workers who arguably suffer from loneliness most. In our study, we seek to address question: What can remote workers do to decrease their feeling of loneliness and maintain well-being, apart from the commonly recommended remedies, such as engaging in the face-to-face interactions with co-workers during "in-the-office" days or engaging in social networking online. Drawing from conservation of resources theory (Hobfoll, 1988), we develop a model which explains how telecommuters' daily sleep quality impacts their next day loneliness and well-being by affecting their engagement at work. Having surveyed a sample of 107 full-time remote workers in 8 different countries every day over the course of a full work week, we find that high-quality sleep helps reduce loneliness and improve hedonic and eudaimonic well-being of remote workers by increasing their work engagement.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Knowledge Hiding

OB: **The implications of knowledge hiding at work for recovery after work: A diary study**

Author: **Laura Venz**, *Leuphana U. Lüneburg*
Author: **Catherine Connelly**, *McMaster U.*
Author: **Katrin Boettcher**, *Berlin School of Economics and Law*

Past research on at-work predictors of after-work recovery mainly focused on what happened to someone at work. Yet, employees also act at work, and their own behavior and its consequences likely affect their ability to recover as well. Based on this premise, we bring together recovery research and research on moral behavior in organizations, examining the intrapersonal consequences of knowledge hiding, the intentional attempt to withhold knowledge that others have requested, for employee recovery. Specifically, we propose that knowledge hiding poses a moral dilemma, and thus has both positive (lower exhaustion) and negative (lower performance) intraindividual consequences that represent two opposing pathways to recovery in terms of work-related remorse in the evening and vigor the next morning. To test our hypotheses, we conducted a diary study across ten workdays, analyzing 517 daily reports from 152 participants. The results of multilevel path modeling suggest that day-specific knowledge hiding (in the form of playing dumb) can have both good (i.e., saving energy resources) and bad (i.e., low immediate performance) outcomes that cancel each other out in predicting evening work-related remorse. Evening remorse was negatively related to next-morning vigor. By considering how employees' remorse affects their knowledge hiding, we meaningfully extend recovery research, showing that employees' reflections on their own actions affect their post-work recovery processes and outcomes.

Paper is Available to Meeting Registrants Only.

OB: **Antecedents and outcomes of Follower Moqi: Leader Humility, Follower Humility, and Knowledge Hiding**

Author: **Jie Zhong**, *Harbin Institute of Technology*
Author: **Huan Xiao**, *Harbin Institute of Technology*
Author: **Qiuxiang Wen**, *Nanjing U.*
Author: **Maoyong Bu**, *Liaocheng U.*

Contrasted to most leadership research which treated followers either as non-existent or as passive entities, follower moqi enriches followership literature by stressing followers' active role in co-creating leadership and outcomes with leaders. Given the effectiveness of follower moqi in the leadership process, we integrated social information processing theory to explore its antecedents and outcomes. Specifically, we hypothesized that leader humility is positively related to follower moqi; follower moqi, in turn, decreases knowledge hiding; this mechanism of follower moqi is moderated by follower humility so that leader humility increases more follower moqi with higher follower humility. Our results supported our hypotheses in a multi-wave time-lagged study of 315 leader-follower dyads. Overall, our research highlights that leader humility has a stronger effect on follower moqi under the context of higher follower humility. In addition, follower moqi in turn decreases knowledge hiding. The theoretical and practical implications of this study are presented and discussed.

Paper is NOT Available. Please contact the author(s).

OB: **Light and Shadow: Linking Trust Network Brokerage to Knowledge Hiding and Creativity**

Author: **Chengcheng Xia**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Chuanjia Li**, *Shanghai U. of Finance and Economics*

The existing literature has explored how trust may influence knowledge hiding between dyads, yet overlooked the structure of interpersonal trust on knowledge hiding from a network embedded view. Drawing upon social network theory and impression management theory, we suppose that knowledge hider's structural holes in trust network will divergently influence their knowledge hiding behaviors in different dimensions (namely, evasive hiding, playing dumb, and rationalized hiding) and as well have various indirect effects on the hider's creativity. Following a two-wave survey of 217 R&D employees, our results suggest that trust network brokerage positively affects all dimensions of knowledge hiding, and the effect on rationalized hiding is stronger than evasive hiding and playing dumb. Moreover, our study reveals that perspective taking will mitigate the structural hole's positive effect on evasive hiding and playing dumb. Further, we prove that evasive hiding has a positive mediating effect on the broker's creativity while playing dumb and rationalized hiding have adverse ones. Our study pioneeringly expands the knowledge hiding literature from a dyadic perspective to a network perspective.

Paper is Available to Meeting Registrants Only.

OB: **The Effects of Expert and Referent Power on Knowledge Sharing and Hiding**

Author: **Abraham Cyril Issac**, *Indian Institute of Technology, Madras and Swinburne U. of Technology*
Author: **Timothy Colin Bednall**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Rupashree Baral**, *IIT Madras*

Knowledge transfer is essential for organizations to utilize new knowledge and innovate, yet many employees are unwilling to share knowledge or deliberately withhold it. In this study, we investigate how employees' expert and referent power influences their knowledge sharing and knowledge hiding behavior. We adopt a two-wave survey design and apply polynomial regression to investigate the effects of discrepancy between employees' current levels of power and their expected levels if they divulge their unique knowledge. We find that employees with strong expert and referent power are more likely to share knowledge, and that expected losses in power are associated with reduced knowledge sharing and increased knowledge hiding. Surprisingly, we find these negative outcomes are also associated with expected gains in power. Therefore, our study suggests that power plays an important, but complex role in influencing employee participation in knowledge sharing and knowledge hiding. We conclude the optimal situation for knowledge sharing is one in which employees' contributions are valued, and their reputation is not expected to change due to sharing knowledge.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Help Seeking

OB: **A Good Soldier Or Random Exposure? Stochastic Requests And Sustained Help** (WITHDRAWN)

Author: **Christopher Dishop**, *Michigan State U.*

The terms, “extra miler” and “good soldier,” refer to employees who exhibit sustained, superior citizenship relative to others. Researchers have argued that this streaky behavior is due to motives, personality, and other individual characteristics such as one’s justice perceptions. What is seldom acknowledged is that differences across employees in their helping behavior may also reflect differences in the number of requests that they receive asking them for assistance. To the extent that incoming requests vary across employees, a citizenship champion could emerge even among those who are identical in character. This study presents a situation by person framework describing how streaky citizenship may be generated from the combination of context (incoming requests for help that follow random walks) and person characteristics (reactions to such requests). A pilot web-scraping study examines the notifications individuals receive asking them for help. The observed empirical pattern is then implemented into an agent-based simulation where person characteristics and responses can be systematically controlled and manipulated. The results suggest that employee helping behaviors, in response to pleas for assistance, may exhibit sustained differences even if employees do not differ a priori in motive or character. Theoretical and practical implications, as well as study limitations, are discussed.

Paper is NOT Available. Please contact the author(s).

OB: **Asking How to Fish vs. Asking for Fish: An Investigation of Different Help-Seeking Behaviors**

Author: **Yihao Liu**, *U. of Illinois at Urbana-Champaign*

Author: **Jack Ting-Ju Chiang**, *Peking U.*

Author: **Fan Xuan Chen**, *U. of Illinois at Urbana-Champaign*

Author: **Zheng Wang**, *Shandong U.*

Author: **Haiyang Liu**, *London School of Economics and Political Science*

In the modern workplace, it is virtually impossible to succeed without seeking any help from others. Despite its widely recognized importance, help-seeking has rarely been explored in the organization literature. Specifically, it is unclear from the existing literature whether and how various work-related demands drive employees’ help-seeking and whether seeking help always benefits employees in need. Our research model integrates the challenge-hindrance stressor framework and the dual-type view of help-seeking (i.e., autonomous and dependent help-seeking) to test the situational and structural workplace antecedents that determine different types of help-seeking, and examine their differential intrapersonal and interpersonal consequences that eventually impact job performance. Evidence from a time-lagged, multi-sourced, and team-based field study showed that challenge stressors at work increased employees’ autonomous help-seeking while hindrance stressors increased dependent help-seeking. Moreover, when employees occupied more central positions in their team workflow network, the effect of hindrance stressors on dependent help-seeking became stronger. Finally, autonomous help-seekers benefited from more positive job performance ratings from team supervisors through increased team-based self-esteem, whereas dependent help-seeking hurt help-seekers’ job performance via decreasing their perceived competence by teammates. Theoretical and practical implications were discussed.

Paper is NOT Available. Please contact the author(s).

OB: **When help-Seeking Backfires: An Integrative Model of Sub-optimal Help-Seeking**

Author: **Dongwon Choi**, *Ewha Womans U.*

Although help-seeking is a prevalent phenomenon in the organizational context, researchers have paid less attention in this topic, in compare to help-giving (Bamberger, 2009). In addition, most studies have examined antecedents of help-seeking while assuming the positive impacts of help-seeking activities. However, recent findings suggest that help-seeking activities do not necessarily guarantee the positive implications on work outcomes; rather, their impact on work outcomes depends on other characteristics and inter-personal dynamics. To address this issue, in this article, we propose an integrative theoretical framework of help-seeking. Specifically, based on help-seeking dilemma and micro-processes of help-seeking literature, we argue that sub-optimal help-seeking activities, such as procrastination of help-seeking and help-seeking from the novice member, can emerge in organizational context. In addition, we propose antecedents and consequences of sub-optimal help-seeking processes. Finally, we provide solutions that prevent sub-optimal help-seeking processes and reduce negative impacts of sub-optimal help-seeking. Theoretical, practical implications and suggestion for empirical research are discussed.

Paper is Available to Meeting Registrants Only.

OB: **The Dark Side of a Coworker Receiving Help**

Author: **Emily Poulton**, *U. of Georgia*

Author: **Szu-Han Lin**, *U. of Georgia*

Author: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*

Author: **Mengjie Xu**, *U. of Massachusetts, Amherst*

The majority of research on helping behavior has focused on the consequences for the helpers and receivers of this behavior, ignoring its consequences on third-party observers (i.e., the person who witnesses the helping event). We shift this predominant focus by investigating how a coworker receiving help impacts third-party observers. By integrating a cognitive-affective processing system framework and sociometer theory, we examined the negative cognitive and affective reactions to a coworker receiving help. Results from an experience sampling study showed that a coworker receiving prompts third-party observers to engage in withdrawal behaviors through their diminished self-esteem (cognitive response) and enhanced anxiety (affective response). Additionally, our results showed that the negative consequences of a coworker receiving help could be mitigated for employees with high (vs. low) team identification. This paper concludes with a discussion of the theoretical and practical implications of our findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Recovery

OB: The role of the leader in fostering employee resilient behaviors: a multi-source, longitudinal study  

Author: **Marjolein C.J. Caniels**, *The Open U., Netherlands*
Author: **Dave Stynen**, *The Open U., Netherlands*

In this study, we aim to uncover the relationship between leadership behaviors (servant and resilient) and leaders' psychological capital and employee resilient behaviors, and we assess whether employee resilient behaviors and employee psychological capital mediate this relationship. To support the theoretical propositions in our model, we draw on the key premises of the Conservation of Resources theory. Based on dyadic three-wave data collected from 111 unique leader-follower pairs, we use time-lagged path analysis to test our hypotheses. Results suggest that servant leadership and leaders' psychological capital may strengthen employees' psychological capital, which in turn may foster resilient behaviors in employees over time. Resilient leadership was negatively related to employee psychological capital on the short run, but positively related to employee resilient behaviors over a six week time window. In conclusion leaders can, by enacting servant leadership and through their psychological capital, stimulate resilient behaviors in employees.

Paper is NOT Available. Please contact the author(s).

OB: The Feeling of Recovery as a Predictor of Work Engagement through Positive Coworker Relationships 

Author: **Hee Young Lim**, *Hanyang U.*
Author: **Da Eun Hong**, *Hanyang U.*
Author: **Min-Soo Kim**, *Hanyang U.*

In this study, we aim to examine the effect of feeling recovered before the end of the day on work engagement through the positive relationships between coworkers in the team. Despite intensive research on recovery, empirical evidence extending an individual's intrinsic process for recovery remains relatively insufficient. Emerging literature indicates that relationships that experience positive affect among individuals have a critical role in organizational life, as individuals' roles and tasks within an organization do not exist independently. Therefore, this study expands the discussion that individual recovery accumulates as an internal resource and has a positive impact on individuals; individual recovery helps team members to view their relationships more favorably and consequently has a positive effect on individual work engagement. Data collected from 170 participants within 37 teams and analyzed using the multilevel structural equation model. The results supported the hypotheses, and especially the indirect effect of recovery through positive coworker relationships on work engagement was revealed by the Bayesian approach. We also discuss the theoretical and practical implications of our findings.

Paper is NOT Available. Please contact the author(s).

OB: Developing Mindfulness: A Software-Based Intervention  

Author: **Yizhen Lu**, *National U. of Singapore (NUS)*
Author: **Remus Ilies**, *National U. of Singapore*
Author: **Jayanth Narayanan**, *National U. of Singapore*

We studied the effects of mindfulness on emotional exhaustion, work engagement and job satisfaction in a field study involving full-time employees who participated in a mindfulness intervention program and reported their weekly outcomes during the 8-week program. To examine how mindfulness impacted work outcomes, we used intraindividual modelling of the eight-week data. Mindfulness increased over time, and was a mediator between time and emotional exhaustion, work engagement and job satisfaction. Supplementary growth curve analyses on the improvement of mindfulness over time showed a slight decrease in the positive effect of time on mindfulness.

Paper is Available to Meeting Registrants Only.

OB: Enhancing Daily Workplace Well-being through Micro-break Activities: A Recovery Perspective

Author: **Qi Nie**, -
Author: **Jian Peng**, *Guangzhou U.*
Author: **Jie Zhang**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Xiao Chen**, *Huazhong U. of Science and Technology*

Micro-break activities, as a series of energy management strategies for sustaining personal resources, have been widely considered facilitators of health and well-being due to their role in resource recovery. Surprisingly, the role of the recovery level in the well-being implications of micro-break activities remains largely untested. Based on the effort-recovery model, we explicitly tested the idea that the recovery level mediates between micro-break activities and workplace well-being, moderated by supervisor support for recovery. To examine our predictions, we adopted the experience sampling method (ESM) and accordingly collected daily surveys from 115 full-time employees for five consecutive workdays. The multilevel path analysis results revealed that micro-break activities were associated with increased recovery levels, which, in turn, were related to higher workplace well-being. Supervisor support for recovery strengthened the effect of micro-break activities on the recovery level as well as the indirect effect of micro-break activities on workplace well-being via the recovery level. Our findings advance prior work by explicitly testing the mediating role of the recovery level between micro-breaks and workplace well-being and identifying supervisor support for recovery as a critical condition of this relationship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

The Impact of Leader Personality Traits on Employees



OB: **The Trickle-Down Effect of Green Behavior: A Test of Social Learning Theory**

Author: **Xiaojing Shao**, *Harbin Institute of Technology*

Author: **Liyang Yang**, *Antai College of Economics and Management, Shanghai Jiao Tong U., Shanghai*

Author: **Yuan Jiang**, *Harbin Institute of Technology*

Author: **Li Zhang**, *Harbin Institute of Technology*

Organizational research has established the existence of green behavior trickle-down effects in the view of social learning theory which behavior of one person in an organization affects those of another person at a lower level. Thus, we develop and test a model that explicates the impact of social learning theory on the trickle-down effect of green behavior. For a sample of 70 leaders and 190 work group employees from China, we found that employee perceived leader voluntary green behavior associate with leader green role model influence; Further, we found leader role model influence and employee green self-efficacy mediates the positive relation of employee perceived leader voluntary green behavior and employee voluntary green behavior. Meanwhile, we revealed the interaction between leadership green advocacy and employees perceived leader voluntary green behavior on leader role model influence. These findings support the role of social learning theory in the trickle-down effect of green behavior and suggest implications for organizations to enhance environmental social responsibility.

Paper is Available to Meeting Registrants Only.

OB: **Leader Humility and Challenging and Supportive Voice: The Role of Different Motivation**

Author: **Keyu Chen**, *School of Economics and Management, Tsinghua U.*

Author: **Qiwei Zhou**, *Beijing U. of Chemical Technology*

Leader humility has recently emerged as an important topic for the development of organizations. Taking a motivational perspective, the present research investigates the motivational effects of leader humility, and uncovers how humble leaders influence subordinates' different types of voicing behavior through triggering different motivations. By collecting data of 152 leader-subordinate dyads through survey method, the results revealed that, as predicted, leader humility was positively related with both employees' prosocial motivation and organizational concern motivation. Meanwhile, these two motivations play mediating roles in explaining how leader humility can positively affect employee supportive voice and challenging voice. It is noteworthy that leader humility, which features interpersonal experience and highlighting value and strength of others, are more likely to trigger employees' prosocial motivation and thus influence their voicing behavior. This research extends the theoretical understanding of leader humility, motivation and workplace voice. Practical implications and limitation of the results are also discussed.

Paper is Available to Meeting Registrants Only.

OB: **Good Disciple or Good Actor: How and When Leader Perfectionism Impels Subordinates' Self-Regulation**

Author: **Ning Guo**, *Peking U.*

Author: **Hui Wang**, *Peking U.*

Author: **Zhi Liu**, *Guanghua School of Management, Peking U.*

Integrating goal orientation approach with self-concept perspective of self-regulation, we develop and test a multilevel theory that delineates both functional and dysfunctional subordinate responses toward leader perfectionism. We propose that when subordinates have a strong learning goal orientation, leader perfectionism leads to perfectionistic identity salience, resulting in increased job performance and proactive behavior. In contrast, when subordinates have a strong performance goal orientation, leader perfectionism hinders job performance and proactive behavior via perfectionistic self-presentation. The theoretical and practical implications for perfectionism and leadership are discussed.

Paper is Available to Meeting Registrants Only.

OB: **How and when leader humility encourages follower leadership potential**

Author: **Xiaoshuang Lin**, *U. of Southampton*

Author: **Herman Tse**, *Monash U.*

Author: **Bo Shao**, *Deakin U.*

Author: **Jinyun Duan**, *East China Normal U.*

Leader humility has received increasing attention in research and practice in recent years; however, little is known regarding whether leader humility can foster followers' leadership potential. Drawing on expectation states theory and using data collected from 216 supervisor-subordinate dyads, we investigate how and when leader humility can foster followers' leadership potential. Results indicate that leader humility promotes followers' leadership potential (i.e., followers' motivation to lead and taking-charge behaviors) via the followers' perception of their own workplace status. However, the aforementioned effects occur only among those followers who are high in individualistic orientation. Our research offers novel theoretical and practical insights into consequences of leader humility.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emerging Research Directions Exploring Grief in Organizations *Emerging Research Exploring Grief in Organizations*

Organizer: **Elizabeth E. Stillwell**, *U. of Minnesota*
Organizer: **Jessi Hinz**, *Case Western Reserve U.*
Discussant: **Gianpiero Petriglieri**, *INSEAD*
Presenter: **Seoin Yoon**, *Texas A&M U., College Station*
Participant: **Nitya Chawla**, *Texas A&M U.*
Participant: **Ji Koung Kim**, *Texas A&M U.*
Participant: **Yu Tse Heng**, *U. of Washington, Seattle*
Presenter: **Jessi Hinz**, *Case Western Reserve U.*
Presenter: **Lidija Pletneva**, *ESSEC Business School*
Presenter: **Hilary M. Hendricks**, *U. of Michigan*

Grief is an increasingly salient component of organizational life. Yet, we know relatively little about: (1) how employees experience and manage grief in their workplaces, (2) the impact of grief on employees and organizations, and (3) how colleagues, leaders, and organizations can best aid grieving employees as they move through grief towards recovery. Our symposium reports qualitative and quantitative research that extends the understanding of grief in the management literature, provides research-based recommendations for organizations in managing grieving employees, and subsequently strongly contributes to the Academy of Management's conference theme "Bringing the Manager Back in Management." The symposium includes four papers showcasing the influence of grief on employees' work lives. Taken together, our papers and discussion, led by Dr. Gianpiero Petriglieri, endeavors to provide insight into the consequences of grief and mourning for employees and organizations, build an emerging community of scholars focused on issues related to grief and mourning, and generate a strong program of future academic research.

Misery Loves Company? An Examination of Sharing Grief at Work

Author: **Seoin Yoon**, *Texas A&M U., College Station*
Author: **Nitya Chawla**, *Texas A&M U.*
Author: **Ji Koung Kim**, *Texas A&M U.*
Author: **Yu Tse Heng**, *U. of Washington, Seattle*

Discovering a New Abnormal: The Role of Interpersonal Support at Work

Author: **Jessi Hinz**, *Case Western Reserve U.*

Work as Refuge: Job Crafting as Coping with Difficult Life Events

Author: **Lidija Pletneva**, *ESSEC Business School*

"Careful the Wish You Make": When Entrepreneurial Success Ushers in Grief

Author: **Hilary M. Hendricks**, *U. of Michigan*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Goal Achievement Strategies in the Workplace

Goal Achievement Strategies in the Workplace

Organizer: **Craig Brimhall**, *U. of Utah, David Eccles School of Business*
Organizer: **Ariella Kristal**, *Harvard Business School*
Discussant: **Katherine Milkman**, *U. of Pennsylvania*

In this symposium, we bring together leading and emerging scholars to explore goal-achievement broadly with three of the papers focusing on commitment devices, as a way to better understand: (1) what motivates people effectively to overcome their self-control problems; (2) why people fail to use effective strategies to advance their own causes and goals, and (3) how we can encourage people to make better decisions that can lead to better outcomes in workplace contexts and beyond. Together, the papers in this symposium offer important empirical insights into how people can make decisions that improve their chances of achieving their goals. Practically, the collection of papers also provides managers and policymakers with field-tested interventions to increase goal-achievement.

Motivation Myopia: Why We Overestimate Motivation's Impact on Performance

Author: **Eliana Polimeni**, *Northwestern Kellogg School of Management*
Author: **Loran F. Nordgren**, *Northwestern U.*

Save More Today or Tomorrow: The Role of Urgency and Anticipated Emotion in Nudging Pre-Commitment

Author: **Joseph Reiff**, *UCLA Anderson School of Management*
Author: **Hengchen Dai**, *UCLA Anderson School of Management*
Author: **John Beshears**, *Harvard Business School*
Author: **Shlomo Benartzi**, *UCLA Anderson School of Management*

Navigating pre-commitment: Effective strategies for others but appropriate strategies for the self

Author: **Craig Brimhall**, *U. of Utah, David Eccles School of Business*
Author: **David Tannenbaum**, *U. of Utah, David Eccles School of Business*
Author: **Eric VanEpps**, *U. of Utah, David Eccles School of Business*

The Cost of Opposition: Harming our Own Rather than Helping our Opponent

Author: **Rachel Gershon**, *Rady School of Management, U. of California San Diego*
Author: **Ariel Fridman**, *Rady School of Management, U. of California San Diego*

The Interpersonal Consequences of Commitment Device Use

Author: **Ariella Kristal**, *Harvard Business School*
Author: **Julian Jake Zlatev**, *Harvard Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **1552** | Submission: **11145** | Sponsor(s): **(OB, MOC, HR)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Managing Boundaries, Transitions and Well-being in an Age of Virtual Work and Covid-19



Managing Boundaries and Well-being during Covid-19

Organizer: **Benjamin Alan Rogers**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Ovul Sezer**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Discussant: **Nancy Rothbard**, *U. of Pennsylvania*
Presenter: **Hayley Blunden**, *Harvard Business School*
Presenter: **Wonbin Sohn**, *U. of Texas at Austin*
Presenter: **Benjamin Alan Rogers**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*
Presenter: **Ryan M. Vogel**, *Fox School of Business, Temple U.*
Presenter: **Jessica Beth Rodell**, *U. of Georgia*

This symposium presents compelling theoretical and empirical research on the challenges that employees face to effectively manage work-home boundaries, role transitions, and well-being during an era of increased virtual work, which has been exacerbated by the Covid-19 pandemic. Our four papers highlight the struggles that modern employees face to maintain engagement and well-being when the boundaries between work and home are increasingly blurred. Importantly, the papers in this session also present promising solutions to enable employees to better manage their roles and the transitions between them. Through exploring research questions related to boundary work both before and during Covid-19, this session will provide a holistic perspective on the experiences of today's workers, as well as how employees and organizations can better utilize boundary work to improve well-being.

Time Pressure and Transitions in a New Age of Virtual Work: The Moderating Role of Job Complexity

Author: **Hayley Blunden**, *Harvard Business School*
Author: **Wonbin Sohn**, *U. of Texas at Austin*
Author: **Andrew Brodsky**, *U. of Texas at Austin*
Author: **Ethan Scott Bernstein**, *Harvard Business School*

How Rituals Help Essential Employees' Work Recovery

Author: **Benjamin Alan Rogers**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Ovul Sezer**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Trevor Watkins**, *West Texas A&M U.*
Author: **Katherine Ann DeCelles**, *U. of Toronto*
Author: **Chen-Bo Zhong**, *U. of Toronto*
Author: **Michael Norton**, *Harvard U.*
Author: **Hal Hershfield**, *UCLA Anderson School of Management*

When Worlds are Forced to Collide: Emotional Regulation of Segmentors and Integrators in COVID-19

Author: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*
Author: **Nancy Rothbard**, *U. of Pennsylvania*

The Home Detachment Intervention: Boosting the Speed of Engagement and Daily Productivity

Author: **Ryan M. Vogel**, *Fox School of Business, Temple U.*
Author: **Jessica Beth Rodell**, *U. of Georgia*
Author: **Anastasiia Agolli**, -

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1553** | Submission: **10411** | Sponsor(s): **(OB, MOC, HR)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Navigating Grief in Organizations
Navigating Grief in Organizations



Organizer: **Yu Tse Heng**, *U. of Washington, Seattle*
Organizer: **Jessi Hinz**, *Case Western Reserve U.*
Organizer: **Elizabeth E. Stillwell**, *U. of Minnesota*
Panelist: **Gianpiero Petriglieri**, *INSEAD*
Panelist: **Jason Kanov**, *Western Washington U.*
Panelist: **Kristina Marie Workman**, *Cornell U.*
Panelist: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Panelist: **Carla Fernandez**, *The Dinner Party*
Panelist: **Rebecca Klein**, *Evermore*

This PDW brings together an expert panel of grief scholars and practitioners to kickstart an important and timely conversation on grief in organizations. Grief is a common human experience resulting from suffering a profound loss, such as the death of a loved one, divorce, and job loss. 2020 was a year of much suffering and grief, and the losses will continue to be felt long after. Important questions to be addressed in this panel include: How should researchers go about building a research agenda on grief at work? How can organizations and managers support grieving employees? How can we reduce the scholar-practitioner gap? To maximize the audience experience, prior to the AOM, the organizers will create a PDW website that will serve as an open platform for prospective participants to engage with the panelists, their work, and to pose questions. In the first PDW segment, academic panelists will weigh in on the state of grief research and identify key directions for future work. In the second PDW segment, practitioner panelists involved in workplace grief training will share insights on their experiences on-the-ground, best practices, and areas for improvement. Thereafter, the full panel will discuss a crowdsourced list of frequently asked questions posed by Academy members pertaining to dealing with grief in academia. Finally, with the goal of creating a grief resource toolkit for Academy members in mind, the organizers will collate valuable insights from the panel discussions and share them on the PDW website and with interested participants.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

**Improving Leadership Research Around the Globe: A Virtual
Mentoring Session**
Leadership Research Mentoring Session



Organizer: **Marie Dasborough**, *U. of Miami*
Participant: **John Antonakis**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Participant: **Leanne Atwater**, *U. of Houston*
Participant: **Nicolas Bastardoz**, *U. of Zurich*
Participant: **Claudia Coglisier**, *Texas Tech U.*
Participant: **Michael S. Cole**, *Texas Christian U.*
Participant: **Michael Daniels**, *U. of British Columbia*
Participant: **Shelley D Dionne**, *Binghamton U.-State U. of New York*
Participant: **Olga Epitropaki**, *Durham U.*
Participant: **William L. Gardner**, *Texas Tech U.*
Participant: **Ryan Gottfredson**, *California State U., Fullerton*
Participant: **Xu Huang**, *Hong Kong Baptist U.*
Participant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Gregory Lee**, *U. of the Witwatersrand*
Participant: **Kevin B. Lowe**, *U. Of Sydney*
Participant: **Steven E. Markham**, *Virginia Tech*
Participant: **Robin Martin**, *U. of Manchester*
Participant: **Jeremy D. Meuser**, *U. of Mississippi*
Participant: **Michael D. Mumford**, *U. of Oklahoma*
Participant: **Ronald E. Riggio**, *Claremont McKenna College*
Participant: **Terri A Scandura**, *U. of Miami*
Participant: **Mary Sully De Luque**, *Arizona State U.*
Participant: **Mary Uhl-Bien**, *Texas Christian U.*
Participant: **Dina Van Dijk**, *Ben Gurion U. of the Negev*
Participant: **Frankie Jason Weinberg**, *Loyola U. New Orleans*
Participant: **Francis J. Yammarino**, *Binghamton U.-State U. of New York*
Participant: **Gary A Yukl**, *U. at Albany, State U. of New York*
Participant: **Angelina Zubac**, *U. of Queensland*

This inclusive PDW will provide students and junior faculty from diverse backgrounds the opportunity to discuss their leadership research in a collegial virtual setting with prominent leadership scholars. The junior scholars are required to submit brief research proposals prior to the conference, and will be matched with a more senior scholar with similar research interests (not from their home university). At the virtual ZOOM session, the senior scholars will then discuss these proposals with the 1-3 junior scholars they are matched with in ZOOM Break-out rooms, providing insights and suggestions for future research directions. A general networking session in ZOOM will follow, whereby current and former editors of top leadership journals will discuss how to transform the proposals into publishable journal articles. The focus will be on developing theoretical foundations and designing high quality empirical studies. This is a great opportunity for the junior scholars to develop their ideas, and it may even lead to future academic collaborations and foster ongoing mentoring relationships. Last year, our 1st virtual version of this Leadership PDW was a great success with numerous ZOOM sessions in 4 different time zones and over 75 participants from all over the globe.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

IT & Work: Impact on Performance and Outcomes



OCIS: Explaining Hospital Laboratory IT Enabled Transformation: A Human Agency Perspective

Author: **Sampath Bengal**, *Ivey Business School*

Examination of human agency during IT enabled organizational transformation has been done either explicitly or implicitly in the past. However, explanations have either predominantly focused on governing agency (involving management level staff) or working agency (involving worker level staff) but not both simultaneously. Examining how and why humans at different hierarchical levels act like the way they do during transformation becomes a useful area of research, one that can provide more insights for practitioners. To accomplish this purpose, an in-depth case study was performed at a hospital laboratory unit. The lab envisioned on transforming its operations by automating patient samples processing relying on middleware software systems and new analyzer instruments. By examining the transformation evolution from an automation vantage point, the findings show that humans at different hierarchical levels (lab management and lab technicians) design their agency in the present by interpreting different structures in the surrounding environment either from a past or a future tone. Due to presence of such temporality in agency, managerial staff and workers sometimes diverge in their interpretation of structures resulting in negotiations in order to converge on their interpretations. Such variance in structural interpretations in turn molds the trajectory of transformation. Findings also show that future orientation of agency dominates throughout the process of transformation to a large extent. Through these insights, this research further advances the knowledge on IT enabled organizational transformation and also opens up the black-box of human agency manifestation in detail.

Paper is NOT Available. Please contact the author(s).

OCIS: Outcomes of Technostress at Work: A Meta-Analysis

Author: **Elena Gerdiken**, *U. of Konstanz*

Author: **Max Reinwald**, *LMU Munich*

Author: **Florian Kunze**, *U. of Konstanz*

In this paper, we provide the first meta-analysis of 96 empirical studies ($N = 34,350$) of technostress and its relationship with a wide range of employee outcomes. This novel analysis allowed us to sparse out the most prominent and powerful technostress effects in work-related settings. Significant negative relationships were found between technostress and employees' job performance ($\rho = -.07$), innovation ($\rho = -.20$), job satisfaction ($\rho = -.23$), continuous usage intentions ($\rho = -.34$), and end-user satisfaction ($\rho = -.32$). While, technostress displayed significant and positive relationships with employees' turnover intentions ($\rho = .13$), work engagement ($\rho = .30$), job burnout ($\rho = .31$), work-to-family conflict ($\rho = .41$), and techno-exhaustion ($\rho = .60$). In general, technostress demonstrated the strongest effects on health-related employee measures, followed by attitudinal and behavioral measures. Beyond providing estimates of population correlations, we addressed several important gaps in the technostress literature, including the role of methodological characteristics as moderators. Especially, we provide evidence for common method variance biasing the relationships between technostress and health-related outcomes and discuss potential remedies.

Paper is NOT Available. Please contact the author(s).

OCIS: Why the Agile Mindset Matters

Author: **Karen Eilers**, *Research Center for Information System Design (ITeG), U. of Kassel*

Author: **Benedikt Simmert**, *Research Center for Information System Design (ITeG) - U. of Kassel*

Author: **Christoph Peters**, *U. of St. Gallen and U. of Kassel*

Author: **Jan Marco Leimeister**, *U. of St. Gallen and U. of Kassel*

Volatility, uncertainty, ambiguity, and complexity (VUCA) are drivers in today's business world. Therefore, an increasing number of organizations implement agility (agile methods) to cope with these rapid and accelerating changes. However, these agile transformations do not succeed unhindered, and some fail. One reason for this is that employees lack an agile mindset and do not support or participate in the transformations. So far, knowledge of the agile mindset is in its infancy, and a conceptualization for developing a measurement instrument on the individual level is lacking. Furthermore, the relevance of the agile mindset regarding organizational performance in a VUCA world is still unclear. Our study aims to close this gap. To do so, we examine the agile mindset by analyzing 15 qualitative interviews and conduct an online survey ($N=449$) to predict organizational agility and organizational performance based on the agile mindset. As for results, we conceptualize the agile mindset as an attitude that comprises four dimensions: Attitude towards 'learning spirit', 'collaborative exchange', 'empowered self-guidance', and 'customer co-creation. We found that there is an indirect effect of the agile mindset on organizational performance towards organizational agility. These findings contribute to agility and management research by providing both a conceptualization and a measurement instrument for the agile mindset. Furthermore, the agile mindset's relevance in agile transformation is explained, and its relationship to organizational performance is outlined. For a successful agile transformation, executives must focus on and foster the agile mindset, for example, by being a role model.

Paper is Available to Meeting Registrants Only.

Author: **Jessica Pye**, *W. P. Carey School of Business, Arizona State U.*

Author: **Arun Rai**, *Georgia State U.*

Author: **John Dong**, *Trinity College Dublin*

While the behavioral theory of the firm explains the heterogeneity of organizations' search for new technologies in response to performance shortfalls, institutional theory illuminates isomorphic organizational responses to policy uncertainty in the institutional environment, resulting in the homogeneity of organizations' technological choices. We suggest that these two seemingly different theoretical perspectives can jointly explain the heterogeneous or homogeneous locus of search, or the innovativeness of decisions made by organizations, for implementing information technology (IT) to address performance gaps. In the context of the U.S. healthcare industry, we focus on explaining how the innovativeness of hospitals' decisions for health information technology (HIT) to enable clinical process management in response to their performance shortfalls may change based on the time-variant healthcare policy uncertainty in the institutional environment—specifically, within the Health Information Technology for Economic and Clinical Health (HITECH) Act. Based on a large-scale panel dataset from 3,846 hospitals in 2007-2014, we show that when cost increases relative to aspiration level, a hospital tends to explore novel technologies earlier than other hospitals to innovate its clinical processes. Furthermore, we demonstrate that with declining policy uncertainty associated with the HITECH Act from a high level, moving from the conceptualization phase to the enactment phase of the policy, a hospital's innovativeness of deploying HIT for clinical process management increases to a greater extent in response to performance shortfalls (i.e., less uncertainty reduces the need to imitate the locus of search allowing heterogeneous technological choices). However, with further declining policy uncertainty to a low level, moving from the enactment phase to the enforcement phase of the policy, the innovativeness increases to a smaller extent in response to performance shortfalls (i.e., certain policy incentivizes the locus of search toward homogeneous technological choices). Overall, our findings demonstrate that we can provide a more holistic picture by advancing a behavioral institutional theory on how the institutional environment alters an organization's decision to innovatively deploy HIT when addressing performance shortfalls.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diverse Approaches to OD and Change

ODC: **Exploring the Role of the OD Consultant: Historical Perspectives and Contemporary Findings**      

Author: **Nicole Hobbs**, -
Author: **Therese F. Yaeger**, *Benedictine U.*
Author: **Peter Sorensen**, *Benedictine U.*

The purpose of this study was to explore the lived experience of contemporary OD consultants to better understand their knowledge, skills and abilities, as well as their work experiences, perceptions and challenges. There are three sections to this paper. First, forty OD consultants were identified and then interviewed in 2020. To obtain the richest data, we used a mixed method approach using exploratory interviews and survey data. The interview data provided verbatim quotes to identify major themes. From the qualitative data, three primary themes surfaced; namely, a) OD consultants as continuous collaborators; b) OD consultants as knowledge communicators; and c) OD consultants as value providers. A second section of this paper includes the unexpected finding of the alignment of contemporary OD consultants' words to the OD classical writings of roughly 40 years earlier. These 2020 OD consultants' words and values aligned with the classical OD works and views of scholars from decades ago. Additionally, although OD is often challenged by controversy and criticisms such as the need to 're-invent', OD is dying, and OD as Adolescent, the interviewees conversely resounded the alternative positive outcomes of OD. The final section includes the contribution to the theme of AOM regarding managers, and the resurfacing of AOM's Organization Development and Change Division's Past Chairs published works and how today's OD consultants' thoughts and experiences (at the 50th year celebration of the ODC Division) align with the ODC Division Past Chair's scholarly contributions. In short, what is old is now new!

Paper is Available to Meeting Registrants Only.

ODC: **Interacting Effects of Transformational and Instrumental Leadership on Employees' Change Reactions**

Author: **Catrin Millhoff**, *TU Dortmund U.*
Author: **Jens Rowold**, *TU Dortmund U.*

The aim of the two-study investigation was to examine the theoretical assumption, that transformational behaviors are reinforced by instrumental behaviors in the change context. For this purpose, a field study and an experimental vignette study were carried out, in which the interaction between transformational and instrumental leadership on employees' change reactions was tested. In the field study, 405 employees were surveyed and the results revealed a significant interaction under control of laissez-faire and transactional leadership: Only when instrumental leadership was highly developed, transformational leadership was positively related to change support. In the vignette study, instrumental and transformational leadership behavior was manipulated within fictitious change scenarios. 772 participants took part in the investigation. 2x2 ANCOVAs showed that instrumental leadership influences the mean values of employees' change reactions more strongly than transformational leadership. However, the interaction was not significant for the manipulated leadership styles. Implications for leadership and change literature are discussed.

Paper is Available to Meeting Registrants Only.

ODC: **Project Management Canvas: Original Model where Traditional and Agile Project Management Intersect**  

Author: **Fabio Galletta Latour**, *Copenhagen Business School*
Author: **Finn Florin Johansson**, *Copenhagen Business School*
Author: **Charles Thomas Tackney**, *Copenhagen Business School*

Winner of ODC Division Rupert F. Chisholm Best Theory-to-Practice Paper

Our research issue sought to assist practitioners to structure a hybrid approach that overcomes the binary presumption of agile and traditional project management. The basis for this inquiry was inspired by an observed gap concerning practical hybrid project management models, combining elements of apparently incompatible traditional and agile project management. We first conducted an extensive literature review of the two well-known approaches. Second, we complemented this review with sources on the Business Model Canvas that provided us with insights on how to combine the PM approaches in practice. We synthesized and expanded on the findings in our third and final step by proposing an innovative hybrid approach to project management we call the Project Management Canvas. Our model represents a contribution to the existing discourse, which immediately and iteratively aids practitioners to effectively craft the most appropriate project management methodology.

Paper is Available to Meeting Registrants Only.

ODC: **Exploring Barriers and Opportunities for Digital Servitization in SME Manufacturing Firms**    

Author: **Marie-Anne Le Dain**, *Grenoble INP Industrial Engineering and Management – G-SCOP Lab*
Author: **Judy Matthews**, *Queensland U. of Technology*

While many firms have captured benefits from increasing digitalization, few SMEs in Europe indicate that they are digital or have started a digital transformation. Some firms have used digital tools to extend their offerings in the product-service strategy of servitization. We reviewed existing literature on digitalization and servitization, clustering the barriers and opportunities that SMEs identified in their move to digitalization. Using focus groups of senior managers of diverse SMEs in a workshop setting, we conducted an empirical study of the perceptions of the main barriers and opportunities of digitalization and the types of services offered by these SMEs. Our results demonstrate the relationships between the barriers and opportunities that an SME identifies during its digitalization, the type of product-service it develops, and aspirations for future digitalization.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Intersection of Strategy, Context, and Institutions

ODC: **The Impact of Intra-Firm Competition on Strategic Renewal**

Author: **David An**, *European Business School, Wiesbaden*

While scholars emphasize the role of managerial practices in strategic renewal, intra-firm competition as such a practice has not been scrutinized yet. We fill this gap by examining whether and how intra-firm competition influences an organization's path dependence over time and in how far paths of intra-firm competition change in the course of strategic renewal. To examine this issue, we conducted an in-depth longitudinal case study of ProSiebenSat1 Media with a focus on its entertainment pillar which is at the center of the eroding linear TV business. We find evidence that ProSiebenSat1 intra-firm competition activities (1) were not path breaking, but consistently subject to path dependences rooted in the core business. (2) They further created subsequent path dependences leading to additional lock-in (3). The practice of intra-firm competition itself became path dependent. (4) Intra-firm competition that involves a deep internal collaboration between units has the potential to grow new platforms outside of the core business. As a whole, we contribute to the understanding of intra-firm competition as a strategic renewal activity by illustrating the changing dynamics from intra-firm competition to competition in a longitudinal study.

Paper is NOT Available. Please contact the author(s).

ODC: **Genesis of New Financial Institution: Exploration of the Conducive Institutional Environment**

Author: **Shashi Kant Srivastava**, *Indian Institute of Management Sirmour, Sirmour, Himachal Pradesh, India*
Author: **Deepika Chandra Verma**, *OP Jindal Global U., Haryana*
Author: **Srinivas Jangirala**, *Jindal Global Business School, OP Jindal Global U., Sonipat, India*
Author: **Janardan Krishna Yadav**, *Jindal Global Business School, OP Jindal Global U., Sonipat, India*

From institutional economics perspective this study identifies blockchain as an example of new financial institution. Further, the study explores existing institutional strength such as economic, human capital, and political on the adoption/development of the blockchain technology in a cross-country analysis. To do so, it employs the concepts of institutional economics. The path analysis of the relationships of the various global indicators reveals that only the human capital of a country significantly affects the development of blockchain technology, while economic and political capitals does not play any role in it. Further, the general institutional strength parameter of a country fully mediates the relationship of human capital and blockchain development. While we found convincing evidence that strength of human capital can promote blockchain technology, the examination also reveals that a lack of institutional strength negatively influences the relationship.

Paper is Available to Meeting Registrants Only.

ODC: **Toward the Post-COVID-19 Normalcy in the Air-Travel Industry: The GPS Model for Crisis Navigation**

Author: **Virginia Bodolica**, *American U. of Sharjah*
Author: **Martin Spraggon**, *Mohammed Bin Rashid School of Government*

ODC Division Rupert F. Chisholm Best Theory-to-Practice Paper Finalist

The Covid-19 pandemic was a sudden event that had a devastating effect on various sectors of the world economy, especially the travel industry. Prior crisis response research has focused on survival and adaptation efforts of organizations, leaving the deployment of more proactive market-shaping strategies unexplored. Drawing on a qualitative case study method, we analyze how a company operating in the air-travel services sector in the UAE responded to the coronavirus disruption. We develop a grounded framework for understanding how air-travel providers can effectively navigate through crisis – the GPS model. The advanced model suggests that in times of disruption, industry players should adopt a number of strategies to (1) Guard against failure, (2) Potentiate innovative change, and (3) Shape the future of air-travel. An outcome of forward-looking shaping strategies that may define the new post-pandemic normal in the air-travel industry constitutes the idea of 'scattered airports' with a modified airport architecture.

Paper is Available to Meeting Registrants Only.

ODC: **Preparing for a New Hybrid: The Microdynamics of Change in the UK Nuclear Clean-up Industry**

Author: **Namrata Malhotra**, *Imperial College London*
Author: **Tim J Morris**, *U. of Oxford*

Organizations respond to institutional complexity by becoming hybrids embracing multiple logics internally. Yet, we understand little about the microdynamics of preparing for a hybrid in the course of which an organization may be forced to change the intended hybrid solution. In this paper we examine the microdynamics of change that unfolded as the UK Government sought to privatise British Nuclear Fuels Limited (BNFL) responsible for the clean-up of nuclear waste and safe disposal. As BNFL prepared for the intended public-private hybrid, unanticipated events called into question the viability of the hybrid solution. Drawing on institutional logics and attention-based perspectives, we show how unanticipated events shift the attention of key stakeholders to different types of risk and affect, in turn, the dynamic between logics of the proposed hybrid solution even making them irreconcilable.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Field Formation
Field Formation 

OMT: Where Do Institutional Changes Come From? 

Author: **Ju Young Lee**, *Boston College*
Author: **Yi Ren**, *Montclair State U.*

Where do institutional changes come from? While most of the institutional change and status research shows that changes are more likely to come from either the core or the periphery of the field, we still know relatively little as to what accounts for such divergent findings. In this paper, we propose a framework that delineates the scope conditions for the inconclusive findings. We argue that the role of field actors' status on initiating and implementing institutional change depends on two primary field conditions—field concentration and field settledness. We build these dimensions into an integrative framework that includes four ideal types of fields—distributed, dominated, perplexed, and volatile. We then illustrate how this framework provides insights into the likelihood, sources, and types of changes that are likely to occur in each field type.

Paper is NOT Available. Please contact the author(s).

OMT: Power and Meaning in Genomic Medicine: Processes of Field Emergence and Evolution 

Author: **Celeste Diaz Ferraro**, *Pennsylvania State U.*

While fields are central concepts in institutional theory, our understanding of them is largely theoretical and we have limited empirical evidence explaining the processes by which they emerge. In this study, set in the emerging field of genomic medicine, I explore the relationships through which power flows between field members, constructing a new field through their interactions. In the context of the nascent field of genomic medicine, I draw on extensive interviews with members of the genomic medicine field and its progenitors, four years of observational study of a field-convening organization shaping field standards, and a rich trove of historical data spanning the period of 1864 to 2020 to ask how genomic medicine evolved as a field and the role of power in shaping the interactions and meanings that constructed the field. My preliminary findings show that socio-political conflict, new technologies and shifting societal norms led to meaning-making that stigmatized genetic research, gave rise to divergent scientific fields and later reunified genomic research in new power relations that established the cultural meanings and institutions evident at the beginning of modern genomic medicine's emergence. Subsequent analysis of industry news coverage during the emergent period (1990-2000) is anticipated to reveal the power-based interactions that show the clustering of organizations around emergent practices that indicate shifts in meaning, practices, and ultimately the power relations that shape the field's emergence. These findings make a significant contribution to the dynamics of network emergence, by amassing rare empirical data on pre-emergent structures and interactions, while also explaining how and when heterogenous organization types and forms collaborate, potentially yielding new understandings of complex systems marked by flexible boundaries and changing compositions of organizations and types of ties. I also contribute to the institutional literatures where there is need for clearer understanding of field-to-field interactions that ultimately create opportunity for new fields and institutions to emerge. Lastly, I anticipate these findings contributing to the institutional literature on field-configuring events, as the deep inclusion of context provides evidence that may cause us to reconsider new forms of field-configuring events as individuals, organizations, communities and fields convene and negotiate new norms and structures in entirely new ways.

Paper is NOT Available. Please contact the author(s).

OMT: Symbolic Bridges and False Friends: When Symbols Cross Organizational Field Boundaries

Author: **Stephanie Koornneef**, *Radboud U.*
Author: **Achim Oberg**, *U. of Hamburg*
Author: **Tal Simons**, *Erasmus U. Rotterdam*

To investigate organizational fields' differences and similarities in meaning frameworks, we conducted a cross-sectional mixed-method study of the symbols used in three organizational fields – health care, software, and organic food – in Germany. Using a web crawler, we reconstructed the three fields and collected the logos of a sample of the fields' members. We not only show that organizational fields differ, resulting in each field's unique collective identity and mostly impermeable field boundaries, but also that some symbolic elements can cross field boundaries. Specifically, we observed elements that are used in all three fields, derived from a shared wider institutional environment such as nationality and culture, as well as, interestingly, some symbolic elements that are used in only two fields. Based on these results, we make a distinction between those elements that cross boundaries and have a similar meaning in two fields, fulfilling the function of symbolic bridges, and elements that appear to be similar but have significantly different meanings in both fields, constituting false friends.

Paper is Available to Meeting Registrants Only.

OMT: Inscribing Soft Rules: A Study of The Transnational Issue Field of Business and Human Rights   

Author: **Alison E. Holm**, *Copenhagen Business School*
Author: **Jasper Hotho**, *Copenhagen Business School*

This paper explores how soft rules are inscribed into corporate behavior in transnational issue fields. We study processes of inscription and the outcomes of these processes using an inductive approach to an embedded, single-case study of international guidelines complaints mechanism in the transnational field of business and human rights. Our findings three main sequential mechanisms for soft rule inscription in corporate behavior through the actions of different agents of the issue field: publicizing issue by monitoring agent, legitimating complaint by a field authority, and engagement of the targeted corporation with the monitoring agent and the field authority. Furthermore, our study of outcomes revealed that the soft rule inscription process leads to changes in corporate positioning relative to the issue and to other actors in the transnational issue field. These findings from the level of actors' interaction contribute to knowledge on institutionalization processes at the level of the field in transnational issue fields.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Framing and Sensemaking in Institutional Processes

Framing and Sensemaking



OMT: **Recursive Relationship of Sensemaking and Institutions: A process view**

Author: **Ibrat Djabbarov**, *Cranfield School of Management*
Author: **Andrey Pavlov**, *Cranfield School of Management*
Author: **David Denyer**, *Cranfield U.*

Developing a micro-level processual perspective is necessary for a nuanced understanding of how actors and institutions interact. Adopting a sensemaking perspective can offer scholars new insights into how actors change or stabilize institutions over time. In this paper, we systematically consolidate existing research on sensemaking and institutions, and theorize how sensemaking enables actors to accomplish institutional change and maintenance over time. We propose a multi-level processual model of how actors' sensemaking and institutions are bound together temporally.

Paper is Available to Meeting Registrants Only.

OMT: **Hostile frame takeover: Co-opting the security frame in the German nuclear energy debate**

Author: **Stephan Bohn**, *Humboldt Institut for internet and society (HIIG)*
Author: **Nora Lohmeyer**, *Radboud U.*
Author: **Harsh Kumar Jha**, *Newcastle U. Business School*
Author: **Juliane Reinecke**, *King's College London*

Finalist for the OMT Division Best International Paper Award

Despite growing attention to framing contests as important discursive struggles in articulating societal challenges and their solutions, most research focuses on competition over which frame becomes dominant. The process of how macro-level master frames themselves are subject to processes of meaning elaboration is less well understood, yet central for understanding field dynamics. In this paper, we focus on how a master frame – seen as relatively stable macro-level meaning structures – can itself get co-opted, such that it is reinterpreted to support a logic of action that is contrary to the original set of meanings. Using a mixed methods approach, combining topic modeling with qualitative analysis to examine the German nuclear energy media debate, we explore the hostile takeover of the dominant and socially resonant “security” master frame. This led to a complete frame reversal: nuclear energy could now be presented as a solution to security, rather than presenting a significant security threat. We develop a model explaining this process of frame co-optation, which involves broadening the master frame through its infusion with new diagnostic claims with regards to the identification of problems and problem solving-schema, sustaining frame plurality, and then selectively retaining the new meanings while detaching the original meanings.

Paper is Available to Meeting Registrants Only.

OMT: **"It's a Good Thing To Do!": How Institutional Entrepreneurs Scale Up Social Innovations.**

Author: **Panita Surachaikulwattana**, *U. of the Thai Chamber of Commerce*

Institutional entrepreneurs who are interested in solving social problems often seek out solutions in other contexts and then move the successful social innovations they find to their local context. This requires that the social innovation is translated successfully into the new context and, if it is to have significant impact on the social problem, “scaled” by diffusing it out into the institutional field to become the institutionalized solution to the problem. But while we have theories of the translation and diffusion of institutions that explain this process of innovation in general, we do not have a theory that fully explains how an institutional entrepreneur carry out this process of translation and diffusion to solve local problems. In this paper, I draw on a case study of the translation of the “High Scope” educational practice from the US to Thailand as a solution to tackle poor quality of early childhood education and social inequality, and the subsequent diffusion of the translated practice to develop a model of this process. I describe this process as “institutional evangelizing” that enables and promotes the diffusion of a social innovation. Our presented model of institutional evangelizing consists of three phases, including translation, enrolment, and integration. Our study contributes to the institutional literature by examining an important way that a social innovation is translated from another institutional context and diffuses in the new context, shedding light on how a social innovation scales and has an impact on institutional change.

Paper is Available to Meeting Registrants Only.

OMT: **Local Food: Charting Meaning Emergence Through the Dynamics of Discourse, Rhetoric and Framing**

Author: **Shazia Karmali**, *U. of Victoria*

This study seeks to understand how new meanings emerge in the context of institutional change. Existing research seeking to understand shifts in meaning has primarily accessed meaning, across numerous contexts, via the three key constructs of discourse, rhetoric, or framing. Within the context of the emergence of the local food movement in Canada, I employ a mixed methods approach using term frequencies, topic modelling and qualitative content analysis, within a computational grounded theory framework for Big Data analysis. My data consists of all articles containing any mention of the term “local food” in popular Canadian press over 37 years from 1978-2014, a database totalling 31,421 articles. My results show that firstly, new meanings pertaining to local food emerged rapidly over the 37-year period. Secondly, unexpected actors were found to significantly impact the propulsion of meaning change, by establishing new vocabularies surrounding the term “local food”. Finally, I find evidence that supports a strong role for both micro-processes of rhetoric and framing and macro-processes of discourse. I demonstrate how these processes occur through the dynamic intersection of rhetoric, framing and discourse. I propose an emergent process model of meaning change.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1560** | Submission: **17204** | Sponsor(s): (OMT)
Virtual session type: **Asynchronous (On Demand; Not Live)**

Dynamics of Hybrid Organizing

Hybrid Organizing

OMT: **Mission and Money: Unpacking Competition between Hybrid Organizations in the Nascent MOOC Market**

Author: **Eric Volmar**, *Stanford U.*

Finalist for the OMT Division Best Paper on Entrepreneurship Award

This study explores the competition between hybrid organizations in a nascent market over time. Grounded in a multi-case theory-building study of two massive open online course (MOOC) technology ventures, this study contributes at the intersection of organization theory and strategy in relation to hybrid organizations. The theoretical framework indicates that hybrid ventures in nascent markets engage in competitive games that include setting performance objectives, creating distinct hybrid forms, and making relevant moves. I find that successful hybrid ventures (1) play their own games as the market forms, (2) adapt how they play their games as the market evolves, and (3) rely on boards of directors to organize their games over time. In contrast, less successful hybrid ventures struggle to adapt their games as the market evolves, ultimately blunting their abilities to achieve their missions. As the market evolves, hybrid ventures must adapt their forms to sustain and gain performance advantages. A core insight is that the flexibility (or inflexibility) of venture governance shapes how effectively a hybrid venture adapts to the market and competes with rivals. Overall, this study provides a novel view of how hybrid organizations compete for both the mission and the money in nascent markets over time.

Paper is Available to Meeting Registrants Only.

OMT: **The Role of Governance in the Dehybridization of Social Enterprises**    

Author: **Magdalena Plesa**, *U. of Oxford*

This paper examines the challenges of organizational governance in the transformation of hybrid organizations. Hybrid organizations, studied in the context of 33,350 Community Interest Companies from 2006-2020 in the United Kingdom, highlight tensions and contradictions arising from pursuing multiple goals. In the world of hybrid organizations, an important problem is how and why hybrid organizations shed one or more logics, which I conceptualize as the process of dehybridization. Dehybridization has implications which can transpire by the hybrid changing form to a dominant logic form, a new hybrid, or dissolution of the organization. Governance in the form of board heterogeneity is examined along eight dimensions—age, gender, title, education, occupation, directorships, tenure, and nationality—to find whether boards that are more heterogeneous are more adaptive in dehybridizing. This paper finds that boards with more overall heterogeneity are 4.5 times more likely to adaptively transform by shedding logics and dehybridizing than any other type of community interest company.

Paper is NOT Available. Please contact the author(s).

OMT: **Can Convincing Strategies Transcend Conflicts? A Study of Competing Institutional Logics**

Author: **Sebastian Everding**, *Martin-Luther-U. Halle-Wittenberg*

Author: **Stefan Hielscher**, *School of Management, U. of Bath*

We extend theories of competing institutional logics to include convincing as a new conflict management strategy in hybrid organisations. Relying on longitudinal data of a hybrid organisation of the sharing economy, we find that decoupling, compromising, and combining, while explicitly or implicitly accepting the underlying disagreement, all aggravate most conflict intensities – weak, medium, and strong – while compromising and combining only temporally reconcile strong and weak conflicts, respectively. Convincing strategies, in contrast, view the goals and practices of competing logics as interdependent and deliberately use these interdependencies to transcend – i.e., to go beyond the perceived limits of – a given conflict. We find four mechanisms that facilitate transcend-ing, including (i) developing novel persuasive arguments as to why given practices can promote another logic’s goal, (ii) suggesting a new distinction previously unappreciated that separates controversial from uncontroversial practices, (iii) proposing a novel overarching goal agreeable to a competing logic and (iv) providing an “enabling environment” for open discussions about goal-practice interdependencies. We posit that these mechanisms provide opportunities for competing logics to overcome conflicts and, thus, can make hybrid organisations more enduring, innovative, and sustainable.

Paper is Available to Meeting Registrants Only.

OMT: **Managing Institutional Logic Hybridization Process: A Strategy-Timing Contingency Approach**

Author: **Yijie Min**, *Guanghua School of Management, Peking U.*

Hybrid organization research is witnessing prosperity. However, we know little about hybrid organizations that are “made”, namely, those transitioned from original single-logic to dual/multiple-logic forms through logic hybridization. As an example, we focus on the “familization” transition of lone-founder firms, during which single market-logic organizations integrate family logic and evolve to market-family hybridity, and examine buffering approaches to manage organizational destabilizations in this transition. We find financial slack and founder reputation, representing for unfitnes- and discontinuity-buffering strategies respectively, could loosen the positive relation between familization transition and TMT turnover rate (i.e., organizational destabilization). Meanwhile, as field-level density of market-family hybridity (i.e., family ownership) evolves dramatically during our observation window, the relative effectiveness of the two buffering strategies also varies. On industry level, following family ownership density grows, the moderation effect of financial slack becomes weaker while the moderation effect of founder reputation becomes stronger. Our findings suggest logic-hybridizing likely happens in transition phase between firm life-cycle stages, and propose to manage organizational destabilization by a strategy-timing (evolution) contingency view.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Geographical and Cultural Embeddedness of Organizations
Local Embeddedness



OMT: **Geography in the Making of Culture and Corporate Strategy: A Longitudinal Study of M&As**

Author: **Kunyuan Qiao**, *Cornell U.*

Finalist for the OMT Division Best Student Paper Award

I argue that a region's geographical characteristics shape the level of independence vis-à-vis interdependence of its culture, which in turn affects M&As of firms therein. Specifically, terrain ruggedness—i.e., amount of elevation difference within a region due to mountains—leads to a more independent culture due to significant coordination and cooperation costs, difficulty of transportation and economic exchange, and potential armed tensions. A temperate climate—i.e., ample precipitation and a moderate temperature—allows residents to obtain sufficient agricultural yield and makes unifying with others to combat the harsh environment unnecessary, thus breeding a culture favoring independence. Cultures with a low (high) level of independence (interdependence) set expectations for connectedness of assets, emphasize value creation through synergy, advocate corporate hierarchy, and downplay integration problems. Thus, more interdependent (less independent) cultures encourage firms to acquire and prompt investors to react more favorably to M&As. I find supportive evidence for my hypotheses with two samples covering diverse geographies, cultures, and publicly traded firms of subnational regions worldwide. A study of firms in China and the United Kingdom based on natural language processing provides further evidence. My study (1) advances a geographical origin of culture and unpacks cultural formation at the more nuanced, subnational level, (2) contributes to the institution-based view by highlighting the cultural dimension in understanding firms' M&A decision and investors' reaction, and (3) finally outlines a geography-based view of firm.

Paper is NOT Available. Please contact the author(s).

OMT: **Salient yet Susceptible: Coalition Composition in Shareholder Engagements on ESG Issues**

Author: **Kevin Chuah**, *London Business School*

How shareholder activists influence firms' environmental, social, and governance (ESG) practices has become a central concern in the corporate governance literature. Building on this, I investigate how the composition of shareholder activist coalitions contributes to successful engagements with targeted firms. Consistent with studies emphasizing the benefits of stakeholder salience, I focus on participation in ESG activism by mainstream shareholders—e.g., mutual funds. However, I also highlight how susceptibility to attentional constraints affects the mainstream's willingness to participate in collective activism and the efficacy of their participation. I find that participation by mainstream shareholders is greater when activists are in close geographical proximity to each other and conversely, when located distantly from targeted firms. In terms of outcomes, I show that firms are more responsive when coalitions involve greater participation by mainstream shareholders compared to those dominated by lower salience shareholders—e.g., religious organizations. Importantly, I further demonstrate that the benefits of mainstream participation are conditional: mainstream participation is less effective during busy periods of the corporate calendar when attentional constraints are heightened. These findings emphasize the benefits of participation by salient shareholders in collective ESG activism and the limits associated with attentional constraints relating to geographical proximity and calendar time.

Paper is Available to Meeting Registrants Only.

OMT: **The Grand Tour: The Role of Catalyzing Places for Industry Emergence**

Author: **Paolo Aversa**, *City U. London*

Author: **Emanuele Bianchi**, *Cass Business School, City U. London*

Author: **Loris Gaio**, *U. of Trento*

Author: **Alberto Nucciarelli**, *U. of Trento*

Finalist for the OMT Division Best Paper on Entrepreneurship Award

Research on clusters highlights that some areas display superior conditions to locally nurture concentrations of businesses. But why do certain industries—despite ascribing their origin to specific locations—emerge as dispersed across multiple geographies? To respond to this question, we qualitatively investigate the influence that the town of Arco (Italy) and its periodic event 'RockMaster' exerted on the emergence of the global sport climbing industry. We advance the concept of 'catalyzing places' that support the emergence and growth of dispersed industries through an ongoing, cyclical process of three distinctive forces—centripetal (i.e., attracting), catalyzing (i.e., reacting), and centrifugal (i.e., ejecting). The forces attract communities of practice to the catalyzing place, expose them to intense, transformational experiences towards entrepreneurship, and ultimately induce them to establish their ventures elsewhere. By redeploying the resources and practices acquired in the catalyzing place, these scattered communities enact a phenomenon of collective user entrepreneurship, which forms dispersed industries. We underline that while the place continuously nurtures the underlying forces, the event periodically enhances their effect. We also define two novel mechanisms, 'springboard firms' and 'dispersion economies,' that support the industry dispersion. We discuss our contribution in relation to research on industry emergence, places and practices, and collective user entrepreneurship.

Paper is Available to Meeting Registrants Only.

OMT: **Nationalism, Firm Value and Relocation**

Author: **Ariel A. Casarin**, *U. Adolfo Ibañez*

Author: **Sinziana Dorobantu**, *New York U.*

Author: **Angel Saz-Carranza**, *ESADE Business School*

Over the last decade, the backlash against globalization has brought about a renewed wave of nationalism around the world. Yet, despite extensive research on nationalism in history and social sciences, management research has paid little attention to the impact of nationalism on firms. We argue that nationalist movements threaten the stability of institutions governing firms' exchange relations and thus affect firm value and location decisions. Our analysis of increased nationalism in Catalonia, which peaked during the 2017 secession crisis, shows that nationalist political events affected Catalan firms more than other Spanish (non-Catalan) firms, and that firms identified more strongly with Catalonia were affected more severely. We argue that this effect reflects investors' expectations that firms with strong Catalan identity are less likely to make strategic adjustments (such as the relocation of firm headquarters) that mitigate the effects of nationalism, and we show that, indeed, these firms are less likely to relocate their headquarters than their peers are.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Unintended Consequences That Backfire *Unintended Consequences*

 **OMT: Walking the Talk: Public Historical Rhetoric, Traditions, and External Stakeholder Perceptions** 

Author: **Rachel W. Mui**, *Kansas State U.*
Author: **Owen Nelson Parker**, *UT Arlington*
Author: **Varkey Titus**, *U. of Nebraska, Lincoln*

Extant literature on rhetorical history has overlooked the possibility that despite a firm's well-intended efforts to strategically communicate the values found in its history, such rhetoric may still produce unintentional, adverse reactions from certain stakeholder groups. Drawing upon stakeholder theory and recent advancements on the strategic use of public language, we argue that when used in isolation, public historical rhetoric is detrimental to firm performance for reasons akin to how audiences perceive "greenwashing" messages as noisy and inauthentic. For such historical rhetoric to be accepted and deemed authentic by the public, we contend that firms must authenticate the message by either a. reinforcing their strategies with traditional actions, or b. possessing a tradition-linked image. Results from our study of U.S. orchestras indicate that tweeting about their orchestra's history hurts their financial performance (ticket sales and donor revenue) – however, this detriment is lessened when the orchestra either a. plays the traditional, canonical composers, or b. is designated as one of the historical "Big Five" orchestras. This study aims to make several important contributions to the rhetorical history and public language literatures, as well as provide important managerial implications for firms committed to leveraging their history for performance gains.

Paper is Available to Meeting Registrants Only.

OMT: Institutionalizing Inequality Anew: Grantmaking & Racialized Postsecondary Organizations 

Author: **Jeannette Anastasia Colyvas**, *Northwestern U.*
Author: **Heather McCambly**, *Northwestern U.*

This paper combines theories of racialized organizations with neo-institutional insights on institutionalization to analyze the role of grantmakers in the maintenance or diminishment of racial inequality in postsecondary education. We combine longitudinal archival analysis with a Difference-in-Difference-in-Difference statistical design to trace processes of persistence and change and to estimate effects on resource distribution in a federal grantmaking agency—the Fund for the Improvement of Postsecondary Education (FIPSE). We demonstrate how FIPSE's adoption of an equity-conscious frame/enactment bundle had causal consequences on which postsecondary organizations received grant dollars. And yet, instead of diminishing sources of persistence that reproduce racial inequalities, FIPSE, however unintentionally, created new and more deeply institutionalized modes of reproduction for the outsized delivery of resources to historically white-serving organizations. This study brings analytic clarity to how variation in an elite's frames—and their enactments—can dramatically affect the distribution of educational resources, while leaving the larger terms of racialization intact.

Paper is Available to Meeting Registrants Only.

OMT: Place Elasticity and Institutional Translation of Grand Challenges in Cross-Sector Partnerships   

Author: **Paula Ungureanu**, *U. of Modena and Reggio Emilia*

This work investigates the mediating role of place in how grand challenges translate from policymaking to cross-sector partnerships. By focusing on science and technology parks as tools for tackling the grand challenge of regional innovation, we investigate how place mediates the way policy travels in the institutional field and is transformed along the way, generating unexpected and unwanted consequences for the involved institutional actors. Findings highlight the central role played by place elasticity in the mobilization and transformation of a grand challenge. Specifically, place continuously reshaped its boundaries to first highlight, and then ease, policymakers' demanding concerns about doing well (managerial concerns) by catalyzing progressive attention around doing good (ethical concerns). We highlight the important role of material-ethical bundles which may first galvanize a partnership, then push it towards failure, and ultimately towards desperate attempts of recalibration which can compromise both managerial performance and ethics. These findings allow us to discuss when and how policy makers may provide guiding or misleading directions for action, why regional governments walk a thin line between mobilizing action and injecting further complexity into a field, and how to tell if cross-sector partnerships stay on course or go adrift with respect to policy indications.

Paper is Available to Meeting Registrants Only.

OMT: The Evolution of Collaboration in Multi-actor R&D Projects: Patterns of Couplings and Innovations  

Author: **Svetlana Klessova**, *U. Côte d'Azur, CNRS, GREDEG, France*
Author: **Sebastian Engell**, *TU Dortmund U.*
Author: **Catherine Thomas**, *U. Côte d'Azur, CNRS, GREDEG, France*

Multi-actor R&D projects are a setting where a network of multiple organizational actors, usually from research and industry, creates a temporary consortium and are funded based upon a proposal to jointly develop new knowledge and innovations. The couplings between the organizations are designed in the proposal, however based on incomplete knowledge. Using a comparative multiple case study of multi-actor projects funded in European Research and Innovation Programs, we investigate why and how these planned couplings, i.e. the collaborations between organizations evolved during the different project phases and what effect this had on the collaborative innovations. We investigated 4 projects with 54 organizations generating 46 innovations, using data from over 740 pages of documentation and over 33 hours of semi-structured interviews with 24 project actors. The study uncovers eight types of reconfigurations of couplings, activated by six disintegrative and two integrative mechanisms. Most of these reconfigurations led to negative consequences for innovations or to innovations created by less partner organizations. The weakening of couplings was much less pronounced within specialized modules (subgroups of closely collaborating partners) within the projects than at the interfaces that were planned to connect the modules. Here, planned strong couplings often degraded into weak couplings or even disappeared over the project lifetime. Based on these findings, we propose a process model of the evolution of couplings in multi-actor R&D projects and implications on collaborative innovations.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1563** | Submission: **14416** | Sponsor(s): **(OMT)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

**OMT Global Consortium: Doing Organizational Research
Around the World**
Doing Organizational Research Around the World



Coordinator: **Pablo Martin De Holan**, *HEC Paris*
Coordinator: **Yutaka Yamauchi**, *Kyoto U.*
Participant: **Christina L Ahmadjian**, *Hitotsubashi U.*
Participant: **Brandy Aven**, *Carnegie Mellon U.*
Participant: **Henrich Greve**, *INSEAD*
Participant: **Yujin Jeong**, *American U., Kogod School of Business*
Participant: **Jochem Kroezen**, *U. of Cambridge*
Participant: **Pablo Daniel Fernandez**, *IAE Business School Argentina*
Participant: **Maria Jose Murcia**, *IAE Business School - Argentina*
Participant: **Eric Quintane**, *ESMT Berlin*
Participant: **Daniel Lerner**, *IE Business School*
Participant: **Alan D. Meyer**, *U. of Oregon*
Participant: **Sunhae Hyun**, *Sungkyunkwan U.*
Participant: **Farzad Rafi Khan**, *King Fahd U. of Petroleum and Minerals*
Participant: **Ignacio J. Martinez-Moyano**, *Argonne National Laboratory*

The objective of the workshop is to facilitate networking and discussion around the unique challenges and opportunities of planning, implementing, and publishing high quality organizational research using international settings. The PDW is designed to be an interactive session where participants will interact with scholars that have successfully conducted organizational research using data from around the world including. The participants will also get a chance to get feedback on their own research in small group setting.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Digitalisation: Responsibility, Accountability and Trust
Responsible Digitalization



OMT: Crowd-Based Accountability: How Social Media Commentary Reconfigures Organizational Accountability 

Author: **Arvind Karunakaran**, *McGill U.*

Author: **Wanda J Orlikowski**, *MIT*

Author: **Susan Scott**, *London School of Economics and Political Science*

Accountability is considered to be critical to organizations' sustained performance and survival. Prior research has examined the structural and rhetorical response strategies that organizations use to manage accountability pressures from different stakeholders. With the advent of social media, where a dispersed, heterogenous, and pseudonymous "crowd" is able to express and disseminate their concerns about organizations and its workers, the structural and rhetorical response strategies used by organizations become less effective. How do organizations respond to accountability pressures from social media commentary and with what consequences for organizing? Adopting a performative approach, we conducted a multi-sited comparative study to examine this research question. Specifically, we investigated how organizations in two distinct service domains (emergency response and hospitality) responded to accountability pressures manifesting as social media commentary on two different platforms (Twitter and TripAdvisor). We find that organizations respond by actively engaging online with social media commentary, but end up enacting changes to their practices on the ground. Such changes shift ways of working by recalibrating risk, redeploying resources, and redefining service. Together, these practice changes reposition the core meanings, relations, activities, and outcomes of service work and reconfigure the boundaries of organizational accountability. Organizations, thus, become increasingly unclear about what they are held accountable for and uncertain about how, when, and to whom they are accountable. We synthesize these findings in a process model of crowd-based accountability and discuss the contributions of this study to research on accountability and organizing in the social media era.

Paper is NOT Available. Please contact the author(s).

OMT: The Public Responsibility of Platform Corporations

Author: **Mislav Radic**, *London School of Economics and Political Science*

Author: **Alessandro Niccolo' Tirapani**, *Montpellier Business School*

Finalist for the Responsible Research Award

To capture the ethical and political challenges posed by so-called platform corporations, in this paper we develop the concept of public responsibility. Despite the proliferation of research in corporate social responsibility (CSR), existing theories seem to fall short when it comes to the complexities of recent forms of organising. By analysing the concept of a multisided platform business models (MSPs) through a CSR lens, we argue that the responsibilities they face resemble more those of organisations in the public sector (i.e., public utilities) than those normally ascribed to private businesses – hence we develop the concept of public responsibility. We identify five sources of this responsibility: network effects; centrality of data production, collection and monetisation; global scale; and private policy-setting. Consequently, we argue that MSPs uniquely combine them, leading to three dimensions of public responsibility: privacy, accessibility and control of content. By doing so, we show how platform corporations have developed and provide 'private' services that in many ways are of 'public character', blurring our traditional understanding of public vs. private goods and services.

Paper is Available to Meeting Registrants Only.

OMT: The COVID-19 Contact Tracing App in the UK: Co-production in the Public Sector Which Went Wrong 

Author: **Tobias Polzer**, *WU Vienna U. of Economics and Business*

Author: **Galina Goncharenko**, *U. of Sussex*

This study explores how accountability and trust in relationships between governments and citizens impact the outcomes of co-production of digital technologies implemented in emergency situations. The extraordinary circumstances of the COVID-19 pandemic brought governments into the situations of having to make radical decisions and to act under tight time pressures. The paper focuses on the public discourse around contact tracing apps (CTAs), using the case of the United Kingdom as empirical setting. A framework to study accountability and trust in co-production of public services is developed. The study draws on a netnography method to analyze the reactions of the civil society expressed in social media to the introduction of the CTA, together with the consequences. Our findings carve out two pillars related to the discourse around the CTA, one related to technical and one related to social aspects. The analysis identifies specific concerns of citizens belonging to each pillar, highlighting polarization between government rhetoric attempts to justify the CTA's possibilities of surveillance and direct interventions by mobilizing the arguments for physical safety, and the escalated public anxiety around the ambiguity of the broad range of CTA's implications. The study also reveals that the main challenges of the CTA's implementation were a high level of public skepticism and distrust of the UK government and its actions, as well as concerns related to the potential violation of democratic freedoms and the abuse of CTA and data the app was designed to collect.

Paper is Available to Meeting Registrants Only.

OMT: How Does Technology Shape Corruption?  

Author: **Bijan Azad**, *American U. of Beirut*

Does computerization reduce corruption? The field of ICT4D (Information and Communication Technology for Development) has grappled with this issue with no clear direction emerging. To address this question, our study focuses on the technological disruption brought about by a decade long computerization of the paper records, data and work procedures of a national land registration agency in a Mediterranean country. Based on a five-year ethnographic field study involving 127 interviews, we identify and describe the working of elusive actions within the three major work practices in the Registry. By focusing on the struggles that surrounded the introduction of digitization, we offer a highly contextualized analysis of how employees involved in corruption reacted to the limits on previous elusive actions and the visibility that the system imposed. From our analysis, we find that corrupt actions are deeply embedded in legitimate and core work processes but involve specific actions such as: document alteration, delaying and accelerating process, and subverting organizational controls. Institutionally, these corrupt activities are protected by claims of professional autonomy, active maintenance of process opacity, and the implicit acquiescence to the operation of camouflaged networks.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Causes and Effects of Misconduct

Misconduct: Causes & Effects

OMT: Status, Celebrity, and Misconduct Spillovers to Bystanders

Author: **Jung-Hoon Han**, *U. of Missouri*
Author: **Srikanth Paruchuri**, *Texas A&MU*.
Author: **Tim G. Pollock**, *U. of Tennessee, Knoxville*

Organizational misconduct often has ramifications that affect innocent bystander firms—that is, create positive and/or negative spillovers. However, limited research has explored what determines the valence of such spillovers. We argue that perpetrators' and bystanders' status and celebrity, and their distinctive sociocognitive content, determine the direction and magnitudes of spillovers to bystanders. High-status perpetrators engender negative spillovers by signaling audiences that other firms are similarly fallible whereas celebrity perpetrators, due to their atypicality among peers, incur positive spillovers by being considered individual aberrations. Bystanders' status and celebrity further shape the spillovers by providing interpretive frames through which to process the implications of high-status and celebrity firms' misconduct. Our findings based on the corporate data breaches in 2018 confirmed the effects of perpetrator firms' status and celebrity on the likelihood of positive and negative spillovers to innocent, S&P 500 bystanders. Bystanders' status amplified the positive spillover from celebrity firms' data breaches, while their celebrity attenuated the negative spillover from high-status firms' breaches and amplified the positive spillover from celebrity firms' breaches. This study contributes to research on misconduct spillovers by examining both positive and negative spillovers and delineating the antecedents of the valence of the spillovers. It contributes to the social evaluations literature by identifying the role social approval assets play in stakeholders' post-misconduct sensemaking.

Paper is NOT Available. Please contact the author(s).

OMT: Under Pressure: Cultural and Structure as Antecedents of Organizational Misconduct

Author: **Andrea Cavicchini**, *IESE Business School*
Author: **Fabrizio Ferraro**, *IESE Business School*
Author: **Sampa Samila**, *IESE Business School*

Does toxic organizational culture lead to misconduct? To address this question, we build on Merton's strain theory and theorize the relationship between organizational culture, structure and misconduct. We first argue that organizations with cultures characterized by strong performance pressure are more likely to engage in misconduct. Then we consider how organizational structure moderates this relationship, and hypothesize that in more formalized organization this relationship is weaker, while it is stronger in more decentralized organizations. To test these hypotheses, we use natural language processing to identify cultural content in Glassdoor employee reviews of 880 publicly traded firms combined with official penalties due to misconduct provided by Good Jobs First. The empirical results lend support to our hypotheses. Organizations with high performance pressure cultures are 65% more likely to be fined for misconduct than organizations with low pressure. The moderation effects of the organizational structure are also supported.

Paper is Available to Meeting Registrants Only.

OMT: Politically Extreme CEOs and Corporate Misconduct

Author: **Thomas John Fewer**, *PhD Candidate, Drexel U.*
Author: **Murat Tarakci**, *Erasmus U.*

Organization's misconduct harm their organizations, society and environment alike. Prior research have proposed agentic and trait-based explanations on why executives engage in misconduct. However, misconduct is essentially a moral failure, where personal values underlie engagement in misconduct. These values are often embodied in one's political ideology—defined as the sets of beliefs about the proper order of society and how it can be achieved. Drawing on recent research on political ideologies and social identity theory, we hypothesize that CEOs with extreme political ideologies- extreme conservatives and extreme liberals- are more likely to engage in misconduct than CEOs with politically moderate ideologies; and this effect is accentuated when the organizational and state ideology echo the CEO's views. We find strong evidence for our hypotheses in a sample of Fortune 500 CEOs in the period 2010-2018 by taking advantage of variation imposed by CEO turnover.

Paper is Available to Meeting Registrants Only.

OMT: An Organizational Identity Orientation Perspective on CEO Turnover Following Misconduct

Author: **Andrea Farro**, *Rowan U.*
Author: **Thomas John Fewer**, *PhD Candidate, Drexel U.*
Author: **Dali Ma**, *Drexel U.*
Author: **ChuanRen Liu**, *Drexel U.*

Misconduct poses a significant threat to organizations, as these unethical and illegal actions result in loss of credibility and market value in addition to harming environmental and societal well-being. Because of the importance of the CEO in making organizational decisions and “setting the tone,” research has identified CEO dismissal as an important consequence of misconduct. However, not all CEOs are punished for misconduct. Contrasting extant studies which highlight governance structures in explaining turnover following misconduct, we build from theory on organizational identity orientation to suggest that this may be the product of firm-level factors. Using a sample of S&P 1000 firms from 2000-2018, we conduct word embedding and natural language processing on letters to shareholders to capture organizational identity orientation, and find that organizational identity orientation influences CEO turnover following misconduct. Our findings have important theoretical and practical implications to organizational identity and misconduct.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Managing the Interface Between Organization and Society
Organization Society Interface



OMT: **Gatekeepers, Structural Embeddedness of Firm Names, and Customers' Demand in Luxury Watchmaking**  

Author: **Kim Claes**, *Sungkyunkwan U.*
Author: **Frederic Clement Godart**, *INSEAD*

Gatekeepers play a critical role in connecting producers and customers. For example, in well-established industries, the media's discourse partly determines consumers' perceptions of producers. This goes beyond the tone or extent of coverage. In this study, we argue that the structural embeddedness of firm names—that is how the media relate firm names to one another in their accounts—impacts consumers' perceptions. We reason that structural embeddedness of firm names reveals both their associativity and their legitimacy. Using exhaustive media reports on the luxury watchmaking industry between 2001 and 2009, we find a positive effect of a watch producer's structural embeddedness on the prices reached by its watches in auctions. This relationship is positively moderated by both the absolute level of watch experts' monetary valuations of these watches and the uncertainty of those valuations.

Paper is Available to Meeting Registrants Only.

 OMT: **Past the Business Case: Reorienting Corporate Philanthropy Research Towards Outcomes and Impact**

Author: **Marian Eabrasu**, *EM Normandie Business School, Métis Lab, France*
Author: **Arthur Gautier**, *ESSEC Business School*

Finalist for the Responsible Research Award

Corporate philanthropy (CP) is a growing area of academic inquiry in management and business ethics. To date, empirical and theoretical studies have primarily examined the "business case" for CP in two distinct ways: understanding the motives of corporate executives and measuring the outcomes for corporations in terms of stakeholder relations and financial performance. Despite important advances in these areas, we note that scholarly conversations on CP face a deadlock owing to the theoretical limitations in determining corporate donors' genuine motivations and extrapolating a firm causal link between CP and corporate financial performance. This paper identifies the difficulties faced by extant research and proposes a way forward by shifting scholars' attention to an important yet overlooked facet of CP: outcomes for beneficiaries and, ultimately, long-term impact, i.e., the lasting changes, whether positive or negative, intentional or not, that CP brings about for individuals, communities, organizations, society, and/or the environment. It identifies key areas and questions for which new theories and empirical studies could be developed, with the potential to reinvigorate CP research beyond a one-sided focus on corporate interests.

Paper is Available to Meeting Registrants Only.

OMT: **Organizational Digital Identity: Concept and Underlying Centrifugalistic and Polycentralistic Forces** 

Author: **Ricarda B. Bouncken**, *U. of Bayreuth*
Author: **Roman Barwinski**, *U. of Bayreuth*
Author: **Katie Brownell**, *Indiana U. - Kelley School of Business*

Organizational digital identity (ODI), institutionalized in a collectively shared digital identity prototype in organizations might explain firm performance in the current digital era. We outline the ODI concept and examine how it radiates by a) centrifugalistic forces, e.g. spreading from founders, key stakeholders, and digital initiatives or b) how it evolves by polycentralistic forces (grassroots processes of sub-digital-identities related to individuals and groups who develop shared perceptions, feelings, and behaviors). We use a flexible pattern matching approach to explore our model empirically, within ten case firms. Our results largely support our theory, showing that both the centrifugalistic forces and the polycentralistic forces can create the ODI. It can be created in three different ways: inherent corporate ethos, waves, and earthquake. Boundary spanning agents additionally might support the ODI.

Paper is Available to Meeting Registrants Only.

OMT: **It's a Trap! How Cognitive Representations Inhibit Performance in Complex and Changing Environments**

Author: **Abraham Yeonwoo Pai**, *Yonsei U.*
Author: **Ji-hyun Kim**, *Yonsei U.*
Author: **Mooweon Rhee**, *Yonsei U.*

Organizations rely on simplified cognitive representations to make sense of the complex environment they participate in. These environments rarely stay stable—either by active attempts such as market entry or through incremental and disruptive changes in the environment itself, organizations are continuously pushed to adapt to new situations. Drawing on theories of organizational search and learning, cognitive sciences, and cognitive psychology, we explore how simplified cognitive representations facilitate and inhibit firm performance under uncertain circumstances, and how these effects differ over time in environments of differing degrees of complexity and similarity. Results of a computational simulation indicate that there is a trade-off in benefits provided by cognitive and experiential search, and that a 'representation trap' affects high and low performers differentially across different environments. In the initial landscape, the simplified cognitive representations adopted by low performers effectively trap them in inferior path-dependent trajectories, largely precluding the possibility of performance enhancement. However, the tables are turned when the population enters a different environment. Previous high performers experience difficulty in defending their advantage because their previously superior cognitive representations become an imprint that limits performance. We extend prior accounts of the cognition-oriented view in organizational search and learning by showing how simplified cognitive representations can inhibit performance and how they react to environmental change.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Managing Opposing Forces: Insights From Cultural Industries *Cultural Industries*



OMT: **Being Distinctively Similar: The Pursuit of Optimally Distinctive Partners In The Film Industry**

Author: **Keunwoo Jeong**, *London Business School*
Author: **Yoon Jae Shin**, *Seoul National U.*
Author: **Sun Hyun Park**, *Seoul National U.*

While homophily is considered one of the primary drivers of partnership decisions, studies also demonstrate that individuals may be simultaneously drawn to partners who present distinctive qualities. Here, a tension may emerge between the pursuit of homophilous partners for fluid collaboration and the pursuit of distinctive partners that would enable the achievement of creative interaction. Drawing on the literature on optimal distinctiveness, we predict that in such cases, the dual pursuit of a similar yet different partner is satisfied by valuing different qualities at different levels of comparison. Specifically, we predict that actors are more likely to select partners who present similar qualities to themselves but sufficiently distinctive among all other available potential candidates. Utilizing a dataset on the Korean film industry from 2000 to 2018, we show that the film directors select actors based on how similar the experiences of the actors are to themselves, but the effect increases when the actor is sufficiently differentiated from the industry peers. The selection seems to follow a two-stage process where the comparison between the selector and the potential partner is initiated first, and then the comparison of the potential partner against all other potential candidates. We contribute to the literature on partnerships by showing that individuals seek optimally distinctive partners through differentiated valuation at the different levels of comparison. Furthermore, we contribute to the market categories literature by extending the theoretical discussion towards the heterogeneity of the individual audience evaluation.

Paper is Available to Meeting Registrants Only.

OMT: **Disperse and Preserve the Perverse: How Hip-Hop Censorship Changed Popular Music Production in China**

Author: **Ke Nie**, *UC San Diego*

How do states censor an artistic genre that challenges the social norms? The answers to this question in the existing literature are mostly based on investigations of particular artists or artworks of the genre, while the impact on the entire genre field remains unchecked. This paper explores how censorship of an artistic genre changes artistic forms of that genre while also triggering strategic reactions from the artists of closely related genres. Using an original dataset of 53,364 songs released on a Chinese online music platform, I study the impact of Hip-Hop censorship in China in 2018 on Hip-Hop as well as Pop, Rock, and Folk songs in terms of how they sound and what topics they write about in the lyrics. I propose a novel approach to measuring sound similarities and topic prevalence in song lyrics using computational tools including Music Information Retrieval (MIR), neural networks, and topic models. I found that Hip-Hop songs produced after the censorship sound significantly different from those before, with a bigger impact on popular songs than unpopular ones. Moreover, genres of similarly restricted production sound more like Hip-Hop after the censorship, while genres of large-scale production sound less “Hip-Hop”. The censorship also made Hip-Hop musicians engage less with topics related to violence, smoking, or drinking but more with sexual content in a covered form. The findings thus suggest a model of dispersion in explaining the mechanism of censorship in cultural production.

Paper is NOT Available. Please contact the author(s).

OMT: **The Role of Cultural Embeddedness and Social Salience in Coevolution of Related Industries**

Author: **Ying Li**, *U. of Illinois at Urbana-Champaign*
Author: **Samira Reis**, *U. Carlos III de Madrid*
Author: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*

Previous research suggests that an emerging industry may erode the life prospects of a related incumbent market, when the newcomer industry is based on superior technology, has a more appealing ideology, or generates collective action. It is not well understood, however, why an incumbent industry may decline when those factors are weak or absent. We develop two new mechanisms of cultural embeddedness and social salience to explain such cases. When organizations in the nascent market embed their offerings in cultural artifacts of a related incumbent market and/or achieve social salience by reflecting public discourse, they invoke a sense of familiarity in audiences and in this way alleviate the uncertainty surrounding the novelty on which the emerging market is based. Decreased uncertainty draws audience attention to the new industry, often away from the incumbent market. This effect should be especially strong in the early stages of a new industry development and attenuate as the industry matures. We find support to our theorizing in the archival study of the historical coevolution of the emerging U.S. TV programming industry and the related incumbent market of all movie theaters in Illinois in 1944-1962.

Paper is Available to Meeting Registrants Only.

OMT: **Creating "like a complete unknown" or the interest of becoming imperceptible**

Author: **Sylvain Colombero**, *Grenoble Ecole de Management*
Author: **Duymedjian Raffi**, -
Author: **Amelie Boutinot**, *Ecole de Management Strasbourg U. Strasbourg*

This article intends to provide an alternative view to approach the tension between familiarity and novelty for creation that reunites and dynamically combines these two extremes crucial to creative industries. By questioning the traditional organizational studies dedicated to creative industries that present a quite static dichotomy between novelty and familiarity, this paper considers the Deleuzian concept of “becoming-imperceptible” to explore the perpetual movement modalities between familiarity and novelty. Studying such perpetual movements can inform organization studies on how they can remain creative over time. While studying what happened when Bob Dylan won the 2016 Literature Nobel Prize, echoing his entire career, we empirically investigate the necessary regular “deterritorializations” (for novelty) and “reterritorializations” (for familiarity) to become imperceptible, so as to remain creative. This article contributes to organizational debates regarding creative process in creative industries.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Perception and Ideology in Organizations

Perception and Ideology

OMT: **Power of Words: How Do Employee Narratives Shape Our Understanding of Managerial Incompetence?**

Author: **Minjie Gao**, *Imperial College Business School*

Incompetent leaders are all around us. The notion of managerial incompetence has received some, but insufficient attention from organisational scholars with existing studies treat incompetence either as an inevitability, or as an outcome of senior managers' deliberate efforts to create that impression. Missing from these accounts is an explanation of how and when employees perceive leadership incompetence, or how employee perceptions might impact an organisation's functioning. In this research, we build on and extend prior work on employee narratives to specifically examine the narrative construction of leadership incompetence, addressing the research question: what is the process through which employee narratives shape their perceptions and understandings of incompetent leaders and lead to different outcomes? To do so, we used ethnographic methods to study employee narratives at an English hospital's critical care centre. Our study led to theoretical insights about employees, the perceived incompetence of their managers and the employees' consequent actions.

Paper is NOT Available. Please contact the author(s).

OMT: **The Interplay Between Network Brokerage and Sense of Power**

Author: **Lara Bertola**, *ESCP Business School*
Author: **Claudia D. Jonczyk**, *U. of Neuchâtel*

Studies demonstrate the importance of brokerage positions in organizations for motivation, promotions and career success. However, we still lack a thorough understanding of how psychological factors like an individual's sense of power can explain specific differences in brokerage activities and outcomes. In this paper, we seek to explain that the way an individual interprets their sense of power impacts how they broker, using either a tertius iungens orientation bringing individuals together, or a tertius gaudens orientation keeping individuals apart. Applying a processual view of brokerage, we show how these two central strategic orientations towards brokerage depend on an individual's perception of their ability to influence others. We find that actors with a low sense of power more often engage in tertius iungens brokerage while those with a high sense of power more often engage in tertius gaudens brokerage. Findings further demonstrate that gender and the level of seniority also shape the way that brokerage is enacted, with women more often engaging in tertius iungens brokerage, and senior employees more often referring to tertius gaudens brokerage.

Paper is Available to Meeting Registrants Only.

OMT: **Ideology as an Analytical Lens in Organization and Management Studies**

Author: **GERASIMOS KOUVARAS**, *Cass Business School*

After having been set aside for years, the notion of ideology has recently regained space in academic debates. The concept has lived a turbulent life since it was coined in 1796. The conditions in which it was conceived and evolved were also reflected in its scholarly use. Through a systematic and critical review of the literature I reveal how the concept can be used as a viable analytical lens in organization and management studies. I briefly reconstruct a historical trajectory of the notion and outline how ideology is defined and approached in different fields of study. I then review how the concept has been used in organization and management studies, with applications at individual, organizational, and societal level, highlighting the underlying contrast between critical and non-critical views of the concept, and the impact of ideological processes in decision-making and organizational change. Based on this review, I propose a reconceptualization of the term, in terms of key properties and functions of ideology, to distinguish it more clearly from other similar or related concepts – such as values, culture, and logics, and I suggest implications for future research on ideological processes in and around organizations, pursued through a multi-level and multi-disciplinary approach.

Paper is Available to Meeting Registrants Only.

OMT: **Discourse and Discretion**

Author: **Marius Andersson**, *BI Norwegian Business School*

This conceptual paper employs a discursive perspective to investigate the determinants of managerial discretion, succinctly defined as latitude of managerial action. The paper argues that a number of key mechanisms for explaining managerial discretion identified in extant literature are fundamentally discursive in nature, and that a critical discourse analysis framework is therefore appropriate for advancing the understanding of the antecedents to discretion, and how they are interrelated. Accordingly, a discursive perspective is outlined in which managers' latitude of action is constituted through the production, dissemination, and consumption of texts.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Stigmatization at Work

OMT: **Racial Inequality in Employee Selections: The Effect of Employment and Diversity Practices**

Author: **Andrea Wessendorf**, *Cambridge Judge Business School*
Author: **Lionel Paolella**, *U. of Cambridge*

Organizational practices have been shown to contribute to the reproduction of social inequality, i.e., unequal opportunities and outcomes based on social group membership. However, little is known about how organizations can effectively help overcome patterns of social inequality. We address this gap by integrating insights from the social inequality and the diversity literatures. We examine the relationship between organizational employment and diversity practices and selection decisions, which are primary gatekeeping mechanisms that enable or restrict access to organizational positions. We hypothesize that minorities are more likely to be selected through internal promotion than external hiring decisions and in organizations that foster inter-group interaction through mentoring. Moreover, we hypothesize that diversity managers moderate the relationship between employment practice and selection decisions. We test our hypotheses on a data set of more than 41,000 partner selection decisions in US Law Firms between 2007 and 2017. We contribute to the literature on social inequality in organizations by showing how different organizational employment practices affect access to elite positions and to the diversity practices literature by better explaining which practices can effectively help mitigate the negative consequences of stereotyping on access to elite positions for minorities.

Paper is NOT Available. Please contact the author(s).

OMT: **Applicant Bias: Evidence From a Field Experiment**

Author: **Peter Younkin**, *U. of Oregon*
Author: **Kaisa E. Snellman**, *INSEAD*

Winner of the OMT Division Best Paper on Environmental and Social Practices Award

Do job seekers consider the race or gender of an employer when applying for a job? While we have extensive research on employer-side discrimination, we know less about employee-side biases and their consequences. In this study, we examine how the gender and race of the employer shapes the willingness of prospective employees to apply for a job. To do this, we need a setting where we can observe not only the applicants who decided to apply but also those who decided not to apply. We address this challenge by conducting a field experiment where we advertise real jobs for real applicants and vary the demographic composition of the employer. We find that applicants were no less likely to apply to jobs in companies with white female founders than white male founders. In contrast, they were significantly less likely to apply to Black founders and when they did apply, they requested ten percent higher salary. In addition, the more qualified a candidate the less likely they were to apply to Black founders. Our findings indicate that Black founders face significant bias from job applicants and, solely because of their race, attract fewer high-quality applicants and face higher salary demands. We conducted a second experiment to help distinguish between several potential explanations and find no evidence that applicants fear that the organization will underperform or that the founders are less qualified. By contrast, white applicants fear that they will not be good cultural fits to startups run by Black founders.

Paper is Available to Meeting Registrants Only.

OMT: **Beyond Representation: Extending the Effectiveness of Diversity Approaches via Individuation**

Author: **James Mellody**, *MIT Sloan School of Management*
Author: **Ray Reagans**, *MIT Sloan School of Management*

Organizations face two main options for managing diversity: a “colorblind” approach that minimizes differences by valuing equality and a “multicultural” approach that highlights, and thereby values, differences. Emerging research emphasizes the importance of demographic representation in shaping the appeal of either approach to women and people of color. While this helps to make sense of why these groups respond better to different approaches, it introduces a tradeoff. Because these groups are usually represented at different levels within organizations, managers may have to choose between creating a culture that benefits women or people of color, but not both. Building on a connection between representation and a more general idea of individuation, this paper argues that individuation offers a more malleable contingency along which the effectiveness of a diversity approach varies. The benefit of a more malleable contingency is that it enables managers to foster alignment. We predict that this alignment will in turn enable a single diversity approach to work for all demographic groups. In an experiment, we find support for our predictions. First, we find that the effectiveness of a diversity approach varies with individuation. Second, we find that aligning different demographic groups on their level of individuation softens the tradeoff between choosing a “colorblind” or “multicultural” approach, such that all groups perform as well or better under one approach compared to the other.

Paper is NOT Available. Please contact the author(s).

OMT: **A Managerial Model of Stigma Buffering Through Target-Relational Identification**

Author: **Wesley Helms**, *Brock U.*

In this paper we theorize how managers can effectively reduce the experience of stigma for those groups that are its targets. We depart from prior theories of stigma reduction that have predominantly emphasized how managers work to influence stigmatizers’ perceptions of a targeted group’s attributes to reduce their negative evaluations by theorizing how managers effectively relate to targeted groups to “buffer” them from the experience of stigma during interactions. Drawing from Goffman’s (1963) observation that individuals relate to stigma in different ways, we propose a managerial model of stigma buffering through target-relational identification. We theorize that managers’ capacity to protect targets from the experience of stigmatization will depend upon their internalization of social and professional group identities that enable them to relate to the stigmatized, navigate interactions with those targets, and connect with them. Our theory building extends research on stigma reduction by moving beyond how managers work to normalize targeted groups in the eyes of stigmatizers to delineating how managers use their roles to relate to targets in order to limit stigma’s salience during targets’ interactions in organizations and communities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Advances in Organizational Learning 
Organizational Learning

OMT: Individuals and Absorptive Capacity: A Supervenient Model

Author: **Antonio Garzon-Vico**, *U. College Dublin*
Author: **Dimitar Krastev**, *U. College Dublin*
Author: **Jan A. Rosier**, *U. College Dublin*

Despite the centrality of individuals in the discussion of absorptive capacity, limited attention has been paid to how organizations' absorptive capacity depends on that of individuals. To fill this void, we use supervenience—a concept borrowed from philosophy—and research on individual cognition to conceptualize the role of individuals in organizational absorptive capacity. In particular, we employ supervenience to explain how organizations absorb new knowledge through individual interactions. The model provides new insights into how individual-level cognition explains variance in absorptive capacity across organizations. Our approach helps to expand future empirical research in the field.

Paper is Available to Meeting Registrants Only.

OMT: Distinct Momentum Strategies of Search and Learning for Organizational Development

Author: **Lin Shi**, *Huaqiao U.*
Author: **Runtian Jing**, *Shanghai Jiao Tong U.*

Literature of an organization's strategic development choices has revealed three types of behavioral tendencies — acceleration, deceleration, and a non-linear trend — in describing an organization's current choice relative to its prior action. However, how these behavioral tendencies are formed and further shape the organization's development process remains unclear. To disentangle this blackbox, we distinguish three types of managerial momentum and theorize how they respectively matter in the process of an organization's search and learning for fitness development. With simulations based on the NK model, we explore how the strategies associated with different momentum result in distinct search and learning behaviors and fitness performance of the organization. Our simulation results shed light on the comparative importance of these three managerial momentum types in different contingencies of structural interdependence. The study contributes to the literature of managerial momentum as it affects organizational development and provides important managerial implications.

Paper is Available to Meeting Registrants Only.

 **OMT: On Learning Benefits of Homophily in Firms** 

Author: **Yongha Kwon**, *U. of Wisconsin, Madison*
Author: **Hart E. Posen**, *U. of Wisconsin, Madison*

Practitioners and scholars have often warned against the negative social consequences of homophily. We consider the implications of homophily for the efficacy of organizational learning. In doing so, we highlight conditions under which homophily may enhance, rather than undermine, a firm's ability to recombine and exploit individuals' diverse knowledge. Employing a computational model, we identify two distinct pathways via which homophily influences the interactions between individuals in the organization, which we call the segregating and integrating effects of homophily. While homophily segregates individuals into homophilous social clusters, it also integrates individuals across a firm's structural units (e.g., teams, divisions, departments). These two competing effects of homophily adjust the firm's formal structure to drive effective recombination and diffusion of knowledge within the firm. We discuss why this positive role of homophily is more likely to exist in firms than in other social contexts.

Paper is Available to Meeting Registrants Only.

OMT: Voluntary Organizational Learning and Incentives to Be a Slow Learner

Author: **Minyoung Choi**, *Korea Advanced Institute of Science and Technology (KAIST)*
Author: **Ji-hyun Kim**, *Yonsei U.*
Author: **Jae-Suk Yang**, *Korea Advanced Institute of Science and Technology (KAIST)*

Studies on organizational learning emphasize the positive effect of slow learning in the long-run. We argue that this result hinges on the selectivity within the organization. Building on March's (1991) classic model of mutual learning, we design the computational model to study the variation of learning rate effect, based on the different learning conditions by involving selectivity of both organizational code and its members. Our results suggest that the positive effects of slow learning vary depending on the selectivity of each entity. Specifically, we find that benefit of slow learning materializes when organizational code learn selectively. We also test this model across time to address the incentive issues of individuals, regarding to being a slow learner. We find that both learning rate and selectivity of entities should be considered important to seek the optimal learning conditions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Developing and Managing Routines *Developing & Managing Routines*



OMT: **New Routine Formation in Temporary Interorganizational Project**

Author: **Sunny Mosangzi Xu**, *U. of Copenhagen*
Author: **Paul R. Carlile**, *Boston U.*

Organizational routines have been a useful concept to understand how organizations work. In interorganizational settings, routines can largely influence the effectiveness of interfirm coordination and cooperation. New routines are often required to set up to facilitate the workflow between organizations and to balance competition and cooperation dynamics. Although we have a much better understanding of how routines are both for stability and change, we do not yet have a clear idea of how routines are born and established. In this paper, we chose to study the routine formation process and dynamics in a temporary interorganizational project, as establishing routine swiftly is vital for the survival and success of temporary organizations in an increasingly projectified society. Using an ethnographic approach, we investigated a Horizon 2020 innovation project and how its actors managed to establish the chicken sampling routine at the beginning of the project as fast as possible. In addition to the ostensive and performative aspect of routines, we identify a projective perspective that actors reflectively project and establish new routines in a layered process. We highlight the need to further explore when routines are born to better understand the lifecycle of organizational routines. In the end, we give practical suggestions to managers how the projective aspect of routines can be helpful in their day-to-day organizational life.

Paper is Available to Meeting Registrants Only.

OMT: **Measuring Fluctuations of Complexity in Organizational Routines**

Author: **Bastian Wurm**, *WU Vienna U. of Economics and Business*
Author: **Thomas Grisold**, *U. of Liechtenstein*
Author: **Jan Mendling**, *WU Vienna U. of Economics and Business*
Author: **Jan Vom Brocke**, *U. of Liechtenstein*

Finalist for the OMT Division Best Paper Award

Organizational routines are generative and dynamic systems. It has been shown that routine complexity, conceptualized as the variety of ways in which a routine can be enacted from source to sink, can change in considerable and unanticipated ways over time. In this paper, we use digital trace data to investigate variations in complexity of two routines of two subsidiaries of a global manufacturing company. We measure complexity in two ways. Absolute complexity depicts the total number of available ways to enact the routine, whereas relative complexity measures the number of ways in relation to the number of enactments. Our research provides empirical evidence of how routine complexity develops in real-world organizational routines over time. We find steady fluctuations of complexity, and observe that the Covid-19 crisis had an impact on relative routine complexity. With this research, we extend prevailing conceptualizations of routine complexity to measure routines across different temporal scales and in relation to routine enactments.

Paper is Available to Meeting Registrants Only.

OMT: **Towards a Diachronic Perspective on Coordinating Routines in Crisis: Enacting Temporal Elasticity**

Author: **Lisa Harborth**, *U. of Hamburg*
Author: **Daniel Geiger**, *U. of Hamburg*

This article examines how emergency response organizations coordinate routines in situations of long-lasting, enduring crises. To answer this question, we conducted a non-participant observation of the Ebola emergency response operation of the Uganda Red Cross Society, which aimed at preventing the spread of the Ebola Virus into the country and lasted for almost two years. We build on studies of routine dynamics and temporal coordination to understand how organizations coordinate multiple, highly interrelated routines under conditions of long-lasting crises that exhibit high degrees of temporal uncertainty. Our findings show that routine participants engaged in re-synchronizing, synchronizing and a-synchronizing activities in routine coordination. Hence, our study contributes to literature on coordinating routines in crisis in at least two ways: First, we contribute to research on coordinating in crisis by introducing the notion of a diachronic perspective on coordination, i.e. the simultaneous, elastic enactment of past, present and future. Second, we develop the idea of coordinating as a process of the dynamic interplay between re- and a-synchronization that is enacted in the present.

Paper is Available to Meeting Registrants Only.

OMT: **Practical Intentionality: Injecting Analytical Theory of Agency Into Organizational Research**

Author: **Piotr Makowski**, *U. of Warsaw*

The concept of action is at the core of business-related research, yet relatively little has been written about how its theoretical foundations fit into (and improve) the specific domains of management and organizational studies. This article intends to fill that gap by showing how analytical theory of agency (ATA), a philosophical tradition overlooked by management scholarship, may advance action theorizing—and theory building—in various areas of the management field. To this end, it focuses on routines research, which still occupies a crucial place in organization and management theory, strategy and other areas of our research field. It elaborates the ideas of the spectrum of practical intentionality and kinds of action, which not only improve the precision of action-theoretical concepts and their explanatory benefits in organizational studies, routines research in particular, but also have the potential to balance the polarization between the practice and cognitive perspectives, currently the most popular approaches to action in business-related research. Using selected conceptual examples from routines research, the article outlines the developmental potential of ATA. It also discusses its limitations and prospects for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Impression Management: Executives and Professionals *Impression Management*

OMT: When Behavior Does Not Conform: The Role of Status in Professionals' Image Conformity

Author: **Cleo Silvestri**, *Imperial College London*
Author: **Markus Perkmann**, *Imperial College London*
Author: **Klaus Weber**, *Northwestern U.*

Extant literature suggests the relationship between actors' status and their decision to publicly engage in nonconforming activities to take the form of an inverted U-shaped curve, so that middle-status actors are those more likely to conform with prescribed professional norms. In this scenario, actors' image is automatically constructed: those professionals who have engaged in a public nonconforming behavior will display a nonconforming professional image. However, often professionals engage in activities not observable to their audience, so that they can decide whether to withhold or disclose their engagement in nonconforming activities in the construction of their professional image. Drawing from the literature of impression management, we explore how status affects professionals' decision to construct a conforming professional image by withholding information of their engagement in nonconforming activities. We suggest a U-shaped relationship between status and professionals' image conformity. Furthermore, we find evidence for this results to be conditional upon the audience targeted: the more actors target an extraprofessional audience, the more such U-shaped curve will flip direction. We test and find support for our hypotheses on 420 faculty members employed at Imperial College London who have a university-based webpage and have signed private agreements with industry while employed at the university.

Paper is NOT Available. Please contact the author(s).

OMT: The Role of Gender Bias and Self-Presentation on Journalist-CEO Interactions

Author: **Margaret Ormiston**, *George Washington U.*
Author: **Elaine M. Wong**, *U. of California, Riverside*

Past research finds that journalists' perceptions guide what they convey to their audience resulting in biased reporting that shapes stakeholders' perceptions of CEOs. Less is understood about how these biases affect the questions journalists ask and, in turn, CEOs' responses to these implicit biases to shape their own narratives and others' perceptions. We build on past research on impression management and role congruity to understand how journalists and CEOs interact with one another. In a study of CEOs of Fortune 1000 firms we find that journalists approach interviews with more competence when interacting with female CEOs rather than with male CEOs, particularly when there are more female directors on the board. Female CEOs, in turn, present more competence than male CEOs particularly when there are more female directors on the board, and this relationship is mediated by journalist competence. Our work contributes to the larger body of work on gender, diversity and leadership in upper echelons by offering new insight into gender and leadership and contributes to the study of macro- and micro-processes in upper echelons.

Paper is Available to Meeting Registrants Only.

OMT: Shrinking Horizons: The Cyclical Relationship Between CEO Change and Corporate Restructuring

Author: **Jiwook Jung**, *U. of Illinois at Urbana-Champaign*
Author: **Suyeon Kang**, *U. of Illinois at Urbana-Champaign*
Author: **Yin Lee**, *U. of Illinois at Urbana-Champaign*

While there is much theory and empirical research to suggest that newly appointed CEOs will undertake bold restructuring activities, there is not as much research about restructuring's consequences for CEOs and their careers. In this study, we demonstrate that there is a cyclical relationship between CEO change and restructuring, such that restructuring activities by newly appointed CEOs will undercut, instead of enhancing, their standing, resulting in their early departure. We test our argument with the case of asset divestiture and workforce downsizing. We present three related sets of findings using data on most listed U.S. companies between 2002 and 2018 as well as matched samples constructed using coarsened exact matching (CEM). First, firms are more likely to undertake both types of restructuring after CEO change. Second, firm performance declines in the subsequent years after both divestiture and downsizing. Lastly and as a result, restructuring activities increase the risk of CEO dismissal, especially when restructuring was initiated soon after CEO change. Taken together, our findings show how prompt response of new CEOs to market pressure can prompt their ouster, shortening their perceived time horizon within which they have to prove themselves and thereby making short-term-oriented CEO behavior more likely.

Paper is Available to Meeting Registrants Only.

OMT: To Tweet or Not to Tweet: Examining CEO Impression Management on Twitter

Author: **Yangyang Zhang**, *Stevens Institute of Technology*
Author: **Ann Mooney Murphy**, *Stevens Institute of Technology*

CEOs engage in impression management to influence the perceptions of themselves and the firms they lead. The focus of past research on CEO impression management has been on the messages initiated by the CEO; scant attention has been paid to the role of the audience. In this paper, we consider the audience reactions to CEO impression management attempts on Twitter, a social media platform increasingly used by CEOs. We test our hypotheses with data gathered over a 10-year period from 102 CEOs on Twitter, which comprised of 9,120 CEO tweets, 19,531 user replies and 453 CEO replies. We found that CEOs who tweeted more frequently were perceived more favorably by the audience (social media users). However, those favorability benefits dissipated when CEO tweets were followed by more extensive subsequent discussions, both in the form of replies from the audience as well as replies from the CEOs themselves. These findings present promising evidence that target audiences have a critical influence on CEO impression management and shed light on the ways that upper echelons are starting to use social media in today's digital landscape. We discuss implications for future research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Considerations in CEO Recruitment *CEO Recruitment*



OMT: **See(k)ing a Strong Leader? How Evolutionary Biases Affect CEO Selection Decisions and the CEO/Board**

Author: **Krishnan Nair**, *Northwestern U.*
Author: **Edward J. Zajac**, *Northwestern U.*
Author: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

Corporate governance scholars have long been interested in understanding boards' selection of new CEOs and the ongoing Board/CEO relationship, with particular emphasis on how micro- and macro-social factors can shape (and bias) these critical decisions. We extend this research in behavioral corporate governance by advancing a complementary perspective rooted in evolutionary psychology, in which we identify potential biases in board-level decisions vis-à-vis perceptions of CEOs' physiological features, specifically formidability signals. We first suggest that these evolutionary biases will predict the likelihood of the board's selection of formidable CEOs, positing that situational conditions, by shifting the perceived cost/benefit trade-offs associated with CEO formidability, will lead boards to be more likely to hire formidable CEOs when threats from interfirm competition are salient, and less likely to hire such CEOs when threats from intrafirm misconduct are salient. We suggest that these evolutionary biases will also affect the board's structuring of the post-selection Board/CEO relationship. Specifically, where boards perceive a congruence between CEO formidability and the situation at hand, we expect a more collaborative Board/CEO relationship, and where boards perceive incongruence, we expect a more control-oriented Board/CEO relationship. We conclude by discussing the theoretical and empirical implications of our perspective for future governance research.

Paper is NOT Available. Please contact the author(s).

OMT: **CEO Intra-personal Experience Diversity and Strategic Change: Toward a Nuanced Understanding**

Author: **Philipp Mueller**, *U. of St. Gallen*
Author: **Winfried Ruigrok**, *U. of St. Gallen*
Author: **Dimitrios Georgakakis**, *U. of St. Gallen*

Are new CEOs with diverse career experience more likely to promote strategic change early after their appointment? We attempt to address this question by integrating seemingly opposing predictions in the managerial cognition literature. We argue that new CEOs with high and low levels of intra-personal experience diversity will promote higher strategic change early after taking charge – compared to those at relatively moderate levels. Analyzing 115 CEO successions, we find support for the theorized U-shaped relationship between intra-personal CEO experience diversity and strategic change. Furthermore, our results suggest that this relationship is influenced by post-CEO-succession TMT turnover. We contribute to the literature on strategic change by adding a more nuanced perspective to the emerging research on new CEO career experience diversity, and its effects on corporate strategy.

Paper is NOT Available. Please contact the author(s).

OMT: **Examining the Role of Homophily in the C-Suite for Strategic Decision-Making**

Author: **Johanna Alfs**, *WWU Muenster*

How firms differentiate their products from competitors is a fundamental strategic decision for the performance of a firm. From the broader upper echelons perspective, a firm's strategy is shaped by the Top Management Team (TMT), consisting of the Chief Executive Officer (CEO) and his top executives. The Chief Marketing Officer (CMO) is usually the driver of differentiation. We need to scrutinize CEO-CMO duos in terms of their demographics and experience to present the underlying drivers out of which differentiation emerges. According to homophily theory, executives prefer to work with others, which are similar to them. Therefore, we set out to examine differentiation decisions of homogenous CEO-CMO duos in terms of demographics and experience using a cross-industry panel of U.S. S&P 500 firms over 12 years. We show evidence, that homogenous duos, which are highly educated, marketing experienced or male positively influence differentiation. On the opposite duos, in which executives have limited firm-specific experience or less experience because of their age negatively influence differentiation. Based on this evidence we contribute to theory by stressing out the need to combine upper echelons and homophily theory to not neglect significant factors for decision making in TMTs. Furthermore, we contribute to practice by presenting so far unconsidered factors in recruiting and appointing CEOs as well as CMOs.

Paper is Available to Meeting Registrants Only.

OMT: **Wrinkles of Change: CEO Succession and the Reproduction of Age Profiles in the Executive Suite**

Author: **Mariano L.M. Heyden**, *Monash Business School*
Author: **Heidi Wechtler**, *U. of Newcastle*
Author: **Sebastiaan Van Doorn**, *U. of Western Australia, UWA Business School*
Author: **Marko Reimer**, *WHU - Otto Beisheim School of Management*

We examine the reproduction of age profiles in the executive suite across CEO succession events. Counter to the trend of the general workforce becoming more age diverse, age profiles in the executive suite seem to become more homogenous and CEOs appear to be increasingly older at appointment. This is despite increasing frequency of CEO succession events, which represent opportunities for demographic change of top management to align with changing environments. Drawing on insights from homosocial reproduction theory, upper echelons theory, and executive succession research, we argue that the age profile of executives may be actually reproduced to reduce social uncertainty around CEO succession events, and that over time, age homophily is particularly reinforced under new outsider CEOs. Exploiting CEO turnover as an empirical identification strategy, we construct a unique sample of 391 successions in 297 S&P500 companies between 2000 and 2020 and apply a hierarchical linear modelling specification to test hypotheses. We find support for the overall notion that some age profiles are reproduced across CEO succession events. Notably, the overall age profile shifts upwards as CEOs are increasingly older at appointment, a tendency that is reinforced by outsider CEO successors. We discuss implications for age homophily in executive ranks, how outsider CEOs reinforce demographic similarity, and age-identity of corporate leadership roles.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**
 Program Session: 1574 | Submission: 13767 | Sponsor(s): (OMT, CMS, SIM)
 Virtual session type: Asynchronous (On Demand; Not Live)

Caste Work in Management Studies: How are Historical Stigma and Inequality Reproduced?

Caste Work in Management Studies



Organizer: **Charmi Patel**, *Henley Business School, U. of Reading*
 Organizer: **Vivek Soundararajan**, *U. of Bath*
 Organizer: **Hari Bapuji**, *U. of Melbourne*
 Discussant: **Johanna Mair**, *Hertie School of Governance*
 Presenter: **Devi Vijay**, *Indian Institute of Management, Calcutta*
 Presenter: **Vivek G. Nair**, *IIT Delhi*
 Presenter: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
 Presenter: **Ajnesht Prasad**, *CMS*
 Presenter: **Avina Mendonca**, *Indian Institute of Management Nagpur, India*
 Presenter: **Premilla D'Cruz**, *Indian Institute of Management, Ahmedabad*
 Presenter: **Ernesto Noronha**, *Indian Institute of Management, Ahmedabad*
 Presenter: **Roscoe Conan DSOUZA**, -
 Presenter: **Ignasi Lanuza Martí**, *ESADE Business School-Ramon Llull U.*
 Presenter: **Snehanjali Ashish Chrispal**, *PhD Student at U. of Melbourne*

Socio-economic discrimination based on class, race, and gender has been a subject of exploration for scholars of organization studies for many years (Amis, Mair & Munir, 2020; Bapuji, Ertug & Shaw, 2020). However, 'caste', a means of exploitation, subjugation and discrimination for centuries within and beyond the Indian subcontinent (Bapuji & Chrispal, 2020), has been overlooked and underexamined almost entirely in management research. In contrast, research in other disciplines has provided substantial evidence of both the prevalence and scale of caste-based discrimination, affecting individuals' social status and interactions as well as occupational choices and positioning in organizational life (Thorat & Joshi, 2015; Siddiqui, 2011). Caste is different from other forms of discrimination like race and class. For example, while discrimination based on race is embodied in colour and ethnic-origin, and discrimination based on class emerges from occupational and economic status, caste is deeply rooted in religious scriptures, traditions, and rituals, providing sacred justification for seeing and treating members of lower caste as 'untouchables', 'impure' and 'lesser than' (Chrispal, Bapuji & Zietsma, 2020). Overtime, caste has become a taken for granted institution restricting social and economic mobility of low-caste individuals. Given the perennial and widespread impact of caste, it is important to examine (a) 'caste' as an institution in itself exemplifying systemic power structures, social hierarchies, and suppression of agency of the lower caste individuals; and (b) practices that individuals use to reproduce, maintain or resist caste-based discrimination, which we refer to as 'caste work'. The series of papers presented in the symposium enables disentangling the concept of 'caste work' and its uniqueness, while also shedding light on the institution of caste. Collectively, these papers build toward a model of caste work that reifies a distinction between in-groups – the unsullied, who are deemed desirable and reliable by a particular community – and out-groups – the stigmatized, who are considered tainted, undesirable, and unreliable interaction partners. All of this works together in that low caste actors are the product of sanctified social evaluation by upper-caste actors, which creates and defends social structures. There are also stories of resistance by lower caste actors (e.g., Jagannathan, Bawa & Rai, 2020; Vikas, Varman & Belk, 2015). Research on caste work in organizations is only beginning to emerge. No systematic unpacking of distinct practices performed to maintain, reproduce or resist the institution of caste and its impact on inequalities at individual, organizational and societal levels, has yet emerged (Bapuji et al., 2020a; Chrispal et al., 2020; Haq, Klarsfeld, Komau & Ngunjiri, 2020). The symposium is put together to bring emerging scholarship that attempts to address this gap.

The Violence and Reprieve of Silence: Caste Work in an Indian Business School

Author: **Devi Vijay**, *Indian Institute of Management, Calcutta*
 Author: **Vivek G. Nair**, *IIT Delhi*

How is Social Inequality Maintained in Conceptualizing Dirty Work?

Author: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
 Author: **Ajnesht Prasad**, *CMS*

Negotiating dirtiness through identity work: Experiences of cleaners in India

Author: **Avina Mendonca**, *Indian Institute of Management Nagpur, India*
 Author: **Premilla D'Cruz**, *Indian Institute of Management, Ahmedabad*
 Author: **Ernesto Noronha**, *Indian Institute of Management, Ahmedabad*

Tackling Grand Challenges Locally: Institutional Work of Disruption through Power, Place & Practice

Author: **Roscoe Conan DSOUZA**, -
 Author: **Ignasi Lanuza Martí**, *ESADE Business School-Ramon Llull U.*

It's not Caste! It's Culture! MNC Reproduction of Local Inequalities at a Global Level.

Author: **Snehanjali Ashish Chrispal**, *PhD Student at U. of Melbourne*
 Author: **Hari Bapuji**, *U. of Melbourne*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1575** | Submission: **10703** | Sponsor(s): **(OMT, OB, STR, RM, MOC, CM, HR, TIM)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Introduction to Social Network Analysis
Intro Social Network Analysis



Coordinator: **Daniel S. Halgin**, *U. of Kentucky*
Coordinator: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*
Participant: **Richard DeJordy**, *California State U., Fresno*
Participant: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*
Participant: **Yong H. Kim**, *Texas A&M U.*

Social network analysis is a field of study that focuses on social relations among a set of actors—people, teams, and organizations—rather than focus on the attributes of the actors. Network researchers have developed a set of distinctive theoretical perspectives and methodological techniques for collecting data, statistical analysis, and visual representation. This PDW's goals are to: • Introduce members of the Academy of Management to social network theory and analysis • Discuss both micro and macro management research based in social network theory • Introduce participants to UCINET and other social network analysis tools • Guide participants on how to learn more about social network analysis

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1576** | Submission: **10186** | Sponsor(s): **(OMT, OB, TIM, HR, STR, OCIS, ODC, CAR)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Teaching Social Networks

Teaching Social Networks

Organizer: **Raina A. Brands**, *U. College London School of Management*
Organizer: **Sharique Hasan**, *Fuqua School of Business, Duke U.*
Presenter: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*
Presenter: **Dashun Wang**, *Northwestern Kellogg School of Management*
Presenter: **Julien Clement**, *Stanford U.*
Moderator: **Alexandra Gerbasi**, *U. of Exeter Business School*
Moderator: **Bill McEvily**, *U. of Toronto*
Moderator: **Brandy Aven**, *Carnegie Mellon U.*
Moderator: **Jennifer M. Merluzzi**, *George Washington U.*
Moderator: **Blaine Landis**, *U. College London*
Moderator: **Isabel Fernandez-Mateo**, *London Business School*
Moderator: **Demetrius Lewis**, *Emory U., Goizueta Bus Sch*

The purpose of this PDW is to create an ongoing forum for Academy members interested in teaching social networks to undergraduate, MBA, and executive audiences to share and learn practical insights on how to prepare and deliver individual sessions or entire courses on the topic. The PDW will be organized into two modules – substantive topics and roundtable discussions to take place virtually over Slack – that are designed to assist participants in transforming research on social networks into effective educational experiences. Whereas the substantive topics module will focus on how experienced faculty have leveraged network concepts to develop and deliver thematic courses, the roundtable module will focus on the issues, challenges, and questions that the participants have experienced or anticipate with teaching social network modules or courses.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Circular economy: The way forward?

ONE: Waste picking as social provisioning: constructing a socially regenerative circular economy

Author: **Melanie Valencia**, *KU Leuven*
Author: **María Fernanda Soliz**, *U. Andina Simón Bolívar*
Author: **Milena Alía Yezpez**, *U. Andina Simón Bolívar*

There is growing pressure to transition to a new economic model from ecological and feminist economics perspectives. Implementing a circular economy in Latin America can be an opportunity to include recyclers and other informal workers in the economy. The sensemaking of becoming a female waste reclaimer leader and how recyclers can fit in this model is explored through in-depth interviews with ten leaders from Colombia and Ecuador. The modifying effect of becoming part of an association is rooted in social provisioning communities formed to exchange material, training and create social safety nets. Through their testimonies, recyclers' demands to be recognized, access waste and be remunerated for their service, are shown to be equivalent to the recognition of care work. A framework that combines the 9Rs of the circular economy with the demands for recyclers' dignity, care-work counting, and environmental justice is presented to promote a socially restorative and regenerative circular economy.

Paper is Available to Meeting Registrants Only.

ONE: Business and Natural Environment in the Anthropocene: is the Circular Economy the Way forward?

Author: **Roberta De Angelis**, *Cardiff Business School*

As humanity has entered the Anthropocene - a new geological epoch marked by an unprecedented human impact upon planet Earth - questions arise about the relevance of extant management research in guiding environmentally sustainable corporate outcomes. Management studies have rarely looked beyond the boundaries of the social sciences disciplines to theorise about sustainable development. Yet for the latter to be achieved, more transdisciplinary efforts are required. This article draws on circular economy principles to suggest some constructs to build a theory of sustainability management research in the Anthropocene. By enlightening the correlation existing between circular economy principles and functional principles in nature, it also contributes to advance the conceptual foundations of the circular economy, which remain poorly investigated.

Paper is NOT Available. Please contact the author(s).

ONE: Framing Circular Economy: A Problematizing Review of the Assumptions

Author: **Tulin Dzhengiz**, *Aalto U. School of Business*
Author: **Elizabeth Miller**, *Aalto U. School of Business*
Author: **Jukka-Pekka Ovaska**, *Aalto U. School of Business*
Author: **Samuli Patala**, *Aalto U. School of Business*

This paper reviews the diagnostic, motivational and prognostic circular economy framing of business and management scholars and makes the assumptions embedded in their framing explicit benefiting from a problematizing review. The review demonstrates various in-house assumptions about the circular economy with emphasis business models, business case, circular economy-corporate sustainability relationship, root metaphor assumptions about circularity, industrial relationships resembling that of biological metabolisms, and waste, finally ideological assumptions of natural capitalism that guide scholarly thinking about growth, profit maximization, consumption, ownership. The paper discusses these assumptions' implications for the growing circular economy literature within business and management and opens this domain with new conversations drawing on ecological economics and industrial ecology.

Paper is Available to Meeting Registrants Only.

ONE: Circular business models: Antecedents, Moderators and Outcomes

Author: **Felicitas Pietrulla**, *HSG U. of St. Gallen*
Author: **Karolin Frankenberger**, *U. of St. Gallen*

Over the last years, the concept of circular business models, defined as firm activities to create and capture value in a circular manner, i.e., contributing to the material loop by, e.g., extending or continuously reusing product materials, has received increasing attention in management research. The emerging literature, however, lacks theoretical underpinning and empirical findings are not cumulative. Therefore, derived from the review of related domains such as Corporate Social Responsibility, Business Model Innovation, Ecosystem, and Circular Economy, this article analyzes existing and related research in much detail and presents a comprehensive research model on antecedents, moderators, and outcomes of circular business models. Gaps within and across the respective research streams are revealed, and relevant avenues for future research are suggested.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family firms, formal and informal institutions, and environmental action



ONE: Do Family Firms Pollute Less? – Was an Incomplete Question

Author: **Serghei Musaji**, *U. of New Brunswick*

While prior research suggests that family firms pollute less, the key explanation we have is the socioemotional wealth perspective, which suggests that family firms are more careful with their toxic emissions due to subjectively higher reputational costs that may follow a harm discovery. At the same time, it is relevant to note that not all types of environmental performance are regulated or even monitored to turn on the loss aversion rationale. An example is the energy efficiency context where a common socioemotional wisdom would not give any preference to family-owned firms. Nevertheless, studying the electricity consumption of 1,683 Canadian firms over a 5-year period between 2012 and 2016, we find that family-managed firms still consume less energy to attain the same level of sales (holding industry and other resource consumption factors constant). This questions whether the reputational concerns of the owners is a key reason to a lower pollution in family firms and also rejects a common assumption that doing so has an efficiency cost. We provide an alternative rationale.

Paper is Available to Meeting Registrants Only.

ONE: Divergent Family Effects on Green Practices

Author: **Ivan Miroshnychenko**, *Free U. Bozen, Bolzano*

Author: **Danny Miller**, *HEC Montreal*

Author: **Isabelle Le Breton-Miller**, *HEC Montreal*

We examine pollution prevention, green supply chain management, and green product development practices of family and nonfamily firms from 29 countries and 19 industrial sectors over an 8-year period. We argue that due to the emotional connections between family members and their firms, the personal discretion of those family members, and the secrecy afforded some family firms, will cause them to exhibit either extremely positive or extremely negative approaches to their natural environments, depending on whether they adopt restricted family first versus extended shareholder priorities for their businesses. We confirm such differences, the magnitude of which depends on the type of firm, the industrial context, the type of economy, and the stages of the business cycle. These findings have implications for family firm and environmental strategy.

Paper is NOT Available. Please contact the author(s).

ONE: Do formal and informal institutions matter for firm-level strategic environmental actions?

Author: **Yousef Eiadat**, *U. College Dublin*

We developed an overarching multi-level mediation model using 199 responses from 53 companies from the industrial sector in Jordan to examine (1) the mediation effect of firm-level environmental climate on the relationship between formal regulatory institutions and firm-level strategic environmental actions, and (2) the role that informal institutions conveyed via political, normative, and business connections plays on the environment-related cognitions of top managers. At the 'within' level, our results indicate that top managers with strong political connections develop negative environment-related cognitions while those with strong normative and business connections develop positive environment-related cognitions. At the firm-level, our results reveal that firm-level environmental climate – as an aggregated measure of the 'within' level environmental cognitions of top managers – fully mediates the relationship between formal regulatory institutions and firm-level strategic environmental actions. This study demonstrates how multilevel research is used to enrich understanding of firm-level strategic environmental actions, with implications beyond Jordan.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability Determinants

ONE: **The Determinants of Sustainable Management in Organizations**

Author: **Logan Crace**, *Alberta School of Business*
Author: **Joel Gehman**, *U. of Alberta*

Why is there such great heterogeneity in the adoption of sustainable management practices by firms? Drawing on previous research in the locus of performance literature, we use variance partitioning methods to analyze the factors which most contribute to explaining the variation in Environment, Social, and Governance (ESG) performance. Our findings show that firm effects and CEO effects are strong determinants in all circumstances, but disaggregation of the multidimensional ESG construct shifts the saliency of the factors significantly. Our research contributes to understanding the complexities of the antecedents of sustainable management by organizations.

Paper is NOT Available. Please contact the author(s).

ONE: **Do honesty, SDO, and environmental concerns predict priorities of sustainable development?**

Author: **Frans Gerard Stel**, *U. of Twente*
Author: **Yuko Hayashi**, *yamaguchi U.*
Author: **Angela Ka-ye Leung**, *Singapore Management U.*

In 2015, the United Nations defined Sustainable Development Goals (SDGs). Whereas the SDGs have a global scope, the motivation to achieve these goals may depend on local priorities. We examined whether priorities of SDGs are influenced by an altruistic personality trait (Hon-esty-Humility or HH), social attitude (Social Dominance Orientation or SDO) and environmental concerns. We categorized sustainable development in three themes: satisfying human needs, ensuring social equity, and respecting environmental limits. Results from a large student sample (N=1976, 38 nationalities), made clear that globally climate change is prioritized. Two other issues relating to environmental limits (availability of resources, waste and pollution) scored globally low. Three items of satisfying human needs scored high (availability of food, energy, and water), while population-related issues were considered of low priority. Regarding ensuring social equity issues, poverty and human rights, usually got a medium priority, while religion a low priority. Results showed that HH had positive direct effects on the priorities of the SDGs of human rights and poverty (ensuring social equity) and negative effects on the SDG priorities of food, waste and religion. In addition, environmental concerns mediated the relationships between HH and the SDGs of food, energy, climate change, resources, waste, human rights and religion. SDO had positive direct effects on the priorities of the SDGs of energy and population and negative effects on the SDG priority of water (all three within the category of satisfying human needs). In addition, environmental concerns mediated the relationships between SDO and the SDGs of food, energy, water climate change waste and human rights. Our research refines previous research concerning the relationship between HH, SDO, and ecological behavior: only in case people with high HH have environmental concerns, they tend to respect the environmental limits of climate change, waste and resources. People with a SDO prioritize satisfying human needs over respecting environmental limits and ensuring social equity. SDO reduces a pro-environmentalist attitude but when people with high SDO have environmental concerns, they tend to respect the environmental limits of climate change and waste. On average in our research, issues concerning resources, waste and pollution were prioritized relatively low. More attention should be given to sustainable challenges regarding these topics. This paper increases the understanding of motivation to implement sustainable businesses on a global scale.

Paper is Available to Meeting Registrants Only.

ONE: **Transitioning to sustainability by rejuvenating industries**

Author: **Guillaume Carton**, *EMLYON Business School*
Author: **Julia Parigot**, *Institut Supérieur de Gestion*

This article aims to understand how industries transition to sustainability by taking the case of natural resource depletion. For this purpose, by building on the literature on technological regimes and industry emergence, we study the process through which entrepreneurs have shifted the technology used within three given industries for sustainable purposes. We refer to this process as industry rejuvenation, which we define as the process through which sustainable entrepreneurs construct a new resource combination and then establish it by concomitantly reshaping the value of resources and reconstructing the industry. In doing so, this article offers an industrial perspective on grand challenges and introduces the concept of industry rejuvenation.

Paper is Available to Meeting Registrants Only.

ONE: **Home-country determinants for the implementation of environmental management standards**

Author: **Pablo Arocena**, *U. Publica de Navarra*
Author: **Raquel Orcos**, *U. de La Rioja*
Author: **Ferdous Zouaghi**, *U. of Navarra*

This paper examines the scope of environmental management standards implementation within multinational enterprises (MNEs), measured by the percentage of sites where an MNE implement ISO 14001. It is argued that home-country features, namely, the pollution level, an emerging economic development, and public sector corruption largely determine the range of ISO 14001 implementation. Our contention is that these three country features increase the chance of MNEs experience the liability of origin, enhancing the appealing that they perceived from the signaling value of ISO 14001. We test our hypotheses on a multi-sectorial sample of 910 MNEs during the period 2004-2018. The findings show that MNEs from pollutant countries, emerging countries and countries with public sector corruption tend to certify a higher percentage of their sites with ISO 14001.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Ecological Sensemaking

ONE: Ecological sensemaking and technology in a natural resource industry: the New Zealand dairy industry  

Author: **Daniel Geoffrey Tisch**, *U. of Auckland*
Author: **Gail Whiteman**, *U. of Exeter Business School*
Author: **Jeremy Galbreath**, *Curtin U. of Technology*

Ecological sensemaking explains how individuals work with ecological material. In what ways can ecological sensemaking serve as an organising concept in natural resource industries? We adopted a sociomaterial view to examine the extent to which ecological material and technology in a natural resource industry were present in the enactment, selection and retention processes of actors. Using a single representative case with analytical refinement, we selected an industry with archival reports, experts and practitioners from which we could purposefully sample for interviewing. We found four organisational forms of sensemaking, one of which was ecocentric. We discuss the implications for the ecological sensemaking construct, state limitations and offer ways to study ecological sensemaking in other natural resource industries.

Paper is Available to Meeting Registrants Only.

ONE: The Quantum Gap in Ecological Sensemaking: Why a Complementary Approach is Needed

Author: **Jason Good**, *Amsterdam school of International Business*

This theoretical paper elaborates how sensemaking in general, and ecological sensemaking in particular, adopts a classic Newtonian approach to knowledge processes, much as classical physics does. In this approach, interpretive processes involve separate and determinate entities that inter-act with one another, yet those inter-actions, and their outcomes, are determined by the properties of the preexisting entities (in other words, they exhibit 'object supervenience'). This sort of knowledge process is often structured, as Karen Barad has elaborated, as a 'representational tripartite apparatus,' and it is at the heart of our current understanding of ecological sensemaking. I then argue that this sort of apparatus, while well-equipped to make sense of uncertainty, is not capable of dealing with indeterminacy. I use a case example from an industrial ecological context (commercial fishing) to make this point, as well as to argue why a quantum mechanical ecological sensemaking apparatus is needed. I then offer recommendations for how scholars can take a quantum approach to ecological sensemaking.

Paper is NOT Available. Please contact the author(s).

ONE: Ecosystems in Places & Partnerships as Herding Spaces  

Author: **Tulin Dzhengiz**, *Aalto U. School of Business*
Author: **Samuli Patala**, *Aalto U. School of Business*

There has been a growing interest in explaining the role of place in different organisational settings. Yet, there is a lack of understanding of how a place can shape inter-organisational relations in partnerships and ecosystems. In this paper, we conceptually develop dynamic and recursive relationships between innovation ecosystems, cross-sector partnerships as herding spaces, and places that include the natural and regional environments. We demonstrate these dynamic relationships in the illustrative case of an emerging circular textile ecosystem in Southwest Finland, which was developed and nurtured by a cross-sector partnership. Drawing on our literature review and showcasing this illustrative case, we introduce a conceptual model and discuss how place can play an enabling or disabling role in the development of sustainable innovation ecosystems, and that the recursive relationships can be best understood with the creation of vicious and virtuous cycles. We emphasise the role of path dependence in the relationship between ecosystems and the places they are embedded, and in doing so we bridge the gap between innovation ecosystems and natural and regional environments. We position nature and regions as platial scales and highlight the crucial role of cross-sector partnerships as herding spaces to develop and nurture the sustainable innovation ecosystems that help the regeneration of places.

Paper is Available to Meeting Registrants Only.

ONE: Life of Artefacts: an ecological Perspective. The Case of Living Root Bridges.

Author: **Costanza Sartoris**, *U. Ca' Foscari of Venice - Dept. of Management*
Author: **Warglien Massimo**, -

The dualism between natural and artificial is a fundamental, often implicit assumption over which most design activities rest in contemporary society. It shapes both practices and theories of how artefacts come into being. In this paper, we challenge such assumptions and suggest an alternative view based on the notion of artefactualness, a property defining a continuum of degrees of human vs non-human agency, and material synthesis. We define a framework in which humans and other non-human agents interact over different time and dimensional scales to shape the artefact's life story. Relying on the theory of ecological perception and the notion of umwelt, the framework provides a causal framework of "extended stigmery", where agents dwelling different umwelts interweave their actions while shaping the artefact. We illustrate this framework by analyzing the development process of artefacts that defy our conventional catalog of the world: living root bridges from the War tribal area in Meghalaya, India. Living root bridges are relational entities that help to rethink the role of human imagination and design into the more complex ecology of an artefact's life and to move from designing things to designing with things.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Climate Change and Low Carbon Futures

ONE: **A Multilevel Model of Organizational Adaptation to Climate Change**

Author: **Renata Peregrino De Brito**, *Pontificia U. Catolica de Rio de Janeiro*

Climate change is a much neglected and urgent matter for society. Over and above the challenge of reducing greenhouse gas emissions (GHG), society and organizations need to adapt to the impacts of climate change. This article presents a systematic review of climate adaptation literature and the analysis of the factors that influence the strategic decisions of organizations. The findings are organized in a multilevel model in which the factors are examined as to their individual, organizational and institutional contextual level. The model identifies risk perception, stakeholder pressure and partnerships, as well as public adaptation and organizational capabilities as being key contingent factors in the climate adaptation of organizations. Public policies and social demographic aspects, values and beliefs, individual experience and cognitive capacity are also important antecedents in the adaptation process. This study contributes to the literature by describing a model of climate adaptation capabilities and explaining the causal relationship between the constructs.

Paper is Available to Meeting Registrants Only.

ONE: **A Climate Resource Approach to Weather and Climate Change**

Author: **Christopher Craig**, *Murray State U.*

Author: **Siyao Ma**, *U. of Arkansas*

Author: **Nicholas Poggioli**, *U. of Michigan*

Climate resources have profound effects on organizational performance, though are unutilized in the resource-based theory (RBT; Barney, 1991). Climate resources include meteorological variables and associated timescales: weather (days to weeks), climatic variability (months to years), and climate change (decades). The management discipline views weather and climatic conditions through the lens of climate change, predominantly using threat framings when describing the phenomenon. Rather than extend the threat framing, here we draw from tourism climatology and critical communication perspectives to theoretically and empirically establish climate resources within the RBT as potential contributors to organization performance and competitive advantage. To do so, we longitudinally and spatially explore the relationships climate resources share with organizational performance operationalized as tent and RV camping occupancy at 37 United States National Parks from 1984 to 2019. We demonstrate that the redistribution of climate resources as a process of climate change improved optimal camping conditions at the vast majority of parks with the exception of lower latitudes (e.g., Florida). Using regression and timeseries forecasting we also empirically demonstrate (1) climate resources are positively correlated with organizational performance and (2) forecasts with climate resources as a regressor are up to 22.74% more predictive of organizational performance (i.e., occupancy). Our results demonstrate that climate resource value and rareness are dependent on time and space and suggest that imitability affects the potential for climate resources to contribute to competitive advantage. Further, findings provide support for the inclusion of technical, scientific-based conceptions and applications of climate resources within management theory and practice.

Paper is Available to Meeting Registrants Only.

ONE: **Visualization of Three Tourist Attractions in Three Minority Locations: Low-Carbon Transitions**

Author: **Fang Hu**, *Business School of Guangxi U.*

Author: **Thomas Li-Ping Tang**, *Middle Tennessee State U.*

Author: **Mingming Hu**, *Guangxi U.*

Author: **Caihong Su**, *South China U. of Technology*

Author: **David Lee Cook**, *Toubl Services, LLC*

The presence of millions of tourists and the absence of scientific evidence exacerbate the silence of alarming destruction of resources at China's minority tourist attractions. These destructive forces motivate us to develop a quantitative and assessment model for the low-carbon transition across time for the tourism industry. We apply the DPSIR framework to construct the measurement indices, the Cloud Analytic Hierarchy Process (CAHP) to obtain indicator weights, and the Cloud Model for transforming linguistic information to potential indicators. We collected data from multiple sources with multiple methods and evaluated the low-carbon tourism across three periods (2010, 2012, and 2017) at three Dong culture minority attractions in three provinces of China. Among tourist attractions, Liping and Huangdu have upgraded from fair ratings in 2010 and 2012 to good ratings in 2017, yet Chengyang has not yet changed during the same periods. We lay the foundation for measuring and visualizing the low-carbon transition, or the lack thereof, at three tourist attractions in minority locations over time. Our visualization of low-carbon transition helps policy-makers integrate theory and practice for a niche market, nudge managers and tourists to promote sustainable tourism in other sites globally and offer practical implications to the field of organizations and the natural environment

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1582** | Submission: **12543** | Sponsor(s): **(PNP)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Public and Nonprofit Division Business Meeting *Public and Nonprofit Division Business Meeting*

Organizer: **Justin Michael Stritch**, *Arizona State U.*

The PNP Business Meeting is open to all division members. It will include updates on the Division's strategic activities, financial status and membership.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Public Service Contracting and Procurement

PNP: Counterfactual assessment methods and outcome-based contracts: A formal model approach

Author: **Sergio Giovanetti Lazzarini**, *Inspere Institute of Education and Research*
Author: **Sandro Cabral**, *Inspere Institute of Education and Research*
Author: **Sergio Firpo**, *Inspere Institute of Education and Research*
Author: **Thomaz Teodorovicz**, *Harvard U.*

Despite the increasing use of outcome-based contracts to incentivize effective private and nonprofit delivery of public services, imperfect assessment may trigger payments for outcomes that were not caused by the service providers. A possibility to mitigate this problem is linking these payments with measured outcomes that adjust for counterfactual assessment of what would have happened without the intervention, as in the case of randomized controlled trials and other impact evaluation methods comparing the outcomes of treated and control groups. However, few outcome-based contracts adopt payment rules based on counterfactual assessment techniques. A potential explanation emerging from the extant literature is that these techniques are costly, time-consuming, and complex. In this paper, we move beyond this explanation through a formal model that integrates the literatures of incentives and policy evaluation. We show that counterfactual assessment contracts may undermine effort when the number of treated subjects is small and there is limited investment per treated subject. Our formal model predicts that increased experience of the contract sponsors may reduce the adoption of counterfactual assessment. Evidence from computer simulation and from a worldwide database of outcome-based contracts are aligned with our predictions and suggest that counterfactual assessment contracts are not always optimal to reward private operators of public services. By identifying the boundary conditions under which counterfactual assessment methods are used in incentive contracts in the public sector, this work informs the literatures of outcome-based contracts and performance-based systems and highlights the importance of using formal models in developing theory on novel public administration phenomena

Paper is Available to Meeting Registrants Only.

PNP: Terminating Contracts for Convenience: Agency, Administrative Discretion, and Mutual Dependence

Author: **Benjamin M. Brunjes**, *U. of Washington*
Author: **Lachezar Angelov**, *The Evergreen State College*

In the United States, governments retain the unilateral right to terminate contracts for convenience. This allows public organizations to end agreements with vendors when the government determines that it is in its best interest. The ability to terminate for convenience grants government agencies broad discretion over how to conclude contracts. For contracting officials, the decision to terminate for convenience involves a complex calculus about the relative importance of transaction costs, service quality, and vendor relationships. Contractors may be less interested in bidding on government contracts or may charge higher rates, knowing that their contract could be terminated any time. Using the lenses of administrative discretion and agency theory, this paper examines the delicate balance that administrators must navigate when assessing governmental priorities, individual motivations, and the pressures from contractor relationships. Analyzing data from the Federal Procurement Data System – Next Generation (FPDS-NG) on terminated federal professional service contracts from 2006 to 2018, we find that administrative discretion, contract management capacity, relationships, and political pressures influence how managers use terminations for convenience. When granted greater discretion, public managers are more likely to terminate contracts for cause or default, not for convenience, suggesting that professional standards may influence administrative decision-making.

Paper is Available to Meeting Registrants Only.

PNP: Bringing Social Procurement into Public Management Research

Author: **Fatima Hafsa**, *Arizona State U.*
Author: **Nicole Darnall**, *Arizona State U.*
Author: **Stuart Bretschneider**, *Arizona State U.*

As the largest buyers in the economy, government have enormous purchasing power. Public procurement, therefore, can be leveraged for social outcomes, such as helping marginalized communities, and reducing negative environmental impacts. However, as yet, there is little understanding about the extent of social procurement research, how it has evolved, and how public management scholarship has assessed it. We provide a framework for organizing research around social public procurement. We conduct a systematic review of research on social public procurement to understand the state of knowledge and identify critical gaps and research opportunities for public managers and public management scholars.

Paper is Available to Meeting Registrants Only.

PNP: Contingent Professionalism of Third-Party Professionals in Public Service Delivery

Author: **Ruoting ZHENG**, *Chinese U. of Hong Kong*
Author: **Ning Liu**, *City U. of Hong Kong*

Procuring the services of third-party professionals via government contracting is vital to high-quality public service delivery. Yet, third-party professionals may compromise their professionalism and do not offer a desired level of quality service to the public when they depend on the powerful client—the state—for business and resources. This study tests and expands this powerful-client-driven explanation by focusing on the quality of service given by private lawyers to citizens through a government-initiated online public legal assistance program. We compiled a novel dataset containing 2,228 legal counseling cases with both citizens' inquiries and lawyers' responses taken from the public legal service e-platform of Guangdong, China, in 2016. We found that although law firms' dependence on the state (indicated by seats held in legislative and consultative institutions) sways the quality of legal information provided by individual lawyers to citizens, such negative effect disappears when the lawyer is female or highly educated, or when citizens perceive the lawyer as a legal expert and explicitly address him or her as such. Together, our findings underscore the importance of understanding interdependence among multiple actors in shaping third-party professionalism in dual-client settings and raise important implications for professionals engaged in public service delivery.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diversity and Inclusion in Public and Nonprofit Organizations



PNP: Flipping the Coin: A SLR on Causes and Consequences of Workforce Homogeneity in the Public Sector

Author: **Iris Seidemann**, *U. of Hamburg*
Author: **Kristina Sabrina Weißmüller**, *U. of Bern*

Enhancing workforce diversity has become a key objective of personnel politics in the public sector worldwide while its mirror concept – workforce homogeneity – and its causes and consequences for public personnel management has received much less scientific attention. Based on a systematic literature review, we address this theoretical blind spot by identifying three dominant clusters of causes and four dominant clusters of consequences of public sector workforce homogeneity. By synthesizing how self-selection, personnel policies, and socialization create often implicit yet persistent practices that lead to workforce homogeneity, this article highlights areas of theoretical, methodological, and empirical focus. Linking these causes with both intended and unintended consequences of workforce homogeneity clarifies an important but neglected theoretical concept for public personnel management and identifies broad avenues for future research.

Paper is Available to Meeting Registrants Only.

PNP: Personal Names and Human Resource Outcomes

Author: **Xiaoyu Huang**, *California State U. San Bernardino*
Author: **Lihua Zhang**, *Renmin U. of China*
Author: **G. Zachary Wilhoit**, *Ethnic Technologies*

Using a sample of approximately 80 percent of California public sector employees (6,384,292 person-year observations) working in 329 occupations in 582 organizations over the 2011-2018 period, this paper proposed and found empirical support for three distinct name-related effects: (1) gender and racial signaling effect, (2) name similarity effect, and (3) name-meaning effect. First, using a proprietary analytical algorithm, we found that the name-inferred gender pay gap is approximately 3.3 percent, and the black-white pay gap is about 5.3 percent in California public sector. People with white-sounding names are consistently more likely to hold managerial or executive positions than their counterparts with minority-sounding names. Second, supporting implicit egotism theory, we found a significant name similarity effect whereby the popularities of first and last names within organizations are positively related to pay and managerial attainment. Third, we introduced McClelland's implicit motivation theory as a theoretical framework for analyzing the meaning of first names. Our analysis of the top 5639 most popular first names in the United States shows that people with Power first names (i.e., first names with meaning connotating power) receive an average of 2.5 percent more in total compensation and are more likely to hold managerial or executive positions.

Paper is Available to Meeting Registrants Only.

PNP: Diversity Climate and Discrimination: The Moderating Roles of Social Identity and Team Composition

Author: **Zhongnan Jiang**, *Shanghai U. of Finance and Economics*

Many scholars have highlighted the importance of workforce diversity in advancing public organizations' legitimacy and responsiveness. During the past several decades, diversity recruitment efforts have considerably increased the ratios of women and ethnic minorities in the public sector. However, an increased ratio of minority employees may increase between-subgroup tension and discrimination within an organization, which has negative implications for employee work attitudes and well-being. This research attempts to understand the role of a positive diversity climate in reducing discrimination based on evidence from the law enforcement sector. Specially, this research examines the relationship between diversity climate and experienced discrimination at the team- and individual-level, using population data collected through multiple surveys from a law enforcement state agency. Results provide support for the relationship between workgroup diversity climate and group-level reports of discrimination, which is contingent on gender composition. Specifically, workgroup diversity climate has a more substantial impact on group-level reports of discrimination in a unit of a high ratio of women. Also, workgroup diversity climate has a negative association with individual reports of discrimination for women and nonwhite employees but not for men or white employees.

Paper is Available to Meeting Registrants Only.

PNP: Structuring Equality: How Hiring Managers' Reliance on Structured Interviews Shape Hiring Outcomes

Author: **Jeraul Mackey**, *Harvard U.*

How do employers' tight coupling of fair-minded hiring policies and fair screening practices shape selection outcomes? Based on a 12-month ethnographic study of hiring entry-level roles at two national education nonprofits, this study identifies two consequences of using a fair candidate assessment tool – structured job interviews. Drawing on cultural matching and coupling theory, I show that constraining screener action may contribute to hiring inequality in unanticipated ways. Organizations gain legitimacy by implementing structured job interviews. Staff perceive the screening process as fair since it limits discretion and treats candidates uniformly. Yet, by constraining action, screeners rely on candidates' tacit knowledge of the hiring process which is unevenly distributed throughout the applicant pool. By failing to account for differences in cultural capital prior to the screening stage, fair hiring practices inadvertently reinforce hiring inequalities. Understanding the limits of constraining screener action helps explain why objective and fair practices may fail to attenuate unequal outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Building Trust and Legitimacy in Institutions

PNP: **Roots of Mistrust: The Legacy of the Slave Trade on Social Entrepreneurship in Africa**   

Author: **Ikenna Stanley-Pascal Uzuegbunam**, *Howard U.*
Author: **Dharm Kapletia**, *The Schumacher Institute*
Author: **Afam Icha-Ituma**, *Coal City U.*

The community interest is often at the center of social entrepreneurial action. Yet, few social enterprises invoke the community development approach in attending to social problems. Why do some social enterprises focus on community development, while others do not? Tensions related to the nature of ownership, leadership, and operating environment offer some insight. Yet, few studies consider the influence of historical context of the operating environment, in particular how age-long trauma can define patterns of modern entrepreneurial activity. We hypothesize that exposure to significant historical shocks might tend to fracture social cohesion and trust in societies, and thus will reduce the likelihood of community development enterprises. Leveraging the empirical background of the historic African slave trade that occurred between 1400 and 1900 AD, which resulted in the forced migration of indigenous Africans, we analyze the historical impact of slavery on the pattern of social enterprise in Africa. Our findings highlight how the impact of this historical shock is contingent on family and female embeddedness in the new venture. Given the importance of social enterprises in efforts to develop communities in least developed regions around the world, our research reveals the roots of inhibiting forces in modern societies and identify important caveats in these relationships. We conclude by parsing out implications for research, entrepreneurs, and policy makers.

Paper is Available to Meeting Registrants Only.

PNP: **Starting Over in Newly Normal Lives after Grief and Chaos in Fukushima**  

Author: **Nobuyuki Chikudate**, *Hiroshima U.*

This study reports an analysis of the resilience phenomena of communities that suffered after the catastrophic events including M9 earthquake, tsunamis, and the dissemination of radioactive materials from Fukushima Dai-ichi Nuclear Power Plant in March 2011 in the northeastern (Tohoku) region of Japan, especially Fukushima. I focus on how survivors and evacuees became resilient in devastated situations of life-and-death and losing loved ones. Furthermore, I analyze how those people created and accepted their “newly normal lives” after disasters.

Paper is NOT Available. Please contact the author(s).

PNP: **#FreeHigherEducation# in the Post-Apartheid Era: The Legitimacy Battle** 

Author: **Linda Du Plessis**, *North-West U.*
Author: **Hong Bui**, *U. of Bath*

Underpinned by institutional legitimacy, this study explores how South African public university executives struggled to maintain legitimacy during an unplanned radical change process. Universities faced a national upheaval of a violent student protest, by far the biggest disruption since the end of Apartheid; and the government introduced a free higher education policy in a sudden with a hope to stop the student #FeeMustFall# movement. We used phenomenology to collect data through interviews, observations, and documents and then thematically analyzed various institutional legitimacy forms. Our findings show that a radical change without proper planning can severely damage institutions in all aspects of normative, empirical, leadership, moral and pragmatic legitimacy. The study advances existing institutional legitimacy theories by illustrating how legitimacy can be ruined and create adverse effects during unplanned radical change. It also implies some good suggestions for policymakers and higher education managers in the management into learning and education for a sustainable world.

Paper is Available to Meeting Registrants Only.

PNP: **What Drives SE Cognitive Legitimacy: Implications from Consumers' Legitimacy Judgement** 

Author: **Qian Jin**, *The Hong Kong Polytechnic U.*
Author: **Yanto Chandra**, *The Hong Kong Polytechnic U.*

Social enterprises, increasingly seen as an important player in delivering social and public services around the world, however, are still newcomers and legitimacy-deficient in the market. Consumers are a key audience group in enabling social enterprises' cognitive legitimacy. Unfortunately, extant research on social enterprises has only begun to study organizational legitimacy and ignored the role of consumers as the cognitive legitimacy conferrers. This paper seeks to fill in the “legitimacy-consumer” gap and answer the research question: What are the drivers of social enterprises' cognitive legitimacy assessment by consumers? We draw on the literature of cognitive legitimacy as the theoretical foundation. We adopt novel text mining approaches and performed two-layer analyses on 1692 consumer reviews on social enterprise restaurants. Our finding highlights four major types of discourses from social enterprise consumers' legitimacy judgements - utilitarian discourse, social discourse, ecological discourse and social relation discourse. Additionally, utilitarian discourse is significantly associated with higher cognitive legitimacy. The findings add insight not only for social enterprise practitioners to develop strategies to build legitimacy, but also for social entrepreneurship research to open up a new direction using computational techniques and bringing consumers into the research field.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1586** | Submission: **16788** | Sponsor(s): **(PNP)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Social Enterprises and Entrepreneurship

PNP: An Institutional Analysis of the Rise of Benefit Corporations Outside of the US: The Case of Italy

Author: **Marika Arena**, *Politecnico di Milano*
Author: **Irene Bengo**, *Politecnico di Milano School of Management*
Author: **Francesco Gerli**, *Politecnico di Milano School of Management*

Abstract: This paper contributes to the current debate about Benefit Corporations, presenting the development of this organisational model in Italy, the first country to introduce this hybrid form after the US. Grounded on an institutional logic perspective, it provides a picture of the institutional dynamics that have characterised the rise of this new entrepreneurial form outside the US. The analysis provides an in-depth foundational study of the Italian case and highlights the relevant influence of different institutional pressures in explaining the rise of and constraints in the diffusion of Benefit Corporations. Empirically, it combines secondary data, available from different public sources, and primary data collected through interviews with a series of knowledgeable informants. Based upon the analysis, two aspects appear peculiar for the development of Benefit Corporations in Italy: the interplay between the Benefit Corporation legal form and the certified B Corp model, and the rise of tensions between social entrepreneurship and the third sector ecosystem. This paper concludes that the peculiar institutional pressures leading to the birth of Benefit Corporations in Italy may be source of permanent tensions and of concern for the diffusion of the model.

Paper is Available to Meeting Registrants Only.

PNP: Align or Perish: Dynamic Social Enterprise Networks in Sub-Saharan Africa 

Author: **Christian Busch**, *New York U.*
Author: **Harry G. Barkema**, *London School of Economics*

Carlo Masini Award for Innovative Scholarship in the Fields of Public and Nonprofit Management

Carolyn Dexter Award Nominee

Previous research has established that networks are vital for developing and scaling the impact of social enterprises. However, at present, research has provided little systematic insight into which (different) types of networks are required over time, and why; that is, we know little about what explains potential changes as part of an overall successful scaling strategy, particularly in a developing-country context. Thus, theoretically sensitized by social network theory, our inductive study of six Kenyan social enterprises analyzed their stage-contingent network development in the Sub-Saharan African developing-country context. Our findings show how and why at earlier stages, establishing broader legitimacy and buy-in from (potential) stakeholders and circumventing social liability with regard to ineffective contacts (e.g., economically unproductive family members or middlemen) are important to allow for growth and to avoid over-embedding. Our findings further show that in later stages, aligning incentives based on stakeholder advancement as well as stakeholder self-image becomes necessary to be able to navigate whole social business ecosystems. We contribute to the literature a deeper understanding of how and why networks of successful social enterprises (in the Sub-Saharan African developing-country context) can be developed and aligned over time based on contextual challenges and resource needs.

Paper is NOT Available. Please contact the author(s).

PNP: Implementation of a Social Mission in Social Enterprise: Fit Among Content, Motivation and Practice   

Author: **Anna Akhmedova**, *U. Internacional de Catalunya*
Author: **Marta Mas-Machuca**, *U. Internacional de Catalunya*
Author: **Nina Magomedova**, *U. Internacional de Catalunya*

A mission statement is commonly considered a strategic tool in any organisation. While hybridity is what characterises the mission in a social enterprise, the centrality of the social component of the mission over the economic component is generally acknowledged. Only few investigations focus on achievement of social component of a mission. To close this gap, this study takes a configurational approach and empirically analyses 143 social enterprises using qualitative comparative analysis. We find that irrespective of the organisational form, SE companies should align the formal (content), motivational (stakeholder motivation) and dynamic (organizational practice) perspectives of their mission, fostering the fit among these three in order to fulfil a desired social impact. The simultaneous absence of (1) fit between mission content and organizational practice and (2) fit between mission content and stakeholder motivation was found to go in hand with social mission non-achievement. The results are consistent among different organisational forms, albeit, for different reasons.

Paper is Available to Meeting Registrants Only.

PNP: How social enterprises overcome growth barrier? A capability view on cross-sectoral partnership 

Author: **Li-Hsiang Yi**, *National Tsing Hua U.*
Author: **Jingjing Weng**, *National Taiwan U. of Science and Technology*
Author: **Ying-Che Ali Hsieh**, *National Tsing Hua U.*
Author: **Shao-En Chang**, *NTHU iPhD*

Research on social enterprises is becoming increasingly popular in both practice and academia. The hybrid research context constructs different types of strategic alliances, business operations, and hybrid operating goals that differ from firms in the general business sector. Considering those specific features of social enterprises, it can also be demonstrated that social enterprise generally face severe barriers that limit their growth. In terms of the lack of research addressing how social enterprises deal with the scaling-up issue, this study explores how social enterprises can overcome barriers to growth through cross-sectoral social partnerships, adopting a capability-based view. Our study investigated 11 social enterprises in Taiwan, using qualitative research with a case-study approach to identify how growth capability can be developed through such a cross-sectoral collaboration process. We proposed a theoretical framework to show how collaboration stimulates social enterprises' growth capability, and how the issue of barriers to growth can be tackled through these capabilities. Our findings reveal that collaboration is not merely a channel that can be used to access external resources, but can also be utilized as a learning mechanism to foster social enterprises to develop their operation-expansion ability. Our contributions lie in the connection of capability studies to the hybrid context and the provision of a new perspective linking the collaboration and enterprise growth issue through a capability view, providing an in-depth insight to the existing literature on enterprise-growth theory.

Paper is Available to Meeting Registrants Only.

Author: **Tamaki Onishi**, *U. of North Carolina, Greensboro*

Although the institutional logic perspective forms a main theoretical lens to analyze nonprofits that undertake hybrid activities—those often labeled entrepreneurial nonprofits—the extant literature has not fully answered whether “being entrepreneurial” affects the way nonprofits respond to mission-market tensions created by logic incompatibility. This study sheds light on the role of entrepreneurial orientation (EO) in shaping nonprofit experience with social-welfare and commercial logics. Analyses of four venture philanthropy organizations reveal that nonprofits with different levels of EO interpret the two logics differently (logics to be complementing, contesting, coexisting, isolating), thereby taking different hybrid models. This study proposes a new framework integrating the dimensions of EO and institutional complexity into four hybrid models (blended, blocked, assimilated, segmented/segregated) to extend existing nonprofit hybridity frameworks.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Citizen Engagement and Participation

PNP: Government Effectiveness from a Citizen View: Linking Public Participation and Information Sources

Author: **Julia Andrea Trautendorfer**, *Johannes Kepler U. Linz*
Author: **Lisa Schmidhuber**, *WU Vienna U. of Economics and Business*
Author: **Dennis Hilgers**, *Johannes Kepler U. Linz*

Recently, evaluations of government effectiveness gained a lot of scholarly attention and developed into a major research area in public and performance management research. This study builds on the rather new approach away from analyzing mere macroeconomic government performance indicators towards addressing the issue on a rather perceptual, citizen-based level. By combining the concepts of deliberative democracy and open government with media and communication theories (media richness, media malaise and virtuous circle), we argue that different forms of (i) getting engaged in decision-making processes and (ii) receiving public information can determine individually perceived government performance. Subsequently, interaction terms are established in order to analyze (iii) whether political participation possibilities can be linked to the consultation of different sources of information and in turn play a decisive role in influencing government effectiveness. Using data from the World Value Survey, multilevel regression estimates delivered significant outcomes for both interaction and main effects indicating that individual information source usage and patterns of political participation depend on each other and consequently affect levels of perceived government effectiveness.

Paper is Available to Meeting Registrants Only.

PNP: The Fair Process Counter-Effect: Procedural Justice and Protests in China's School Admissions Reform

Author: **Fangsheng Zhu**, *Harvard U.*

How does procedural justice influence protest emergence? This question has been neglected as the procedural justice and social movement literatures have taken disparate approaches to explain people's response to substantive injustices. This paper fills this gap by developing a theory of fair process counter-effect, namely that procedural justice facilitates collective action. Based on longitudinal fieldwork conducted from 2010-2019 on school admissions in China, I find that a bureaucratization reform had the unintended consequences of inducing previously nonexistent collective protests. Characterized by transparency and equal treatment, the post-reform procedures improved procedural justice perception among parents while also inducing protests, as the procedures enabled parents to more directly perceive substantive injustices, use public information to form protest narratives, and mobilize through shared experiences and grievances. By identifying the fair process counter-effect, this study reveals that collective action is facilitated by fair procedures and suppressed by unfair procedures. In doing so, this study bridges the justice-based and mobilization-based perspectives in explaining responses to inequalities.

Paper is Available to Meeting Registrants Only.

PNP: The Strategic Usage of Facebook by Local Governments: A Structural Topic Modelling Analysis

Author: **Diego Ravenda**, *TBS Business School*
Author: **Maika Valencia-Silva**, *EAE Business School*
Author: **Josep M. Argiles-Bosch**, *U. of Barcelona*
Author: **Josep García-Blandón**, *U. Ramón Llull, IQS School of Management*

We examine the content of official Facebook pages of 502 Italian municipalities over the period 2016-2018, in order to identify the main topics discussed and empirically infer the motivations that lead municipalities to use Facebook. By performing a structural topic modelling analysis, consisting in an unsupervised machine learning procedure, we find that Italian municipalities mostly post on 5 semantically different topics, on their Facebook pages, and that each topic prevalence is positively associated with the most related municipal expenses per capita by function. Furthermore, additional covariates significantly influence each topic prevalence. Within the framework of the legitimacy theory, these results suggest a strategic usage of Facebook by Italian municipalities for self-promotion and political marketing, aiming to enhance their political legitimacy and consensus among citizens. Our findings contribute to the literature on voluntary e-disclosures of local governments and interactions between local governments and their citizens through social media. Therefore, they could have practical implications for public regulators, managers and other users of social media.

Paper is Available to Meeting Registrants Only.

PNP: Managing Crowdsourcing in the Public Sector: The Role of Government Feedback to Citizen Input

Author: **Lisa Schmidhuber**, *WU Vienna U. of Economics and Business*
Author: **Dennis Hilgers**, *Johannes Kepler U. Linz*
Author: **Krithika Randhawa**, *U. of Technology, Sydney*

Crowdsourcing is a participation mechanism by which organizations engage with an external crowd of individual solvers via digital platforms. Government organizations increasingly use crowdsourcing platforms to integrate citizen knowledge and inputs in designing and delivering public services. After receiving input, the government usually provides feedback to individual users on whether the input can be considered. Drawing on attribution theory, this study asks how government feedback affects citizens' future participation in crowdsourcing platforms. Using a 7-year dataset of both online reports from citizens to government and government feedback to citizen requests, we examine communication patterns and find that approximately 50 percent of first reports shared by citizens are rejected by the government. Our results show that being rejected the first time decreases citizens' continued participation behavior. Furthermore, future participation behavior is dependent on the reason for the rejection. This study contributes to research on digital interaction between citizens and the government and highlights the importance of rationale transparency and regular platform management to sustain citizen participation in the era of digital government.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper



RM: Polynomial Regression and Response Surface Methodology in Leadership Research

Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*
Author: **Jayoung Kim**, *Purdue U. Northwest*
Author: **FUHE JIN**, *Binghamton U.-State U. of New York*
Author: **Min Jong Jun**, *Binghamton U.-State U. of New York*
Author: **Minyoung Cheong**, *Pennsylvania State U., Great Valley*

Agreement/congruence/similarity represent a genre that has been an important research framework for many leadership research topics. Perhaps the most used methodological/statistical approach for testing this framework is polynomial regression analysis (PRA) with response surface methodology (RSM). As more than two decades have passed, we identify three main issues of using this approach in leadership research. To systematically investigate those notions, we firstly review how PRA and RSM have been used in various leadership studies. Next, we review the level of analysis and rater model assumptions prevalent in PRA in terms of multilevel techniques and choice of centering options. Finally, we review the usage of two main RSM features and summarize additional techniques to better understand the inconsistencies and variabilities possibly existing in leadership research. Taken together, we aim to promote this methodology within the study of agreement/congruence/similarity in leadership research by enhancing its capability in theory testing and building.

Paper is Available to Meeting Registrants Only.

RM: Testing Explicit Mediation Models by Set-Theoretic Causal Complexity  

Author: **Yunzhou Du**, *Southeast U.*
Author: **Qiuchen Liu**, *Southeast U.*

Although the linear mediation model developed by Baron and Kenny (1986) has made great contributions to the study of linear mediation mechanism, it has not substantially contributed to complex causality. Especially, when interactions or interdependent effects of multiple variables may occur in mediation mechanism, linear mediation model only considers individual variable's separate mediation mechanism. Instead of a linear correlation, the explicit statement of necessity and sufficiency is needed for a falsifiable hypothesis in complex causality. In present article, we indicate the deficiencies of symmetry, simplification, and linearity relationship assumption in linear mediation model, and proposes a complex set-theoretic causality which can deal with asymmetry, complexity, and nonlinearity. Through the explicit discussion of various necessary or sufficient relationships of causal chains in complex causal mediation model, as well as the causal complexity characterized by conjunction and disjunction of multiple conditions, equivalent paths, asymmetric paths, the paper contributes to analyze the causal complexity of mediation mechanism. Instructions are provided on how to test complex causal mediation model.

Paper is Available to Meeting Registrants Only.

RM: New Context-Specific Fit Criteria to Reveal Additional Insights in Structural Equation Modeling 

Author: **Nadine Schröder**, *Wu Wien*
Author: **Andreas Falke**, *U. of Regensburg*
Author: **Herbert Endres**, *U. of Regensburg*

Model (mis-)specification in structural equation modeling can cause researchers to arrive at wrong conclusions or missed insights. There are still contradictory results on how well fit criteria can detect misspecification. In two simulation studies and from empirical examples, we reveal two things. First, recommended fit criteria combinations only marginally cover model (mis-)specification because they still accept many misspecified models or reject too many correctly specified models. Second, the ability of fit criteria to detect (mis-)specification differs between confirmatory factor analysis and covariance-based structural equation modeling and is also subject to data and model characteristics. Therefore, we develop context-specific criteria combinations, which accept more correctly specified models than previous recommendations while rejecting the vast majority of misspecified models. Thus, researchers do not lose important insights but gain additional insights from their data. Beyond, we provide a tool to guide researchers on the appropriate/optimal selection of criteria combinations.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1589** | Submission: **16764** | Sponsor(s): **(RM)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Introducing New Measures and Their Applications



RM: **The Job Engagement Scale: Development and Validation of a Short Form in English and French**  

Author: **Bruce Louis Rich**, *California State U., San Marcos*
Author: **Simon Houle**, *Concordia U.*
Author: **Caitlin Comeau**, *Canadian Department of National Defence*
Author: **Ann-Renée Blais**, *Canadian Department of National Defence*
Author: **Alexandre Morin**, *Concordia U.*

The original 18-item Job Engagement Scale (JES18) operationalizes a multidimensional hierarchical conceptualization of the investment and expression of an individual's preferred self-in-role performance. Encompassing three dimensions (i.e., physical, cognitive, and emotional), job engagement is a known predictor of organizational performance and personal outcomes. Using a sample (N = 7185) of military and civilian personnel nested within 59 work units in the Canadian Armed Forces (CAF) and Canadian Department of National Defence (DND), we developed and cross-validate a 9-item short-form (the JES9) of the original JES18 in English and French. Results demonstrated that both linguistic versions the JES9 and JES18 yielded comparable psychometric properties. The scales also displayed measurement invariance as a function of participants' sex (male/female), employee type (civilian/regular force/primary reserve), and role (supervisor/employee). Finally, the associations between scores on the JES9 and the JES18 and a series of covariates (i.e., employees' psychological needs for competence, autonomy, and relatedness, burnout, and turnover intentions) were assessed. Collectively, results highlight the strong psychometric soundness of the English and French versions of the JES9 and the JES18 for organizational practitioners and academics.

Paper is Available to Meeting Registrants Only.

RM: **Measuring Diversity in the Workplace: An Extended and Unified Framework** 

Author: **Torsten Biemann**, *U. of Mannheim*
Author: **Kim De Meulenaere**, *U. of Antwerp/ Antwerp Management School*

Research on workplace diversity is proliferating. Inspired by Harrison and Klein's (2007) conceptualization of diversity into three types of diversity—separation, disparity, and variety—and their associated framework of measures, diversity scholars have paid increasing attention to the measurement of their diversity construct. In this paper, we argue that the widely used measurement framework of Harrison and Klein suffers from important limitations—that is, the separation measures assume non-linear effects, the disparity measures do not take into account left-skewed attribute distributions, and the proposed variety measures can be used for categorical variables only. To solve these issues, we take a distance-based approach to the three types of diversity and provide a unifying, easy-to-use framework of measures, including measures for diversity constructs for which no adequate measures were available yet. Using simulated data of work units, we show how our proposed measures behave and how they relate to the measures proposed by Harrison and Klein. This manuscript concludes with an accessible decision tree, easily guiding diversity scholars in when and how to use the different diversity measures. Our hope is that our framework contributes to Harrison and Klein's (2007) mission to improve the concept clarity, measurement, and empirical testing in the field of workplace diversity.

Paper is NOT Available. Please contact the author(s).

RM: **Let me Google that for you: Measuring Firm Internationalization Using Google Trends**  

Author: **Harald Pühr**, *WU Vienna*
Author: **Jakob Müllner**, *WU Vienna U. of Economics and Business*

In this research note, we propose Google Trends as a uniquely versatile and overlooked resource for International Business scholarship. Google search measures have been used successfully in other disciplines like epidemiology, finance, and political science. It offers highly reliable and finely grained data that not only provide a market-side complement to accounting based measures of firm internationalization in IB. Additionally, it opens entirely new research questions for IB research. In this research note, we survey the use of Google Trends in academic research, propose Google Trends-based measures of firm internationalization, discuss their empirical and conceptual benefits (and drawbacks) for IB research. We also provide an introduction to the R package *globaltrends* (Pühr, 2020) that accompanies this research note.

Paper is Available to Meeting Registrants Only.

Author: **Neil MacLaren**, *Binghamton U.-State U. of New York*
Author: **Francis J. Yammario**, *Binghamton U.-State U. of New York*
Author: **Shelley D Dionne**, *Binghamton U.-State U. of New York*
Author: **Hiroki Sayama**, *Binghamton U.-State U. of New York*
Author: **Michael D. Mumford**, *U. of Oklahoma*
Author: **Shane Connelly**, *U. of Oklahoma*
Author: **Robert Martin**, *U. of Oklahoma*
Author: **Colleen Standish**, *U. of Oklahoma*
Author: **Samantha England**, *U. of Oklahoma*
Author: **Tanner Newbold**, *U. of Oklahoma*
Author: **Yiding Cao**, *Binghamton U.-State U. of New York*
Author: **Jason Marshall**, *Binghamton U.-State U. of New York*
Author: **Shun Cao**, *Binghamton U.-State U. of New York*
Author: **Yingjun Dong**, *Binghamton U.-State U. of New York*
Author: **Cynthia Kay Maupin**, *Binghamton U.-State U. of New York*
Author: **Rory Eckardt**, *Binghamton U.-State U. of New York*
Author: **Gregory Ruark**, *U.S. Army Research Institute for the Behavioral and Social Sciences*

Conversational interruptions can carry negative connotations, yet prior research has consistently found positive associations between interruptions and attributions of leadership and social status. In this study we investigate simultaneous speech---interruptions and related behaviors---as a predictor of leader emergence, relying on a network perspective on communication to account for dependencies among individuals. Using a published data set, and starting from a published two-stage least squares model, we demonstrate that interruptions positively predict leader emergence. We demonstrate that a view of interruptions which includes multiple types of simultaneous speech and behavioral connections between actors provides information about group structure beyond that contained in speaking time. In an exponential random graph model analysis we find that simultaneous speech is not related to gender in a simple way, and that complexities are revealed by network analysis. We conclude that interruptions may provide a connection between relationship-based theories of leadership and leader communication.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Emerging Perspectives on Replication

RM: Reflexive Modeling: Revisiting Rorty and Feyerabend in Times of Crisis

Author: **Jukka Luoma**, *Aalto U.*
Author: **Joel Hietanen**, *U. of Helsinki*

This paper advances the notion of reflexivity in quantitative management and organization research. In doing so, we address an ongoing ‘crisis of legitimacy’ facing quantitative work. Scholars are increasingly doubting knowledge claims based on quantitative data and worrying about questionable research practices. Mainstream methodological discourse has moved to address these issues through increasingly elaborate rule-based control of data collection and analysis, to ensure objectivity. In contrast, what we present as reflexive modeling embraces the subjective and artefactual nature of quantitative research. Drawing from Rorty and Feyerabend, we call for dropping the representationalist ambitions of extant work and hope to draw attention to quantitative research as a pragmatic mode of engaging with the world of management and organizations, and those who study them. We also critique the mainstream view that describes appropriate methodological conduct in terms of strict rule-following. We argue solutions to the legitimacy crisis based on a rule-based view of quantitative research may fail to generate intended effects, hinder the production of creative discoveries, and foster a narrow view of research ethics. In our view, what is ultimately at stake in the crisis is not objectivity but solidarity toward our fellow researchers and other audiences.

Paper is Available to Meeting Registrants Only.

RM: Cross-Study Reexamination: How Qualitative Research Can Contribute to Management’s Replication Goals

Author: **Tine Koehler**, *U. of Melbourne*
Author: **Catherine Lynelle Welch**, *U. Of Sydney*
Author: **Maria Rumyantseva**, *U. Of Sydney*

Driven by the broader ‘replication crisis’ in the sciences, the current debate about replication in qualitative research is focused on the differences between qualitative and quantitative traditions, and more specifically between quantitative cross-study replications and qualitative within-study re-examinations. This debate has so far not addressed another crucial use of qualitative replications, i.e., cross-study re-examinations. The latter have a long tradition in other disciplines (e.g., history, sociology, anthropology) and present considerable opportunities for a broader and more impactful application via re-theorizing in management research. We provide an overview of qualitative cross-study re-examination designs that can be found both in management and strategy research and in the social sciences more broadly. We argue for the strengths of these designs: at their best, they allow for theory extension and even groundbreaking theory development, above and beyond verifying or updating prior studies. We discuss important implications of cross-study re-examinations for re-theorizing in future qualitative and quantitative research – and for rethinking the nature of replication itself.

Paper is Available to Meeting Registrants Only.

RM: Unpacking Complex Phenomena through an Inductive Multi-Study Research Design

Author: **Christina Hoon**, *Bielefeld U.*
Author: **Alina McCandless Baluch**, *U. of St Andrews*

Inductive scholarship faces the challenge of engaging with complex social phenomena that are often large and messy, containing ill-defined and hard-to-measure concepts. Our central argument in this paper is that unpacking complex phenomena requires multiple arcs of inquiry and that these phenomena need to be addressed through multi-study research. We introduce the reader to an inductive multi-study design which entails the practice of conducting a series of distinct, yet complementary studies using an iterative-cyclical approach. Rather than in a sequential fashion, phenomena are studied in a holistic way through multiple inquiry arcs to accomplish more compelling theory building. Our roadmap highlights in four stages the iterative routes of inquiry that multi-study scholars can travel (discovery and extension) and illustrates these using examples from two published studies to highlight the benefits of a multi-study design. We maintain that this iterative-cyclical approach redresses the state of knowledge creation that emerges from piecemeal lines of inductive inquiry, thereby enhancing the process of horizontal knowledge accumulation in management and organization studies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Addressing Challenges and Introducing Advances in Ethnography

Challenge and Advances in Ethnography



RM: **Rapid Field Research: How Short-Term Encounters in the Field Deliver Intense, Rapid Routes to Knowin**

Author: **Christina Hoon**, *Bielefeld U.*

Author: **Alina McCandless Baluch**, *U. of St Andrews*

Inductive field researchers are all too familiar with the ‘long march’. Slow and steady, researchers dive deep into the field to explore a complex phenomenon in a holistic fashion. In this paper, we call for more rapid, intense routes to knowing. A rapid approach is particularly needed to address disruptions and crises situations such as the Covid-19 pandemic in ‘real time’ or phenomena that may be only fleeting or captured in transient episodes of organizational life. By drawing on an idiographic logic, we offer a rapid field research approach which places an emphasis on a demarcated phenomenon in intense short-term encounters in the field that afford a deeper understanding in ‘real time’. We develop three core principles for rapid field research, namely ‘perceptive researcher’, ‘sensemaking in the field’, and ‘selectivity in telling the story’. We conduct a review of rapid ethnography studies in medical education and health research. Through this synthesis, we characterize the tenets of field research, which have the quality of intensity to support a rapid approach (demarcating the research focus, strategies for data intensity, simultaneous data collection and analysis, rapid writing). Our study considers the implications of valorising a rapid route to knowing for horizontal knowledge accumulation and revisits the requisite skills and professional norms of writing and publishing that may enable this rapid approach.

Paper is Available to Meeting Registrants Only.

RM: **The (Undervalued) Role of Peer Debriefing in Organizational Ethnography**   

Author: **Guillaume Carton**, *EMLYON Business School*

Author: **Alexis Laszczuk**, *ESSCA School of Management*

This article aims to understand the role of peer debriefing in organizational ethnography. We define peer debriefing as extensive discussions that take place on a regular basis between an organizational ethnographer and one or more academic peers, which provide the ethnographer an opportunity for catharsis, relies on mutual trust and addresses the progress of the investigation and its outcomes. We show that this qualitative method is useful for improving data collection, helping organizational ethnographers find the right distance from the field, developing research outputs and improving mutual adjustment for collaboration between researchers. This research offers methodological and practical implications, especially for PhD students, practitioner researchers and organizational ethnographic teams.

Paper is Available to Meeting Registrants Only.

 RM: **Enactive Ethnography as Self-Work: Understanding by Performing the Phenomena under Study**

Author: **María Dolores Del Rio**, *U. Austral*

I propose enactive ethnography as self-work, which implies the fully embodied and emotional immersion of the researcher in fieldwork. Drawing on an ethnographic study at Good Samaritan Hospice, an end-of-life organization supporting poor, terminally ill patients, this article shows which the emotion’s interpretative function will be, recognizing that emotions have epistemological and methodological significance. I analyze the three elements of habitus proposed by Wacquant as captured through enactive ethnography (the cognitive, affective, and conative) concerning the fieldwork. The article identifies three sets of insights that enactive ethnography brings about the organizational setting from each of these aspects: narrative and sense-making; bodily sensations, feelings, and coping strategies; and experiences from performing tasks and roles. Doing this, this study reveals the corporeal dimensions and vulnerable exposure that the data collection and analysis involves, showing how vulnerability can be theoretically generative. In addition, I explore a processual view of involvement in enactive ethnography intending to overcome the so-called “paradox of involvement”.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Political Activity

SIM: Using Generalists or Specialists in Political Markets: An Analysis of the Strategy of Lobbying Firms

Author: **Lee Warren Brown**, *Texas Woman's U.*
Author: **Abdul Rasheed**, *U. of Texas At Arlington*
Author: **Yasar Mahmut**, *U. of Texas At Arlington*

Corporate lobbying firms have long played a primary role in firms' nonmarket strategy, but they have received minimal attention in the management literature. In this paper, we examine the political strategy of corporate lobbying firms. We suggest and find that corporate lobbying firms differ in their scope of lobbying efforts, their lobbying targets, and how they lobby in political markets. Drawing from Porter's generic strategy framework initially developed for market strategies, we show that the industry-wide – focus decision also applies to nonmarket strategy. Further, we find that the firm size, as measured by both number of lobbyists employed and the amount of lobbying revenue received each year, drives this strategy decision by corporate lobbying firms. Additionally, we find that the firms lobbying strategy, whether or not they are lobbying legislative or administrative targets, influences their overall focus. We also find that focused corporate lobbying firms are more effective at getting bills passed into law. We used a sample of 487 corporate lobbying firms over 21 years to test our hypotheses.

Paper is Available to Meeting Registrants Only.

SIM: Tribe and Ethnicity in Corporate Political Activity: Implications for Political Strategy Formulation

Author: **Tahiru Azaaviele Liedong**, *School of Management, U. of Bath*

There is a paucity of research about the role of informal institutions in corporate political activity (CPA). The few studies that have explored this topic have mainly focused on national cultural differences, thus overlooking the influence of sub-national cultural dynamics in CPA. Using rich qualitative data from Ghana - a tribally diverse country, I explore the role of tribal identity in political strategy development. I find that CPA is affected by tribal consonance (similarity) and tribal dissonance (difference) between executives and government actors. Also, I find that tribal identity gives rise to a new and informal level of political participation that has not been previously documented. Further, the data revealed that tribal identity constrains discretion and bounds managers on specific paths throughout the political strategy formulation process, resulting in liabilities of tribe and causing CPA decision-making to be path dependent. Leveraging these findings, I develop a model to show how sub-national cultural heterogeneity has a cascading impact on political strategization. My model has significant implications for the theory, practice and ethicality of CPA.

Paper is NOT Available. Please contact the author(s).

SIM: CEO Political Activity and CSR: The Impact of the Breadth and Depth of CEO Political Engagement

Author: **Yeongsu Kim**, *Western Kentucky U.*

There are two typical nonmarket strategies firms most engage in: corporate political activity (CPA) and corporate social responsibility (CSR). Despite a growing interest in CPA and CSR, the strategic relationship between these two nonmarket strategies is still very unclear. In particular, we know very little about the relationship between a CEO's political activity and their firm's CSR practices. This is surprising, as the CEO is one of the most influential people in an organization who makes critical strategic decisions. Unfortunately, CEO political activity has largely been ignored by current scholarship. To demystify this relationship between CEO political activity and their firm's CSR practices, we examine how and when CEO political activity influences their firm's CSR practices. We test this relationship through CEO political donations (e.g., lobbying), and find that a CEO's political activity (CPA) attenuates a firm's CSR practices; and this negative association is attenuated by the breadth of a CEO's political activity.

Paper is Available to Meeting Registrants Only.

SIM: Boundary of accountability and the process of constructing political CSR: an ANT perspective

Author: **Bertrand Valiorgue**, *Clermont Auvergne U.*
Author: **Emilie Bourlier Bargues**, *ESC Clermont Graduate School of Management*
Author: **Kevin Metz**, *ESC Clermont Graduate School of Management*

This article proposes theoretical insights into how political CSR is shaped, based on the analytical framework of boundary work and the actor-network theory. More precisely, we analyze how executives react to stakeholder demands and stabilize the boundary of accountability of their companies. Based on the analytical developments of boundary work, we show that three strategies are possible: conservative political CSR, bilateral political CSR, or institutional political CSR. Developments in the actor-network theory shed light on how this is carried out as well as the key stages of each of these strategies. The theoretical proposals we develop contribute to the analysis of the micro-foundations of political CSR. These proposals also show the possible strategies of decision-makers (public and private) in terms of political CSR in a context where companies are seeing increasing pressure to reconsider their boundaries of accountability.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Ethical Shortfalls and Wrongdoing

SIM: Fall from grace: Ethical shortfalls and firm actions

Author: **Uisung David Park**, *Syracuse U.*
Author: **David M. Gomulya**, *Singapore Management U.*
Author: **Warren Boeker**, *U. of Washington, Seattle*

Financial misconduct damages and stigmatizes organizations because top management is perceived to have substantial control over such actions. The extent to which misconduct is considered egregious, however, may vary depending on the context of the ethical violation. This study introduces the idea that perceptions of and reactions to a firm's ethical performance are influenced by the conduct of its peers. Using data on S&P 1500 firms charged with financial misconduct between 2003 and 2012, we find that a firm's ethical underperformance relative to peers, which we label as ethical shortfall, predicts CEO dismissal following an ethical violation. Our study confirms that even egregious ethical violations are interpreted and acted on using a comparative yardstick. We also find that the media's reaction to the ethical shortfall moderates this relationship, with greater media attention strengthening the relationship between ethical shortfall and CEO dismissal. Finally, we demonstrate that the firm's past involvement and support for corporate social responsibility (CSR) initiatives act as a buffer, reducing the effect of the ethical shortfall on CEO dismissal. This finding indicates that the positive reputational benefits of CSR activities can help safeguard the firm in cases of comparative ethical lapses.

Paper is Available to Meeting Registrants Only.

SIM: Machiavellian Leadership And Subordinates Corruption Behavior: A Moderated Mediation Model

Author: **Tasneem Fatima**, *International Islamic U., Islamabad, Pakistan*
Author: **Shahida Mariam**, *Management Sciences, International Islamic U., Islamabad, Pakistan*

This study explains how and when a Machiavellian leader induces corruption behavior among followers using the social cognitive theory of moral disengagement. We used eight mechanisms of moral disengagement and two boundary conditions namely followers' moral identity and anticipated guilt to explain this causal relationship. Using a time-lagged design data were obtained from 264 employees of public and private sector organizations of Pakistan. The results showed that Machiavellian leadership is positively linked with followers' corruption behavior and mechanisms of followers' moral disengagement mediate this relationship. The followers' moral identity significantly moderated the relationship of Machiavellian leadership with overall moral disengagement and its dimensions except for advantageous comparison, attribution of blame, and dehumanization. The effect of overall as well as eight mechanisms of moral disengagement on followers' corruption behavior was negatively moderated by the followers' anticipated guilt. The followers with lower levels of moral identity and anticipated guilt were more likely to be corruption-prone and vice versa. Overall findings could be useful in the prevention of corruption behavior through moral identity and anticipated guilt in organizational settings.

Paper is Available to Meeting Registrants Only.

SIM: The reputation costs of executive misconduct accusations

Author: **Yassin Denis Bouzzine**, *Leuphana U. Lüneburg*
Author: **Rainer Lueg**, *Leuphana U. Lüneburg*

We examine how sexual harassment accusations against individual executives affect the stock returns of the affiliated organization. Taking an upper echelons and abuse of power perspective, we identify 372 high-profile sexual harassment accusations, of which 98 are relevant to this study. We employ event study methodology to detect abnormal stock reactions for the affiliated organization. As predicted, the results indicate that #MeToo accusations substantially harmed the stock returns of the organization despite the accusation relating to the misconduct of only a single executive. Surprisingly, we discover significant results only for executives at the parent organization. For this research, we first provide evidence that individual misconduct matters for organizations. Second, we enrich the upper echelons research by focusing on accusations of executive misconduct and examining how unethical values, abuse of power, and sexual harassment shape the organizational outcomes. We demonstrate that executive misconduct becomes particularly relevant when the executive holds significant managerial power, as indicated by employment at the parent organization. For practice, our findings provide two contributions that can help organizations prevent occurrences of sexual misconduct. First, we propose that organizations should screen executives more carefully for past incidents of misconduct before hiring them. Second, we suggest that organizations should have clear and deterrent anti-sexual harassment policies in place and rigorously align them with their internal control systems to ensure adherence to these policies. Finally, the establishment of a climate of permanent "nudges" should increase the awareness of the risk of sexual harassment.

Paper is Available to Meeting Registrants Only.

SIM: Fear of Retaliation And Reporting Wrongdoing: The Impact Of Moral Courage And Ethical Leadership

Author: **Smita Gupta**, *Indian Institute of Technology, Delhi*
Author: **Kanika Tandon Bhal**, *Indian Institute of Technology, Delhi*

In response to a call for understanding the role of fear of retaliation in the whistleblowing process (Alleyne, Charles-Soverall, Broome, & Pierce, 2017) and integrating emotional components in rational decision-making models (e.g., Luan, Reb, & Gigerenzer, 2019), this paper examines the role of fear of retaliation on an individual's whistleblowing intention. Fear of retaliation is an anticipated negative reinforcement that is likely to weaken whistleblowing intention. Further, based on the context-driven nature of moral courage, we incorporate moral courage as a mediator between the fear of retaliation-whistleblowing intention relationship, where fear of retaliation is expected to erode moral courage which in turn is expected to reduce whistleblowing intention. At the same time, using the person-environment interaction framework, we examine the role of ethical leadership as a moderator, in reducing the negative impact of fear of retaliation on whistleblowing intention. Data gathered, on a structured questionnaire, from 202 employees of the IT sector was subjected to regression analysis for testing the proposed hypotheses. Results supported our hypotheses. Practical and theoretical implications alongwith limitations of the study and future directions of research are discussed.

Paper is NOT Available. Please contact the author(s).

Author: **Miguel Angel Alzola**, *Fordham U.*

Author: **Öykü Arkan**, *Rutgers Business School*

This paper explores the relationship between organizational characteristics and their relationship to whistleblowing in the Catholic Church. It aims to examine the role of ethical climate and wrongdoing characteristics as underlying mechanisms of whistleblowing. It offers a revised definition of whistleblowing, a comprehensive interdisciplinary literature review based on the major components of the definition, a conceptual model of whistleblowing, and an application of the model to compare reactions to the clergy sexual abuse and the financial misconduct scandals in the Catholic Church. The paper suggests that members of an ethical organization such as the Roman Catholic Church observing wrongdoing are more likely to stay silent when the wrong can seriously threaten the organization's core ideals (e.g., clergy abuse). Conversely, they will be more likely to blow the whistle when the wrongdoing is less connected to the identity of the organization (e.g., financial misconduct). The paper contributes to the normative and the empirical literature on whistleblowing, sexual harassment, and financial misconduct in the Catholic Church.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CSR in Weak Institutional Settings

SIM: Controlling Owner Type, State Capitalism and Social Responsibility in Weak Institutional Settings

Author: **Jimi Kim**, *U. of New South Wales*
Author: **Hoje Jo**, *Santa Clara U.*

In this article, we theorize tensions between the dual purposes of financial gains and social impact and examine how varieties of controlling owner type and state capitalism influence corporate social responsibility (CSR) practices in weak institutional settings. Specifically, we investigate the impact of the state as a majority investor– state-owned enterprises and the state as a strategic investor with government-owned vehicles such as sovereign wealth fund on CSR relative to private entities. We find that similar to private entities, state-owned enterprises are negatively associated with social and environmental practices. Yet, when the state serves as a strategic supporter and investor i.e., sovereign wealth funds, a firm tends to engage in higher CSR practices.

Paper is NOT Available. Please contact the author(s).

SIM: CSR Uptake in Non-Western Contexts: the Impact of Institutional Environment and Entrepreneurs

Author: **Petya Koleva**, *Coventry U.*
Author: **Lee Quinn**, *Centre for Business in Society*

The impact of institutional environment and institutional entrepreneurs for corporate social responsibility (CSR) uptake, practice and process in the context of Western countries has been extensively examined. However, while these examinations are insightful, it is not clear if other conditions and influencing factors in relation to the institutional environment and institutional entrepreneurs foreign to the West exist. If indeed they do, this raises questions related to the extent to which they may influence CSR practice and process. The paucity of such research restricts and prevents a more comprehensive understanding of the role and impact of institutional dynamics and underlying processes for CSR. From a practice perspective, CSR managers and organisational leaders miss the opportunity to utilise CSR as an instrument serving organisational interests and legitimacy. Consequently, this study investigates the impact of institutional environment and institutional entrepreneurs for CSR uptake, practice and process from a non-Western perspective. Employing an exploratory research design within a range of public and private sector organisations, we interrogate the phenomenon from the perspective of key actors involved in its formulation. The findings evidence a set of distinct institutional dynamics and institutional entrepreneurs that contribute to the formulation of specific CSR. The identified forms of CSR reveal organisational attempts for adaptation to the institutional dynamics and for preserving organisational legitimacy. Therefore, our work provides important contributions to the CSR debate by outlining factors and conditions specific for non-Western countries that result in context-driven forms of CSR. These findings offer a number of insightful and substantives considerations for practitioners and policy makers involved in the development of CSR.

Paper is Available to Meeting Registrants Only.

SIM: Creating trust when public institutions are weak? A qualitative analysis of sharing institutions

Author: **Stefan Hielscher**, *School of Management, U. of Bath*
Author: **Sebastian Everding**, *Martin-Luther-U. Halle-Wittenberg*
Author: **Luis Dávila Aquines**, *EGADE Business School, Tecnológico de Monterrey*

We extend theories of sharing institutions in contexts of strong public institutions to analyze sharing institutions in contexts of weak public institutions. We posit that when weak public institutions suppress mutually beneficial exchange in service, labor and credit markets, sharing institutions can overcome these obstacles by creating trust on sharing markets. Drawing on qualitative data from a ride-sharing platform in Monterrey, Mexico, we find sharing institutions to enable mutually beneficial exchange in service-, credit- and labor-market relationships. First, we provide a fine-grained analysis of how sharing institutions can overcome these trust problems using rules and rule-enforcement mechanisms, including the monitoring, disclosure, and sanctioning mechanisms embedded in payment, feedback, admission and screening, loan financing, and pricing rules. Second, we find risks being associated with a lack of competition on platforms and between platforms, and political elites interfering with sharing institutions in an effort to create rents.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Corporate Political Activism

SIM: Corporate Socio-Political Activism and its Effects on Corporate Valuation

Author: **Hammad Ul Haq**, *U. of Groningen*
Author: **Dennis Winnebeck**, *Groningen U. (RuG)*

The field of Corporate Socio-Political Activism (CSA) literature is gaining attention as multinational corporations (MNCs) are increasingly taking stances in support or opposition of socio-political issues. This study aims to resolve a lack of outcome-based research in the CSA literature. It conducts a comparative examination of short-term consequences of CSA on corporate valuation, investigating diverging CSA stance intensities concentrating on the Black Lives Matter movement. Through the theoretical lenses of agency theory and signalling theory, this study explores shareholder reactions to CSA stances to provide strategic insights for theoretical and managerial practice. The event study focusses on public corporations listed in the S&P100 index, which issued statements concerning the socio-political issue of the Black Lives Matter. In order to assess and quantify the intensity and characteristics of CSA stances, we create a disclosure index through a grounded-theory approach. Two key findings emerge from this study: (1) CSA stances in this environment are not inherently value-creating, nor value-destructing in the short-term, yet (2) the reputation for previous social performance positively moderates the immediate response of the shareholder to a CSA stance.

Paper is Available to Meeting Registrants Only.

SIM: Courageous Role Model or Dangerous Threat: A Parallel Mediation of Corporate and Citizen Activism

Author: **Moritz Appels**, *U. of Mannheim*
Author: **Laura Marie Edinger-Schons**, *U. of Mannheim*
Author: **Daniel Korschun**, *Drexel U.*

Through their sociopolitical activism, companies increasingly aim to convince consumers to take directional political action on morally divisive sociopolitical issues. This research proposes that companies can evoke this consumer behavior but run the risk of simultaneously inciting political participation among consumers who work against the company's envisioned political ends. The authors develop a conceptual model linking corporate sociopolitical activism to political participation via two distinct processes which are triggered contingent on the distance between the consumers' and the companies' espoused political identity. Specifically, the framework proposes that whereas politically congruent consumers perceive activist statements of a company to be morally courageous and are inspired to support the company's stance, consumers from the opposite political camp feel threatened by the company's activism and protect their own political identity by showing antagonistic behaviors. However, companies may succeed in increasing moral courage attributions without simultaneously affecting consumers' political identity threat by taking a leadership position in their activism. Two experimental studies, including an analysis of 30 real cases of corporate sociopolitical activism, lend support for the hypothesized framework. The results provide several implications for academic research as well as for corporate decision-makers who are considering taking a stand.

Paper is NOT Available. Please contact the author(s).

SIM: The Microfoundations of Responsible Corporate Political Action: A Conceptual Framework

Author: **Wendy Dobson**, *Gordon Institute of Business Science*

The concept of Responsible CPA is not well-defined despite the costs that CPA can impose on society. This is problematic for scholars investigating the political responsibilities of firms, as well as for practitioners interested in responsible conduct, and for citizens concerned with the political influence of corporations. A conceptual framework for exploring Responsible CPA based on the cognitive schemas of CPA practitioners is presented, building on work on related concepts by other scholars. This framework emphasises the microfoundations of Responsible CPA, thereby bringing the manager back in to explorations of the important topic.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

CSR and Organizational Structuring

SIM: Legitimacy of Social Hybrids: Navigating the Ambiguity in Prosocial Category of B Corps

Author: **Leonardo Boni**, *Politecnico di Milano School of Management*
Author: **Riccardo Fini**, *U. of Bologna*
Author: **Laura Toschi**, *U. of Bologna*
Author: **Garima Sharma**, *Georgia State U.*

Hybrid organizations seeking social impact often pursue legitimation of their social commitment by aligning with a prosocial category -i.e. a context for entities aiming to prove the legitimacy of their social entrepreneurial attitude (Conger et al. 2018). However, hybrids often align with ambiguous categories - i.e. whose schema of norms and values allows very heterogeneous types of members to join (Durand and Paoletta 2013) – such as B-Corps. Despite prior literature argues that aligning with an ambiguous category does not yield the benefits of legitimacy, we do not fully know the mechanisms underlying this relationship, especially for social hybrids who often struggle to achieve legitimacy. In this study, we ask what are the consequences of becoming a member of an organizational category whose meaning is ambiguous, and the mechanisms by which this relationship is attenuate or amplified? To answer this question, we draw on a sample of 186 Italian social hybrid organizations, of which 157 became B Corps and 29 did not. We found that membership in ambiguous organizational category generally does not pay-off. We found two mechanisms explaining this relationship. First, the degree of alignment with the organizational category amplifies the downsides of the relationship, i.e., over time, the more a social hybrid aligned with an ambiguous category the lower the benefits. Second, audience affording legitimation forgave category ambiguity when they could construe the boundaries of the business's impact through its products/services. In other words, the level of concreteness of the product/services attenuated the negative implications of affiliating to the B-Corp category. We contribute to the literature on hybrid organizations by theorizing the mechanisms of alignment and boundary construal to explain when do audiences penalize hybrids aligning with ambiguous categories.

Paper is Available to Meeting Registrants Only.

SIM: The CSR Department and Organizational Learning: Effects on Tax Strategy

Author: **Christian Hüning**, *Goethe U.*

Purpose – This paper addresses the question of how a CSR department and organizational learning processes affect a company's tax strategy. We argue that establishing a CSR department and developing a CSR tax strategy guideline lead to less aggressive tax avoidance. Design/methodology/approach – We test three hypotheses with linear, logistic and Poisson panel-regressions. Therefore, we use a dataset derived from the seven largest economies from the European Union and the UK for the timespan from 2011 to 2018. Our total dataset consists of 2,930 firm-year observations. Findings – The findings indicate that the establishment of a CSR department significantly reduces aggressive tax strategies. Additionally, codification of a socially responsible tax strategy has a significant effect on the reduction of illegal tax avoidance strategies like tax fraud, but no effect on overall tax avoidance. Originality/value – First, this study contributes to the literature by providing insights on the effects of organizational aspects on CSR. Second, the study addresses the question of how organizational learning affects CSR and companies' tax strategies. Third, it broadens the understanding of the relationship between CSR and tax strategy. Finally, it provides insights in the link of CSR and financial performance.

Paper is Available to Meeting Registrants Only.

SIM: Navigating multidirectional CSR tensions: a micro perspective on CSR middle managerial practice

Author: **Christiane Marie Høvring**, *Aarhus U., Department of Management*
Author: **Sophie Esmann Andersen**, *Aarhus U., Department of Management*

Middle managers are positioned in a cross-pressure with conflicting expectations between top and lower levels. With the prevalence of CSR in corporate strategy, the middle manager faces new pressures between social goals and economic goals. Based on a micro-level case study, we illustrate how the CSR manager (as a middle manager) navigates and works through tensions inherent in everyday practices. The analysis illustrates how the CSR manager reacts emotionally to the tensions, how she uses different strategies to act on the tensions and employs so-called managerial buffers to cushion the tensions. We outline three contributions to the CSR middle management literature: 1) Tensions are not only experienced as constraining for the CSR manager, but also as fostering positive energy; 2) Tensions do not leave the CSR manager in a powerless void; rather they enable progression; and 3) Tensions are omnipresent and multidirectional, hence an inescapable premise of middle managerial practice in CSR contexts.

Paper is NOT Available. Please contact the author(s).

SIM: Contextualizing a Controlling Family's SEW in Firms' Response to Primary Stakeholders' Expectations

Author: **Yoonjeoung Heo**, *National U. of Singapore*
Author: **Chi-Nien Chung**, *National U. of Singapore*

Despite the prevalent empirical evidence on the effect of controlling families' SEW on a family firm's social engagement, we have limited understanding of how controlling families' conflicting desires across SEW dimensions affect the family firm's response to stakeholder expectations on social engagement. Therefore, we examine how a controlling family's conflicting SEW desires affect a family firm's response to its stakeholders' expectations. We suggest that family executives respond to stakeholders' expectations by assessing the negative effect of non-response and the costs of managing non-family shareholders' reactions to their responses. By decomposing stakeholder expectations based on regulative and normative dimensions, we find that the proportion of family executives in a firm's decision-making decreases both the firm's responses to normative expectations and its non-responses to regulative expectations. However, the participation of new generations in family firms moderates the relationships between the proportion of family executives and firms' responses, resulting in greater responsiveness to both regulative and normative expectations. These findings clarify the diverse effects of family SEW on a firm's responses depending on the mechanisms of stakeholder expectations, thus presenting the positive and negative valences of family SEW as the main drivers of firms' heterogeneous social engagement.

Paper is Available to Meeting Registrants Only.

Author: **Kaushik Mukherjee**, *U. of Mississippi*

Author: **Hyun-Soo Woo**, *U. of Mississippi*

Author: **John Berns**, *U. of Mississippi*

Author: **Jisun Kim**, *U. of Mississippi*

Foreign entry modes are not equivocal and thus domestic firms' responses should correspondingly vary. We seek to ascertain whether the entry mode of foreign competition motivates different responses from domestic firms in the form of corporate social responsibility (CSR). We test our hypotheses using a sample of 780 firm-year observations and find that foreign entry via greenfield mode has no effect on domestic firm CSR while foreign entry through mergers and acquisitions (M&A) has a significantly positive effect on domestic firm CSR. We attribute these findings to the increased threat to domestic firms by foreign M&A, but not through greenfield entry where foreign entrants face significantly more challenges in host countries. Furthermore, we identified industry concentration as a boundary condition of our findings. Our findings have implications for theoreticians and practitioners interested in CSR, internationalization, and firm strategy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1597** | Submission: **11789** | Sponsor(s): **(SIM)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

**Social Issues in Management (SIM) Division Research Development
Workshop**
SIM Research Development Workshop



Organizer: **Annie C. Snelson-Powell**, *U. of Bath*
Organizer: **Tricia Olsen**, *U. of Denver*

This workshop brings together researchers to aid colleagues in their efforts to publish Social Issues in Management (SIM) topics in high-quality management journals such as AMJ, AMR, SMJ, BEQ, etc. The workshop will assemble a team of scholars who have successfully published research on ethics, corporate responsibility, stakeholder or related work in high quality management journals. The organizers will pair these experienced scholars with SIM members who would like to explore how their manuscripts-in-progress might be refined to achieve publication in their target journal(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Ethical Leadership and Organizational Practices



SIM: The (Electronic) Walls Between Us: How Electronic Monitoring Undermines Ethical Leadership

Author: **Chase Thiel**, *U. of Wyoming*
Author: **Nicholas Ryan Prince**, *U. of Wyoming*
Author: **Zhanna Sahatjian**, *California State U., Fresno*

Ethical leaders are highly sought after for their notable ability to inspire beneficial, ethical behaviors among their subordinates. The consistency by which these effects have been demonstrated in the ethical leadership literature suggests they are robust to most conditions. Yet, we argue that a primary mechanism by which ethical leaders influence subordinates (i.e., trust) is disrupted by a company practice that has become nearly as ubiquitous as emphasizing ethicality in hiring: employee electronic performance monitoring. Specifically, drawing from the ability, benevolence, and integrity model of trust, we propose that employee monitoring undermines an ethical leader's influence in the workplace because monitoring conveys messages that disrupt the formation of trust. We further propose that this moderating effect weakens the relationship between ethical leadership and key subordinate outcomes, including task performance, voice, and organizational citizenship behavior. We tested our moderated-mediation model with multi-wave data from an organizationally diverse field sample of supervisors and subordinates. The results provide support for our predictions. Accordingly, this research has important implications for the ethical leadership and monitoring literatures. Considering the widespread use of electronic monitoring systems, this research also provides critical insight for managers.

Paper is Available to Meeting Registrants Only.

SIM: A Signaling Theory Approach to Ethical Leadership Behaviors

Author: **George Banks**, *UNC Charlotte*
Author: **Roxanne Ross**, *James Madison U.*
Author: **Allison Toth**, *UNC Charlotte*
Author: **Scott Tonidandel**, *UNC-Charlotte*
Author: **Wenwen Dou**, *U. of North Carolina Charlotte*
Author: **Atefeh Mahdavi Goloujeh**, *U. of North Carolina Charlotte*

The study of ethical leadership across disciplines uses an unintegrated mixture of theories, theoretically conflates leader behaviors with follower evaluations, and is plagued by endogeneity bias which prevents causal inferences, limiting the development of theory and practice. To advance ethical leadership with signaling theory as its foundation, the current work presents a mixture of inductive and deductive preregistered studies. Using a constant comparative analysis method, Study 1 involved coding CEO letters to shareholders (n=9,151 sentences), open-ended survey response text (n = 1,265 sentences), and speeches from celebrity leaders (n = 1,732 sentences). Eight verbal ethical leadership behaviors (ELBs) emerged and were associated with discrete emotions (e.g., righteous anger, pride). In Study 2, ELBs were experimentally manipulated to demonstrate that they cause perceptions of ethical leadership (n = 267; Cohen's d = .27). Study 3 illustrated that ELBs caused a reduction in financial theft (n = 434; Cohen's d = .20). Study 4 showed mixed results in that ELBs caused an improvement in task performance (n = 434; Cohen's d = .18) but had little effect on extra role behavior (Cohen's d = .06). Recommendations for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

SIM: In the multitude of words sin is not lacking: An analysis of codes of ethics across Fortune 500

Author: **Matheus Dall Agnol**, *U. of Sao Paulo (FEA/USP)*
Author: **Luiz Ricardo Kabbach De Castro**, *U. de Navarra*
Author: **Dulce M. Redin**, -

Despite millions of dollars being deployed to compliance efforts, few studies have been able to address and measure the effectiveness of codes of ethics in reducing corporate misbehavior. In this article, we theorize that codes of ethics can be classified according to their content orientation. A legal orientation, based on rational decision-making and mainly focused on the institutional legal framework, and a behavioral orientation that draws upon the behavioral ethics literature. These two orientations create four theoretical categories: legal, behavioral, paper, and hybrid codes. To support our theorizing, we examine the codes of ethics of Fortune 500 companies that account for more than two-thirds of the U.S. GDP. We found that three code categories emerged: paper, legal, and behavioral codes. By evaluating the relationship between codes' legal and behavior orientation and corporate misbehavior, we found that companies with higher behavioral orientation tend to have a lower incidence of environmental, social, and governance (ESG) issues while legal orientation has a positive effect on ESG issues. We also examine the effect of codes' orientation on legal litigation. Legal orientation reduces the number of class actions, while behavioral orientation is positively related to it. Our theory and results shed new light on how to improve compliance policies. Incorporating behavior ethics into the analysis of legal compliance may improve its explanatory and predictive power – and, particularly, its policy implications.

Paper is Available to Meeting Registrants Only.

SIM: Ethical Blindfolding At Work

Author: **Aishwarya Shahrawat**, *Doctoral Scholar at Indian Institute of Technology, Delhi*
Author: **Kanika Tandon Bhal**, *Indian Institute of Technology, Delhi*

Ethical Blindfolding, stated simply, is the act of turning a blind eye. Relating it to the literature on (un)ethical behavior, we propose and specially highlight its relation to passive unethical behavior. Further, by drawing upon Kuhn's paradigm shift (Kuhn, 1970), we establish its novelty by contrasting it against mirror constructs such as Ethical Blindness, Self-deception and Moral Muteness. We use Skinner's Radical Behaviorism and Bandura's Social-Cognitive Theory to argue for its theoretical foundations. Post this, we explain how Ethical Blindfolding occurs. By doing so, we also add to and propose an intentional pathway to amoral decision-making. Post this we highlight the practical importance of Ethical Blindfolding, specifically in relation to sexual harassment, whistleblowing and pro-environmental behavior. We conclude by proposing ways of reducing Ethical Blindfolding to avoid its non-desirable implications.

Paper is NOT Available. Please contact the author(s).

Author: **Sebastian Krakowski**, *Stockholm School of Economics*

Rapid advances in the development and use of artificial intelligence (AI) is having a profound effect both on organizations and society at large. While already used extensively in organizations to promote rational decision making, its emergence is also giving rise to profound ethical concerns. As such, we argue that organizational research has a crucial role to play in promoting beneficial development and use of this technology. Given the rapidly increasing autonomy and impact of AI systems, we draw attention to the fundamental importance goal setting and value alignment in determining the ethical desirability of outcomes from this development. Importantly, we claim that goal setting necessitates ethical considerations that are not amenable to technology. Further, while the pursuit of goals can be partially delegated to AI, challenges relating to the representation of goals and (ethical) constraints imply that human involvement is crucial in preventing unforeseen consequences. Finally, we discuss issues relating to the malicious misuse and heedless overuse of AI, arguing that the importance of human agency and inclusion in decision making in fact increases with adoption of the technology due to an escalating scale and impact of decisions made. Given the profound impact of these decisions on numerous stakeholders, we suggest that organizational research stands to contribute to the relevance, comprehensiveness, and integrity of AI ethics in the face of this revolutionary technology.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability Standards and Systems

SIM: The Legitimacy of Sustainability Standards: A Paradox Perspective

Author: **Andreas Rasche**, *Copenhagen Business School*

This conceptual paper discusses the diffusion-impact paradox of sustainability standards. While standards need to diffuse quickly to create perceptions of success and inevitability (cognitive legitimacy) and hence often have incentives to set low entry barriers, they, at the same time, also have to ensure that participants do not greenwash and create high levels of impact (moral legitimacy). We unpack this paradox and show that its salience for standard setters differs depending on (a) the growth trajectory of a standard and (b) the perceived intensity of the demands underlying the paradox. Based on this, we outline five response strategies that standard setters can use to cope with the paradox. We illustrate our theoretical remarks through a detailed case study of the UN Global Compact. Our arguments contribute to the literature on sustainability standards as well as the scholarly discussion of legitimacy in the context of socioenvironmental governance.

Paper is Available to Meeting Registrants Only.

SIM: The Mediating Role of CSR in the Relationship between ERM systems and corporate reputation

Author: **Clara Pérez-Cornejo**, *U. de Burgos, Spain*
Author: **Esther De Quevedo-Puente**, *U. de Burgos*

A wide range of risks can lead companies into a crisis, where certain stakeholders fail to receive value or may even experience a negative impact. An enterprise risk management (ERM) system can minimise the likelihood that risks jeopardise corporate social responsibility (CSR) performance. ERM systems help companies to behave more responsibly and sustainably with each and every stakeholder. They also increase the likelihood of meeting stakeholder expectations, thereby enhancing corporate reputation. This paper analyses the relationship between ERM systems, CSR performance and corporate reputation. The analysis is based on a sample of Spanish companies over the period 2008 to 2015. The results confirm that ERM system quality is conducive to CSR performance. The results also reveal that ERM systems affect corporate reputation through their effect on CSR performance. Managers can link their risk management policies to CSR to achieve and maintain a sustainable distribution of value amongst stakeholders and thereby strengthen their firm's corporate reputation.

Paper is Available to Meeting Registrants Only.

SIM: Prosocial Certification and Organizational Identity Change

Author: **Hyeonjin Cha**, *U. of Oregon*

Pursuing pro-social certifications has become an increasingly popular strategy for organizations to obtain social support from their audiences and build a positive reputation. However, although the literature has mostly focused on the impact of certification on perceptions of external audiences, little is known on how such an event brings about changes within an organization. This paper first reviews the recent literature on prosocial certification and organizational identity. The review reveals that the recent studies on identity change by organizations are limited to top managers' views of their firms, neglecting the collective nature of identity. The paper then develops the conceptual model of how prosocial certification may induce collective identity change, conditioned by the organization's motivation, fit, managerial response, and employee reception.

Paper is Available to Meeting Registrants Only.

SIM: Integrated Reporting and Integrated thinking: Wagging the tail

Author: **Chao Ren**, *Monash Business School*

This paper aims to study the relationship between Integrated Reporting and integrated thinking. A qualitative case study is conducted in a company that focuses on decisions underpinned by different organizing principles. It explores how performance management practices represent and symbolize integrated thinking and whether Integrated Reporting fosters integrated thinking. This study contributes to a growing stream of literature Integrated Reporting and encourages future research into the reporting variations of other Integrated Reporting adopters and its performance management practices. The study also adds value to the performance management and control literature in the context of sustainability, pointing out the potential for performance management systems to enable or constrain the spread of Integrated Thinking in organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Boards and diversity

SIM: Ethnicity and Corporate Boards: Evidence from a Developing Economy

Author: **Franklin Nakpodia**, *Durham U. Business School*
Author: **Emmanuel Afolabi Adegbite**, *U. of Nottingham*
Author: **Femi Olan**, *Newcastle Business School, Northumbria U.*
Author: **Folajimi Yesir Ashiru**, *Coventry Business School*

The literature on corporate governance and institutional theory suggests that corporate governance responds to a broad array of institutional influences. In extending this literature, we adopt the Nigerian multi-ethnic institutional setting to understand how ethnicity influences boards and corporate governance. Employing an interpretivist qualitative methodology that includes 21 semi-structured interviews with two key stakeholder groups, i.e., board directors and regulators, we find the prevalence of a board ethnicity logic in the Nigerian corporate governance system. We uncover the drivers of this logic to include ethnocentric inclinations, government policy, colonialism, and the informal business environment. Furthermore, we show why and how this ethnicity logic conflicts with the legal system/regulatory framework. This research also allows us to examine the effects of the ethnicity logic on boards and corporate governance mechanisms such as whistleblowing.

Paper is Available to Meeting Registrants Only.

SIM: Not if, but when: Making organizations resilient through gender-diverse corporate boards

Author: **Marla White**, *UT Arlington*

U. S. regulators and key stakeholders (e.g., investment banks) continue to pressure organizations to increase female representation on their corporate boards. As such, scholars have taken an interest in understanding the impact of female representation on organizational outcomes. However, most research has focused on firm financial performance (e.g., return on assets, profitability). As a result, we know less about how female representation on corporate boards is related to other outcomes, such as organizational resilience (i.e., ability to mitigate loss and bounce back from adversity). With external pressures, such as globalization, technological advances, and governmental regulations, organizations will inevitably experience external disturbances threatening their survival during and after such events. Hence, it will be important for practitioners and scholars to understand the antecedents that may build organizational resilience. In this present study, I develop a theoretical model that posits gender-diverse boards (i.e., boards with a critical mass of 3+ women) are positively related to organizational resilience. Using resource dependence theory, I suggest women's experience in higher-level leader roles within organizations builds up their resilience capacity. Also, I propose that board interlocks strengthen the relationship between gender-diverse boards and organizational resilience. I conclude with suggestions for future research and practical implications.

Paper is Available to Meeting Registrants Only.

SIM: Board Interlocks, Absorptive Capacity and Environmental Performance

Author: **Jing Lu**, *U. of Guelph*
Author: **Fereshteh Mahmoudian**, *Simon Fraser U.*
Author: **Dongning Yu**, *Ryerson U.*
Author: **Jamal Nazari**, *Simon Fraser U.*
Author: **Irene Marie Herremans**, *U. of Calgary*

Coupling resource dependence theory with absorptive capacity concepts, we analyze the role absorptive capacity plays as a potential facilitator between board interlocks and environmental performance. Board interlocks act as avenues for knowledge acquisition and assimilation reaching outside the organization for resources to improve environmental performance. However, an organization also needs the ability to transform and exploit knowledge to implement activities that lead to better environmental performance. Our results show that firms with a greater number of board interlocks, interlocks in the same and different industries, and interlocks with top performers achieve better environmental performance. Furthermore, we find that absorptive capacity, as measured by R&D intensity, moderates the relationship between board interlocks and environmental performance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

CSR and Top Management

SIM: Top Management Team Diversity and Employee Perceptions

Author: **Regina Michelle Taylor**, *Creighton U.*
Author: **Sijing Wei**, *Creighton U.*
Author: **Yiding Wang**, *U. of Oklahoma*

We investigate the impact women leaders have on employee ratings of a firm. Drawing on signaling theory and upper echelon theory, we argue that women leaders provide signals to employees about the firm and employees interpret these signals to develop perceptions about the various aspects of the firm's environment. Using a proprietary dataset of employee reviews from over 7,000 firms, we find employees' overall ratings of the firm are significantly higher in organizations when women are members of the top management team (TMT). Additionally, we find our results are strengthened in younger firms and firms with a more centralized operating structure. Interestingly, we find that our results are not industry dependent. This research contributes to the literature on women in TMTs by investigating the impact of their leadership on the important yet understudied stakeholder group, employees. Theoretical implications and suggestions for future research are discussed.

Paper is NOT Available. Please contact the author(s).

SIM: Taken for granted? The impact of stakeholder orientation on CSR and CEO's wealth and prominence

Author: **Jongsoo Kim**, *Hong Kong Baptist U.*
Author: **Jihye Ha**, *Sogang U.*

In this study, we assess the causal impact of stakeholder orientation on the impact of corporate social responsibility and CEO's wealth and prominence. To obtain exogenous variation in stakeholder orientation, we exploit the enactment of state-level constituency statutes, which allow corporate executives and directors to consider non-shareholders' interests when making business decisions. Using a cross-section of Texan firms during 2002-2012, we have found that the enactment of constituency statutes leads to significant increases in the quality of a firm's corporate social responsibility (CSR); however, the effect of CSR does not necessarily lead to superior firm performance or value. We further argue and provide evidence suggesting that the obligated stakeholder orientation decreases the impact of CSR on the CEO's compensation but increases the impact of CSR on the CEO's media exposure. Finally, we posit that the impact of non-shareholder orientation on the CEO's wealth and prominence is salient in non-consumer-focused industries, since the impact of CSR is depending upon the extent to how stakeholders take the value of it.

Paper is Available to Meeting Registrants Only.

SIM: The effect of CEO tenure on external vs. internal CSR: The moderating effect of visibility and slack

Author: **Marwan Ahmad Alshammari**, *U. of Texas at Tyler*
Author: **Miguel Caldas**, *U. of Texas at Tyler*
Author: **Krist Swimberghe**, *U. of Texas at Tyler*
Author: **Soumendra Banerjee**, *Misericordia U.*

Building on the literature on stakeholder theory, upper echelons, CEO social capital, and the executive life cycle, we empirically investigate the longitudinal effect of CEO tenure on external and internal CSR. Using an 8-year sample of 299 U.S. firms from the S&P 500 list (N = 1791 firm-year observations), KLD data for CSR, and archival and publicly available sources for CEO, governance and financial data, the findings support our hypotheses that CEO tenure will be positively related to externally directed social investments while negatively related to internal social investments. Furthermore, we propose and test the moderating effect of two important contingencies relevant to the firm's social investments: firm visibility and slack availability and find that both variables affect the magnitude of the differential effects of CEO tenure on firm's CSR.

Paper is Available to Meeting Registrants Only.

SIM: CEO-To-Worker Pay Ratio, Say On Pay Votes, and Executive Compensation

Author: **Etienne Develay**, *Nottingham Business School, Nottingham Trent U.*
Author: **Yan Wang**, *Nottingham Business School, Nottingham Trent U.*
Author: **Stephanie Giamporcaro**, *Nottingham Trent U.*

This study investigates the extent to which the CEO-to-Worker pay ratio affects shareholders' say on pay votes and consequently examine whether shareholder opposition to pay gaps influence future CEO compensation. The effects of the implementation of the CEO-to-Worker pay ratio disclosure rule (2017) and the Portland Surplus tax (2018) are also discussed. We employ a large and up-to-date sample of US Russell 3,000 companies with 13,885 firm-year observations from 2011 to 2018. We develop and employ a unique measure of the CEO-to-Worker pay ratio allowing us to study time-periods for which data is not available. Using different quantitative estimation methods, we found that the CEO-to-Worker pay ratio is significantly and positively associated with shareholder dissent votes and that a pay gap opposition from shareholders is negatively and significantly associated with future CEO compensation. In addition, mandatory disclosure of the CEO-to-Worker pay ratio has increased the number of shareholder dissent votes the year after its implementation in 2017. By contrast, companies identified by the Portland Surplus tax have not shown higher shareholder dissent votes nor lower future CEO compensation compared to the Russell 3,000 companies. This study has important implications for the corporate governance literature, corporate directors, and policymakers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Labor-related Issues

SIM: When does Labor Unrest Impact Buyer-Supplier Relationships?

Author: **Yong H. Kim**, *Texas A&M U.*

Recent research suggests the opacity of global supply chains is the main reason firms are unable to make their supply chains accountable. Globally dispersed supply chains mean that labor abuses are often buried many layers back, giving firms the ability to deny labor unrest in their supply chain. Most external stakeholders do not have the ability to link a firm with its suppliers, and a firm's commitment to improve supply chain sustainability can only be recognized by stakeholders if the firm's commitment is made public. Drawing on the extant research on attention, visibility, and reputation, I study firms' responses to labor unrest targeting their direct component suppliers in the mobile phone industry. The main findings demonstrate that social media both enables greater visibility and amplifies the potential impact of labor unrest in supply chains. Suppliers' labor unrest does not affect buyers' decision to disengage from protested suppliers unless the unrest receives social media coverage. Firms' public commitment to promote social supply chain sustainability and hold suppliers accountable influences firms to disengage from protested suppliers. In post-hoc testing, I provide further suggestive evidence that the effect of social media on supplier disengagement is primarily driven by firms that made this public commitment. While the dispersed and opaque nature of global supply chains means that firms can ignore most labor unrest in their supply chains, this study suggests that social media and firms' public commitment can shed light on supply chain dynamics in the aftermath of suppliers' labor unrest.

Paper is NOT Available. Please contact the author(s).

SIM: Informal Labor Intermediation in Global Supply Chains: A Value Intermediation Perspective

Author: **Vivek Soundararajan**, *U. of Bath*
Author: **Andrew Crane**, *U. of Bath*
Author: **Michael Bloomfield**, *U. of Bath*
Author: **Laura J. Spence**, *Royal Holloway, U. of London*
Author: **Genevieve LeBaron**, *U. of Sheffield*

The majority of the existing literature portrays informal labor intermediation as irresponsible. Still, it remains an important route through which lower-tier suppliers in global supply chains recruit workers. There is only a limited understanding of the activities through which informal labor intermediation is performed and how these activities can be responsible. We address this gap through in-depth qualitative research of informal labor intermediation activities through which workers obtain employment in factories in a South Indian knitwear garment exporting cluster. We build on an economic-sociological understanding of value and value intermediation. Our findings demonstrate that local supply-side (worker community) and demand-side (suppliers) actors define responsible informal intermediation activities as those offering plural forms of value, namely transparency, accessibility, safety, autonomy, and boundary spanning. We find four mundane value intermediation activities through which responsible informal labor intermediation is performed, namely informal scoping, informal distributing, informal matchmaking, and informal consulting. Our study contributes to research on sustainable supply chains, labor governance in supply chains, and value intermediation.

Paper is Available to Meeting Registrants Only.

SIM: Strategic Action Field at Play: Enhancing the labor participation of PwDs in India

Author: **Amit Jain**, *S P Jain Institute of Management and Research*
Author: **Shreyashi Chakraborty**, *XLRI-Xavier School of Management*

Employment for persons with disabilities (PwDs) in India has undergone a significant change since India's independence (1947) from the British empire and the adoption of the Constitution of India (1950). The Constitution of India prohibits discrimination (Article 15) and provides equality of opportunity in matters of public employment (Article 16) for groups, such as PwDs. However, the two laws that played a vital role in the integration of PwDs were the Persons with Disabilities Act, 1995, and its replacement the Rights of Persons with Disabilities Act, 2016. The laws have worked towards enhancing the field of disability employment through affirmative action and brought along changes in the field of education, increased access to public utilities and services for PwDs. This article delineates the events and the contributions of different actors who have been working simultaneously for creating and facilitating the increased access of employment opportunities for PwDs through their legal activism and other allied activities.

Paper is Available to Meeting Registrants Only.

SIM: Are trade unions a stakeholder in corporate social responsibility? An empirical study

Author: **Anshul Mandliya**, *Indian Institute of Management, Indore*

Trade unions and CSR are two of the self-regulating outcomes of the exploitative intentions of for-profit corporations and business climate. These exploitative intentions have increasingly affected these organisations' social and environmental sustainability and have also brought them in negative limelight, which has harmed their social image and reputation. Its impacts are seen in further repulsion of external stakeholders and investors from these firms. To avoid falling in this rabbit hole of unsustainability and repulsion, many organizations have started looking for strategies to achieve a socially sustainable image. This study investigates whether higher levels of trade union representation can influence employee friendliness, natural resource use, and social controversies. Drawing from the existing literature on CSR, it also investigates the impact of management effectiveness and shareholders effectiveness on these constructs of CSR and social sustainability. It also further extend these relationships to explore their association with business ethics and CSR reporting. The results of the study demonstrate trade unions as a strategic resource in CSR and sustainability, along with management effectiveness and propose a further exploration of a collective framework between them to enhance environmental and social sustainability.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Partnerships for Sustainability

SIM: Drive corporate sustainability through effective strategic partnerships

Author: **Juan Valbuena Hernandez**, *Doctoral Student*
Author: **Natalia Ortiz-de-Mandojana**, *U. of Granada*

Despite the potential of strategic partnerships as an indispensable driver to achieve improvements in corporate sustainability, the characteristics that can improve their effectiveness in achieving this objective have been little studied. The purpose of this study is to establish which characteristics of partnerships could be related to greater improvements in corporate sustainability. To achieve this goal, we analyzed the sustainability reports published by Spanish listed firms. In particular, the characteristics included in the analysis were partnership aligned with the firm's core business, time frame of the partnership, and diversity of the social actors involved in the partnership. There was evidence that the diversity of the social actors involved in the partnership and partnership with a longer time frame improve corporate sustainability measures, but only in sectors that were considered responsive. By contrast, in non-responsive sectors, the diversity of actors and longer-tenure partnerships implied less improvement.

Paper is Available to Meeting Registrants Only.

SIM: Volunteer Identity and Identification in Cross-Sector Partnerships

Author: **Priyanka Brunese**, *Purdue U., West Lafayette*
Author: **Meghana Rawat**, *Purdue U., West Lafayette*

We contribute to the discussion of interactional volunteer management, by expanding its concepts through the lens of an individual's volunteer identity and identification to a non-traditional voluntary organization called a cross-sector partnership (CSP). CSPs are formed to address complex social problems that cannot be addressed by a single sector in the community. Via in-depth interviews with members of two CSPs in midwestern United States, we explored how members identified volunteering identity manifested over time the influence of this identification process on their commitment to CSP goals. We found that individuals are 'attracted' to volunteer in CSPs because of their pre-existing identities. However, for these individuals to 'engage and stay engaged' in CSP's activities, they needed to identify with their contributing actions as an input-giver, doer and leader. Also, retaining their commitment required continuous negotiation with the tensions they faced throughout the lifecycle of the CSP.

Paper is NOT Available. Please contact the author(s).

SIM: Place, partnership structure and partner outcomes: large community sustainability partnerships

Author: **Valentina Castillo Cifuentes**, *U. of Waterloo*
Author: **Amelia C. Clarke**, *U. of Waterloo*
Author: **Eduardo Ordonez Ponce**, *Athabasca U.*
Author: **Ying Zhou**, *U. of Waterloo*

This study analyzes and compares the partnership structures of three large cross-sector partnerships, each from a different continent: Barcelona + Sustainable in Barcelona, Spain; Gwangju Council for Sustainable Development in Gwangju, South Korea; and Sustainable Montreal in Montreal, Canada. Also, based on a survey of the partners in each of the three partnerships, the partner outcomes are determined and compared. Building on these findings and using abductive analysis, the relationship between the partnership structural features and partner outcomes are considered. An updated set of eight structural features for studying large cross-sector partnerships is offered. The empirical findings show relatively few differences between the partnership designs and between the partner outcomes of the three partnerships, contradicting an assumption that place should strongly influence local partnership structures and partner outcomes, and instead making an argument for isomorphism. Also, the experiences of the civil society, private sector and public sector partners in each of the cases were relatively similar, showing that in large partnerships the sector is less relevant than in small partnerships. The differences that were found are discussed in depth.

Paper is Available to Meeting Registrants Only.

SIM: How Do Social Partnerships Construct Social Problems? A Social-Symbolic Work Perspective

Author: **Ozgu Karakulak**, *U. of Sussex Business School*
Author: **Thomas B. Lawrence**, *Oxford U., Saïd Business School*

In the world of social partnerships, one important research puzzle that still remains is concerned with how partners construct the social problems that the partnership is intended to address. To explore this, we draw upon the social-symbolic work literature that defines it as purposeful work carried out by individuals or groups to influence social-symbolic objects (Lawrence & Phillips, 2019), and we ask the following: How does social-symbolic work influence the way in which partnership members construct the social problem? Also, how does this influence the outcomes of the partnerships? Comparing two case studies of social partnership that address gender inequality in Turkey, we found that relational and practice work influenced the social construction of the issue. Our findings illustrate that extensive relational work and in-depth practice work led to embedded social construction of the problem (i.e. where partnership considered the multi-layered interdependencies of social structures and complex societal and cultural dynamics surrounding the problem). In contrast, limited relational work and shallow practice work led to disembodied social construction of the problem, which overlooked the complex, interrelated social structures and cultural context that created, and consistently influenced, the problem. Overall, our research contributes to the research on social issues by unpacking the social construction process in partnerships and the social-symbolic work literature by highlighting the lived experience of social-symbolic work and emphasizing social-symbolic work as embodied and human work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Social Entrepreneurship

SIM: **When Does Financial Performance of a Social Enterprise Translate to Social Performance?**

Author: **Yoojeong Shin**, *U. of North Carolina at Chapel Hill*

There has been a growing interest in social enterprise as an alternative to for-profit and non-profit organizations. By combining the characteristics of non-profits and for-profits, this hybrid organization aims to tackle societal problems while generating revenues to do so. Although scholars are increasingly noticing the complementary relationship between financial performance and social performance of social enterprises, the literature has been silent on what causes the inter-firm heterogeneity in this relationship. In this study, I focus on the governance structure of social enterprises and try to answer the following question: Which will be a more effective form of governance structure – between corporations and cooperatives – for social enterprises to translate financial profits into social impacts? I suggest two competing arguments and empirically test their validity. On the one hand, cooperative social enterprises can better convert their financial performance into social performance than corporations because cooperatives pay more attention to social goals than economic goals. On the other hand, cooperatives' democratic decision-making structures might delay decisions and thus hamper the efficient translation of financial profits to social impacts. Using the data on Korean social enterprises, I found that cooperative social enterprises have a lower tendency to reinvest financial profits for social purposes than corporation social enterprises. Mediated moderation analyses reveal that the negative moderating effect of cooperative governance structure is mediated by (i) managerial attention to social areas relative to economic areas and (ii) democratic decision-making structure of cooperatives. The implications for the social enterprise literature, comparative governance literature, and practice are discussed.

Paper is Available to Meeting Registrants Only.

SIM: **Place and Social Entrepreneurship: Review and Research Agenda**

Author: **Manuel R. Montoya**, *U. of New Mexico*

Author: **Audriana Stark**, *U. of New Mexico*

Author: **Wellington Spetic**, *U. of New Mexico*

Despite the burgeoning literature on social enterprises, we do not fully understand place-based mechanisms underlying social enterprise models and impact. This omission is surprising given that social enterprises are contextually embedded, and address issues like homelessness and poverty, which are place-based. In this paper, we address this omission by reviewing the sparse literature that exists at the intersection of place and social entrepreneurship. We systematically coded 46 articles on social entrepreneurship for how they used place as a construct. Based on this coding, we delineate various ontologies of place and the mechanisms underlying the relationship between place and social impact. We juxtapose these ontologies and mechanisms with the rich literature on space/place from the field of cultural geography to propose four building blocks: movement, power, language and emergence. These building blocks provide direction for novel and impactful future research on this topic.

Paper is Available to Meeting Registrants Only.

SIM: **Social Startups are growing as well as other startups: evidence from Italy**

Author: **Giuliano Sansone**, *Prague U. of Economics and Business*

Author: **Alessandro Laspia**, *Politecnico di Torino*

Author: **Davide Vigliani**, *Politecnico di Torino*

Author: **Paolo Landoni**, *Politecnico di Torino*

This paper aims at analysing the economic performance of Social Startups and the other startups to understand if there are any differences. To do this, a population of more than 10000 Italian innovative startups was analysed. Based on specific legislations, these Italian innovative startups were divided into two samples: Social Startups and other startups. Thanks to the data regarding Social Startups and the other startups from 2017 to 2018, this study presents several regression analyses to compare their revenue and employment growth. The regression analyses explain that Social Startups are as efficient as other startup in terms of economic growth, notwithstanding the Social Startups do not pursue only economic objectives. Some explanations of this result are presented in this study.

Paper is Available to Meeting Registrants Only.

SIM: **Legitimacy Tensions in Social Ventures**

Author: **Jeffrey Gauthier**, *SUNY Plattsburgh*

Author: **Jeffrey Kappen**, *Drake U.*

Prior research has greatly strengthened our understanding of organizations' legitimacy challenges, but there is a significant gap in our knowledge of the legitimacy challenges of social ventures. This research seeks to build a typology of the unique legitimacy challenges for social entrepreneurs through a narrative analysis of selected social ventures. In so doing, we examine the tensions between narrative logics and organizational models that social ventures are forced to navigate. Our research provides a framework social entrepreneurs can utilize to help identify potential legitimacy challenges, and suggests areas for future research at the intersection of narratives and legitimacy.

Paper is NOT Available. Please contact the author(s).

SIM: **Dehybridization of Social Enterprises: A Process Model**

Author: **Magdalena Plesa**, *U. of Oxford*

William H. Newman Award Nominee

In the world of hybrid organizations, an important and under-examined phenomenon is the process of transforming from a hybrid structure to an organizational form with fewer logics. In this paper, I introduce the concept of dehybridization, which I define as a process through which an organization transforms in a way that integrates fewer institutional logics than previously. To examine the phenomenon of dehybridization in the context of social enterprises I draw on the hybridity and hybrid organizations literature. This literature is integral in gaining a theoretical understanding of the challenges of hybrids and their transformations. Building upon this theory, I posit a process model of how dehybridization occurs in hybrid organizations and its influence over time. Illustrating dehybridization through a process model allows theorists and practitioners to recognize the transformational process from a hybrid to a less hybrid form and provides practical strategies for social entrepreneurs.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Microcredit and Microfinance

SIM: Homogeneity in Rural and Urban Areas and its Influence on Microcredit Group Performance

Author: **Denis John Griffin**, *U. of Otago*

Both microcredit groups and work place teams consist of members who work interdependently on a specific, common goal in order to achieve a desired result for their businesses. Some literature suggests that peer-group and community pressure that increase group repayment rates will be more prominent in rural areas. In rural areas a greater emphasis on harmonious social relations, such as group and community solidarity, may also increase repayment rates. This study compares social sanctions, harmonious social relations, loan repayments and financial capital formation between micro-business entrepreneurs in rural and urban environments of central Mexico. We utilise social categorisation theory to explain how the less diverse rural groups will obtain superior outcomes. A structural equation model based on 182 micro-entrepreneurs in distinct solidarity groups tests these constructs. Support is found for the presence of higher levels of harmonious social relations within rural microfinance groups. Also loan repayments and financial capital formation by micro-entrepreneurs are significantly higher in rural areas. However, surprisingly, social sanctions do not raise loan repayments in either rural or urban areas.

Paper is Available to Meeting Registrants Only.

SIM: Who are Impact Investors?

Author: **Theodor Cojoianu**, *Queen's School of Management, Queen's U. Belfast*

Author: **Andreas Hoepner**, *U. College Dublin, Smurfit*

Author: **Yanan Lin**, *U. College Dublin*

Impact investing aims to simultaneously deliver two objectives: (i) social and environmental benefits and (ii) financial returns for a desired investment risk level. This dual objective function differentiates impact investing from other forms of investing that integrate environmental, social or governance (ESG) aspects which consider financial returns as primary objective with ESG outcomes being secondary ambitions. Despite being one of the fastest growing asset classes, academic studies of impact investing remain rare, and an extensive analysis of impact investor characteristics is yet to be undertaken. Using a large dataset of over eight thousand private markets investment (PMI) firms around the world, we are able to differentiate between impact investors, ESG and conventional PMI firms. We unveil differences in their ownership structure, their asset class preferences, their sectoral focus and the types of partnerships they pursue to deliver impact in addition to financial returns. We find that impact investing firms to be younger than ESG investment firms and more likely to be owned by governments. They invest over-proportionally in agriculture, cleantech and education sectors and under-proportionally in "sin" industries such as gambling or tobacco. Finally, in comparison to ESG investors, impact investors are more likely to forge partnerships towards delivering their investment model, particularly with academic institutions.

Paper is Available to Meeting Registrants Only.

SIM: MICROFINANCE FUND DIVERSION: IF, WHEN and WHERE PEER MONITORING MATTERS?

Author: **Poornima Mishra**, *Jagran lakecity U.*

Author: **Saju Jose**, *college of business*

Author: **Nilesh Khare**, *Jagran lakecity U.*

Fund diversion by microfinance borrowers has serious consequences not only for microfinance institutions' health but also on the indebtedness of a borrower household. Indeed it can derail the microfinance intervention, and consequently the fight against poverty via financial inclusion. Peer monitoring, arguably, serves as the foundational rock for microfinance and is expected to prevent fund diversion. However, if, when, and where peer monitoring affects fund diversion remains under-researched. This paper finds that peer monitoring prevents fund diversion. However, despite peer monitoring, factors such as duration of association with MFI, the lack of autonomy in the financial decision at home, and other sources of stable income increase the likelihood of fund diversion. Additionally, the duration of association and an alternative source of income weaken the effect of peer monitoring on diversion. The study offers practical implications for MFI managers.

Paper is Available to Meeting Registrants Only.

SIM: Tapping into the Potential of Social Banking in Germany

Author: **Moritz Johannes Mey**, *Grenoble Ecole de Management*

Author: **Pablo Collazzo**, *Danube-U. Krems*

In the 2008 banking crisis, social banks could show their resilience. What followed was a clear upward trend in the market with growth rates of up to 30%. Social bankers were sure: "Social banks become as well-known as organic food today" (Schürmann, CEO Triodos, 2010). 10 years later, social banks are still far from reaching their market potential. This explanatory study sets to identify whether attributes of social banks are relevant push or pull factors for customers. It aims to help understand the preferences of customers and its influence on the switching of bank accounts with exploratory elements. The results show that social banks may need to meet certain thresholds to enhance their competitive standing and enable customers to easily relate to their attributes of social banking.

Paper is Available to Meeting Registrants Only.

SIM: Entrepreneurial Rhetoric in Education Crowdfunding: Gender and Innovation Dynamics

Author: **Robert J. Pidduck**, *Old Dominion U.*

Author: **Michael Cummings**, *U. of Arkansas*

Author: **Roary Snider**, *U. of Arkansas*

Female-centric sectors such as education show great promise as catalysts of entrepreneurial innovativeness, particularly in addressing funding challenges, making it ripe for probing the potential unique obstacles women may face in resource acquisition. Drawing on social role theory, on a sample of nearly 600,000 campaigns from the world's largest education crowdfunding platform, DonorsChoose.org, we examine how rhetoric known to reflect archetypal entrepreneurial qualities (i.e., narcissistic language) is influential for how innovators acquire resources. Unlike prior studies, we did not find that women were directly penalized for their narcissistic rhetoric. However, we find compelling evidence that more distal forms of gender-related perceptions (associated with academic subject areas) did influence teachers' fundraising performance. We discuss implications for how these findings may have wider implications for gender's relationship with innovation performance writ large.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

CSR Practitioners

SIM: How CSR practitioners reformulate their calling through social-symbolic work practices over time

Author: **Enrico Fontana**, *Sasin Graduate Institute of Business Administration, Chulalongkorn U.*
Author: **Mette Morsing**, *professor*
Author: **Sanne Frandsen**, *Lund U., School of Economics and Management*

Calling has gained importance in the career and organization scholarship as a key concept to better explain the meaningfulness of work from a humanistic perspective. On the contrary, much debate remains about the ways a calling—and the meaningfulness intertwined with it—can transform over time. To respond to this problem in the literature, we investigate the calling of corporate social responsibility (CSR), thereby offering an analysis of sixty-six interviews with fifty-seven CSR practitioners working in Swedish international companies. Our paper indicates that the social-commercial tensions affecting CSR practitioners, exacerbated by the schism between their social aspirations and the commercial goals embedded in their work, prompt them to engage with social-symbolic work practices that have a bearing on the meaningfulness they assign to their CSR calling over time. As a result, we theorize three predominant sources of meaningfulness that CSR practitioners ascribe to their CSR calling—activistic purpose, win-win purpose and corporate purpose—and outline that CSR practitioners continuously reconstruct them as they engage with social-symbolic work practices throughout their early, mid and late career stage. Our article sheds new light on the existence of discrepant sources of meaningfulness behind a calling, specifying that these sources change depending on career stages. In so doing, it contributes to the career and organization scholarship as well as the literature on the professionalization of CSR.

Paper is Available to Meeting Registrants Only.

SIM: A comparative examination of the tensions of sustainability managers in Korean and Japanese MNCs

Author: **Enrico Fontana**, *Sasin Graduate Institute of Business Administration, Chulalongkorn U.*
Author: **Hyemi Shin**, *Newcastle Business School, Northumbria U.*
Author: **Chikako Oka**, *London School of Economics*
Author: **Jos Gamble**, *U. of London*

Despite the growing attention on the conflicting dimensions of corporate sustainability, little is known about the tensions experienced by managers when adopting global corporate sustainability standards. In East Asia, more specifically, these standards are often viewed as strategic tools that differ from the indigenous and normative understanding of environmental and social contribution. In this paper we take a cultural viewpoint to examine and explain the tensions—and reactions to these tensions—of corporate sustainability managers in South Korean and Japanese multi-national corporations tasked with the implementation of global standards. Through 65 in-depth and comparative interviews conducted in Seoul and Tokyo between 2012 and 2017, we found that corporate sustainability managers in South Korea and Japan similarly encounter societal-commercial, traditional-new and individual-collective tensions. Nonetheless, our evidence indicates that they react to those tensions in contrary ways because of the roots of their indigenous sustainability, which are predicated upon different interpretations of Confucian ethics. This paper contributes to the literature on corporate sustainability by bringing into the analysis the tensions of corporate sustainability managers in East Asia.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Family Firms and other Organizational Structures



SIM: Corporate Social Responsibility and Sustainability in Family Firms: Review and Assessment

Author: **Sahar Nejadhossein Soudani**, *U. of Innsbruck*

This study presents an overview of the historical development and conceptual foundation of family businesses in the context of Corporate Social Responsibility (CSR) and Corporate Sustainability (CS) by providing a comprehensive review of 161 peer-reviewed journal articles published between 1987 and 2020. We aim to expand the current understanding of family firms in a social-environmental context by generating a theoretical model integrating family business and CSR/CS literature. Our findings help to better understand the core family aspects influencing CSR/CS activities as well as related outcomes. Ultimately, this paper identifies the main gaps and suggests avenues for further research.

Paper is NOT Available. Please contact the author(s).

SIM: Bribery in Family Firm: An Ability-Willingness Paradox

Author: **Yijie Min**, *Guanghua School of Management, Peking U.*
Author: **Shisong Jiang**, *Wuhan U.*

Bribery researchers recognize that bribery activities are highly contextual on firm natures. However, bribery in family firm context is still less explored. Drawing on socioemotional wealth (SEW) tradition, we propose an ability-willingness paradox for family firm bribery decision-making: restricted SEW focus provides family firms privacy and secrecy advantages and greater bribery ability; while extended SEW focus motivates family firms to preserve reputation and less willingness to bribe. Considering both the demand and supply side factors of bribery, we propose and examine an inverted U-shaped main effect between family management and bribery, as well as two moderation factors concerning family firms' political connection and province-level anti-corruption investigation. Evidence from Chinese listed firm context supports the above framework. Our findings provide more nuanced and contextual insights to answer why or why not firms bribe; meanwhile, we unveil the paradoxical mechanism of SEW sub-dimensions as well as the risk of abusing family-specific privacy and secrecy advantages.

Paper is Available to Meeting Registrants Only.

SIM: Corporate Governance, Family Control & Corporate Sustainability: Evidences from Chinese Family Business

Author: **Weichu Xu**, *East Stroudsburg U.*
Author: **Yue Xi**, *East Stroudsburg U.*
Author: **Daisy Wang**, *East Stroudsburg U.*

The purpose of this paper is to examine how family ownership moderates the relationship between corporate governance measured by board structure (CEO and chair of boards of director duality, gender, education level of board members, etc.) and corporate sustainability measured by disclosure of different dimensions of corporate sustainability. The sample is 275 public Chinese firms traded in Shanghai Stock Exchange and Shenzhen Stock Exchange from 2011 to 2017. These firms have majority share owned by one person or several family members. First, this paper reviews the relevant concepts and current research in this field. Then, it further discusses and explores the field in development countries, particularly in China. Considering the characteristics of Chinese environment and Chinese family businesses (CFB), some hypotheses are tested about the relationship between corporate governance and corporate sustainability as well as how family control moderates this relationship. The results indicate that corporate governance does impact corporate sustainability in Chinese family businesses during the years 2011-2017. Characteristics of the board of directors are significantly related to corporate sustainability. The family control such as family involvement in management moderates relationships between corporate governance and corporate sustainability. From our sample, we found evidence to support some of our hypotheses. In general, good corporate governance improves corporate sustainability and low family involvement in management improve corporate sustainability further. At the end of the paper, we also discuss the limitations of this paper and further studies in the future.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Insights

SIM: Institutional mirror versus substitute: How regulations affect explicit CSR motivation

Author: **Anna Jasinenko**, *U. of Lausanne, HEC Lausanne*
Author: **Steven Brieger**, *U. of Sussex Business School*
Author: **Patrick Haack**, *U. of Lausanne, HEC Lausanne*

Prior literature proposes two opposing hypotheses of how national regulations could influence CSR motivation. The mirror hypothesis suggests that corporations will be more motivated to invest in CSR if there are strong and well enforced national CSR-related regulations because such institutional settings pressure CSR not only by direct regulations but also with normative pressures important for an organization's reputation and legitimacy. On the contrary, the substitute hypothesis proposes that there will be more CSR motivation in countries of lax CSR-related regulations because corporations would feel the need to fill the institutional void or to avoid stricter regulations in the future. We apply a multi-method design focusing on the micro-foundations of CSR motivation to further examine and resolve this contradiction. Specifically, we examine how institutional regulations affect individual-level CSR motivation and elaborate on the role of trust in regulating institutions as a crucial psychological variable in this process. We find that explicit CSR motivation is generally high in laxly regulated contexts but can be equally high in stringently regulated contexts if the trust in regulatory institutions is high. With our findings, we underline and clarify the strong role of regulatory institutions on CSR and the crucial role of trust in regulatory institutions in this process. We discuss theoretical and practical contributions for CSR management, the field of business and society, as well as international business.

Paper is Available to Meeting Registrants Only.

SIM: Diverse Stakeholders, Fitness, and Legitimacy: An Isomorphism Mechanism  

Author: **Chia Yi Liu**, *Tunghai U.*

To develop a sustainable system that balances economic production, environmental ecology, and social equality in organic agriculture, the marginal stakeholders excluded from the mainstream certification mode took the initiative to form communities upholding exchange and cooperation to develop a new certification mode, called participatory guarantee system (PGS). To mitigate the challenge on the diffusion of PGS, this study adopts the isomorphism logic to explore the fitness of diverse PGS stakeholders for enhancing their recognition of the sustainable value on PGS. Based on 113 surveys for multilateral matching in green conservation label, the key research finding indicates that there are three types of stakeholder fitness, namely, similar background, external community, and professional complementarity. Supplementary with neo-institutional theory, which emphasizes the effect of institutional pressure on individual behavior, this study focuses on how marginal stakeholders diffuse a new institution by stakeholder alignment.

Paper is Available to Meeting Registrants Only.

SIM: When Inclusive Business Meets the Kinship System: Institutional Work as a Coping Strategy

Author: **Sally Curtis**, *Australian National U.*
Author: **Andrew Penn Bradly**, *Australian National U.*

Despite increased interest in inclusive business, where firms engage the poor in the value chain, research that examines the reality of inclusive business from the perspective of the firm is lacking. An aspect of this reality is the tension between informal institutions and inclusive business. Building on empirical data from case study firms in the Pacific island country of Vanuatu, we present the on-the-ground reality of tensions between an informal institution common in poor communities, the kinship system, and inclusive business. The findings show how the tensions between the kinship system and inclusive business manifest as challenges for the firms engaged with the poor. We show how firms engage in institutional work as a way of coping with the challenges. The study contributes to understanding how informal institutions can undermine inclusive business. The findings suggest that managers engage in institutional work to overcome the challenges, steering us to connect the inclusive business and institutional work literature. Connecting these literature is important as it frames inclusive business as more than simply an attempt at improving livelihoods and providing access to goods and services to the poor, it encourages us to consider the implications of inclusive business for local social systems.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technology and Innovation

SIM: Trust, Trustworthiness, and Trust-Free Technologies

Author: **Tobey Scharding**, *Rutgers U.*

The technology underlying most cryptocurrencies, blockchain, is well known for enabling “trust-free” financial transactions and for transforming the role of trust in financial transactions (Nakamoto, 2008). Since blockchains typically depend on the cryptocurrencies they underlie to pay users for monitoring and updating them, I investigate whether cryptocurrencies are also trust free. Based on a classic conception of trust (Rousseau, Sitkin, Burt, & Camerer, 1998), I define what it means for technologies to be trust dependent and trust free. I argue that blockchain is trust free, but that conventional currencies and cryptocurrencies are trust dependent. Then, I introduce a novel, probabilistic account of trustworthiness, adapted from Gambetta (1988b) to conform to Rousseau and colleagues’ (1998) account of trust and the research streams to which it has given rise. Based on this account, I argue that most conventional currencies are trustworthy but that most cryptocurrencies are untrustworthy. Finally, I investigate what my argument that most cryptocurrencies are untrustworthy entails regarding the question of whether cryptocurrencies are ethical. Drawing upon research regarding when cryptocurrencies are ethical and when a trustee’s trustworthiness demonstrates that the trustee is ethical, I argue that whether cryptocurrencies are ethical is independent of whether they are trustworthy.

Paper is Available to Meeting Registrants Only.

SIM: Stablecoins and Business Ethics

Author: **Shan Meng**, *Xi'an Jiaotong U.*

Author: **Clara Zhou**, *Macquarie U.*

Author: **Martina K. Linnenluecke**, *Macquarie U.*

Author: **Xi Zhao**, *Xi'an Jiaotong U.*

As blockchain technology develops and advances, stablecoins, a new class of cryptocurrency, is attracting interest around the world. However, few studies have examined stablecoins from the perspective of business ethics. In this study, we examine the ethical issues of blockchain technology and stablecoins, as well as the potential impact of stablecoin applications from a business ethics perspective. We review the characteristics and classifications of blockchain technology and stablecoins and investigate their relationship with business ethics and risk. We analyze stablecoins using a multi-layered and multi-dimensional framework based on anticipatory technology ethics (ATE) framework focusing on the technology, artefacts, and application level of stablecoins. We also discuss the moral good, bad, and ambivalence of stablecoins, considering these questions in the context of individuals, corporations, and systems. We identify the risks associated with stablecoins and suggest possible ways to mitigate them, as well as proposing future research directions related to stablecoin applications.

Paper is Available to Meeting Registrants Only.

SIM: Mobile-mission: Technology’s impact on social enterprises logics prioritisations

Author: **Cecilia Varendh Mansson**, *Oxford U., Saïd Business School*

Practitioner literature suggests that mobile financial services can help microfinance organisations increase financial inclusion while maintaining financial sustainability. Plaudits have been grounded in mobile financial services’ technical capabilities. However, basing mobile technology’s benefits for microfinance organisations solely on the technology’s capabilities is too simplistic. Organisations are different, abide to different logics and cultures and subsequently respond to realities associated with mobile technology adaptation differently. This paper emphasises that truly grasping mobile financial services’ opportunities and constraints for microfinance organisations requires an organisational theory lens. Henceforth, this paper quantitatively studies how mobile technology impacts microfinance organisations in Africa, expanding the institutional logics perspective and the affordance lens of technology. The paper’s conclusions contrast practitioner literature’s laudatory comments: Mobile financial services are shown to trigger a decrease in microfinance organisations’ social focus and increase their financial prioritisation, but where organisations’ most dominant logic influence the degree of change. Findings have practical importance but also add to organisational theory. Microfinance organisations are hybrid organisations that combine multiple logics in their business models. Existing literature has focused on the nature of organisational hybridity and recognised its prevalence and antecedents. That work has explored trade-offs and tensions originating from organisational hybridity, researched strategies to mitigate tensions, and hypothesised what contextual factors create trade-offs. However, technology’s impacts on hybrid organisations, their logics prioritisations and hybrid business models has not gained adequate attention, where this paper’s empirical conclusions address this oversight.

Paper is Available to Meeting Registrants Only.

SIM: A Comprehensive Framework of Frugal Innovation – Antecedents, Moderators, and Consequences

Author: **Mokter Hossain**, *Qatar U.*

Author: **Nivedita Agarwal**, *U. of Stuttgart*

Author: **Yasser A. Bhatti**, *Oxford U., Saïd Business School*

Author: **Jarkko Levänen**, *LUT U. School of Energy Systems*

Frugal innovation as a research field has already been covered over 10 years of scholarship. The frugal innovation phenomenon shows how to serve low-income customers with affordable products and services. There are myriad factors that drive and moderate frugal innovation towards a range of outcomes. Based on 23 diverse frugal innovation cases and our close exploration of this phenomenon over the last decade, a comprehensive framework is developed to identify the antecedents, moderating factors, and outcomes of frugal innovation. Implications for theory, practice and policy are outlined along with avenues for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Trust, Social Capital and Community

SIM: Moral legitimisation in science, technology and innovation policies

Author: **Itziar Castello**, -
Author: **Christian Fieseler**, *BI Norwegian Business School*
Author: **Santiago Uribe**, *BI Norwegian Business School*

Worldwide, governments and institutions are formulating AI strategies that try to square the aspiration of exploiting the potentials of machine learning with safeguarding their communities against the perceived ills of unchecked artificial systems. We make the claim that these new class of documents are an interesting showcase for a recent turn in policy work and formulation, that increasingly tries to intertwine moral sentiment with strategic dimensions. This process of moralizing is interesting and unprecedented coming from governmental actors, as these documents are guidance documents but not law. Given the significant leeway in development trajectories of open meta-technologies such as artificial intelligence, we argue that these more moralizing elements within policy documents are illustrative of a new class of policy writing, meant to catalyze and shape public opinion and thus by proxy development trajectories.

Paper is Available to Meeting Registrants Only.

SIM: A critique of utilitarian trust: The case of the Dutch insurance sector

Author: **Erik Van Rietschoten**, *Vrije U. Amsterdam*
Author: **Koen Van Bommel**, *Vrije U. Amsterdam*

The organizational trust literature relies strongly on the notion of trust and trustworthiness as a calculative cause-and-effect relationship between actors. This utilitarian notion of trust has been critiqued by a more moral inspired body of work that focuses less on cause-and-effect relationships and more on trust values. This idea of intrinsic trust highlights construct inconsistencies related to utilitarian trust, which, it is argued, is deficient, incomplete and misleading. Our empirical study of the Dutch insurance sector reveals process inconsistencies that help to explain why the calculation of trust in a utilitarian sense is impossible in practice and is a barrier to the unambiguous assessment of individual needs and utility. We identify three mechanisms that underpin these process inconsistencies: insufficient information; complex behavioural dynamics; and a convoluted pattern of stakeholder influence on trust relationships. These empirical findings enable a categorization of the critiques so far and provide support for the stream of work on intrinsic trust.

Paper is Available to Meeting Registrants Only.

SIM: Community Social Capital and Corporate Pollution: An Informal Governance

Author: **Cuili Qian**, *UT Dallas*
Author: **Jieyu Zhou**, *School of Management, Xiamen U.*
Author: **Zhenjiang Gu**, *City U. of Hong Kong*
Author: **Yangxin Yu**, *City U. of Hong Kong*

This study focuses on the influence of headquarters community social capital on facility-level corporate pollution. Our findings reveal that the level of pollution is lower for facilities whose headquarters are located in communities with higher social capital. Further, we find that firm's and CEO's long-term orientation helps to moderate the influence of community social capital on facility pollution, by affecting the extent to which firm value is aligned with community's cooperative norms. Facility-level contexts such as facility's geographic location also affect the effect of community social capital on facility pollution. Based on a sample of US firms during the period of 1998-2015, we find empirical support for our predictions.

Paper is NOT Available. Please contact the author(s).

SIM: Dynamics of radical flank effect in a never-ending conflict (WITHDRAWN)

Author: **Rajiv Maher**, *EGADE Business School, Tecnologico de Monterrey*
Author: **Nicolás Rojas**, *U. Alberto Hurtado*
Author: **Diego Galvez**, -

Abstract This study elucidates the long-term implications of applying multi-stakeholder initiatives (MSIs) on the radicalization of movements in conflicts between business and communities. We focus on the overlooked radical flank effect (RFE) to analyse the longitudinal archival and extensive fieldwork of a historical conflict between the forestry sector and Indigenous Mapuche communities in Chile. By 2013, the two largest firms had obtained Forestry Stewardship Council certification, although soon after violent attacks against these corporations have persistently increased. We explain this counterintuitive phenomenon by identifying three mechanisms of conflict dynamics in relation to the RFE: these include expectations; frustrations; repression that help explain why a negative RFE emerged unable to marginalize the radical flank, and instead managed to radicalize more moderates. We conclude that MSIs operating in contexts of historical conflict can contribute to exacerbating conflict. As such we call for a re-politicization of Political CSR and discuss the implications for MSIs that operate in such contexts.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Poverty and Inequality

SIM: **Regional Income Inequality, Social Capital and Corporate Giving**

Author: **Xueji Liang**, *School of Business, Sun Yat-sen U.*
Author: **Hongbiao Du**, *Business School, Sun Yat-Sen U.*

This study examines whether and how regional income inequality affects donations by the firms located in the region. Drawing upon the literature on institutional logic of corporate social responsibility (CSR), we develop a concept of regional logics. We focus on the regional logics regarding the value toward wealth redistribution performed by business firms and measure it by regional income inequality. Analyses of 398 Chinese listed firms from 2011 to 2015 provide strong empirical support for the hypothesis that regional income inequality decrease the amount of corporate giving by firms in the region. Additionally, we explore the moderating effect of social capital on the main relationship. The results show that in regions with higher level of social capital, the negative effect of income inequality on corporate giving is weakened. This paper contributes to the field-level institutional logics of CSR, and complements our understandings of antecedents of corporate giving.

Paper is Available to Meeting Registrants Only.

SIM: **Firms and Inequality: A Regional Perspective**

Author: **Brett Gilbert**, *American U.*
Author: **Meredith Flowers Burnett**, *American U.*

The emerging conversation on inequality positions the firm as a central contributor to this growing societal problem. Our study builds on this work by extending the relationship between firms and inequality to the regional level. Specifically, we theorize how factors such as the composition of firms and industries, their growth patterns, employment relationships, in-region or extra-region hiring practices, the rates at which firms hire, and the compensation strategies they employ, influence the levels of inequality within regions. We argue that they concurrently render that region unequal to others, and are therefore, also drivers of inequality across regions. The overarching theory presented is a framework for understanding the firm's role in regional inequality.

Paper is Available to Meeting Registrants Only.

SIM: **A Socio-Ecological Perspective on Poverty Alleviation and Environmental Protection at the BOP**

Author: **Federica Angeli**, *U. of York Management School*
Author: **Anand Jaiswal**, *Indian Institute of Management, Ahmedabad*

Base-of-the-pyramid (BOP) scholarship and practice have traditionally focused on poverty alleviation efforts, while concerns for environmental degradation within BOP business models have received far less attention. We bridge this gap by proposing a socio-ecological perspective to understand whether a product's low environmental impact enhances BOP users' product adoption, thereby reinforcing the poverty alleviation goals of BOP projects. Owing to the relevance of apt menstrual hygiene management to both socio-economic outcomes of BOP women and to environmental conservation, this study examines the case of sanitary napkins uptake. Results from a discrete-choice experiment involving 164 BOP women (n = 1148) in two Indian slums show that sanitary products' biodegradability is the most important attribute affecting women's preferences towards menstrual hygiene management solutions, which also significantly interacts with socio-economic and socio-cultural characteristics of women and their community. Our findings highlight the possibility for BOP business models to establish positive synergies between the apparently competing goals of environmental protection and poverty alleviation, renew the call for co-creation approaches in designing BOP solutions that are situated in a socio-ecological framework.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Human Rights, North/South and Business

SIM: **Global North and Global South Evaluations of Post-Rana Plaza Safety Initiatives (WITHDRAWN)**   

Author: **Erin Leitheiser**, *Copenhagen Business School*
Author: **Jette Steen Knudsen**, *Tufts U.*
Author: **Jeremy Moon**, *Copenhagen Business School*

This paper contributes to the literature on international supply chain governance through a comparative analysis of Global North and Global South media evaluations of supply chain initiatives in the Bangladesh ready-made garment industry, 2013–2019. It presents an analysis of media coverage of the initiatives over three periods (inception, operationalization, transition). It focuses on three main forms of evaluation: the relative amount of coverage given to the initiatives over the three periods (prominence); the normative assessment of the initiatives, whether positive, negative, neutral, or mixed (valence); and the focal issues of evaluation (themes). It finds significant variation in coverage. Global North media focused on coverage in the initiatives' inception phase with reference to the themes of responsibility, liability and ownership. In contrast, Global South media focused on the operationalization of the initiatives with reference to themes of remediation and compliance. We argue that these findings powerfully reflect imbalances in the de-sign of supply chain governance systems.

Paper is NOT Available. Please contact the author(s).

SIM: **Business and Human Rights: How NGO Orientation toward Local Communities Shapes Access to Remedy**  

Author: **Tricia Olsen**, *U. of Denver*
Author: **Kathleen Rehbein**, *Marquette U.*
Author: **Annie C. Snelson-Powell**, *U. of Bath*
Author: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*

With respect to human rights, firms historically have incurred little government oversight domestically and internationally resulting in governance gaps. This has resulted in an emphasis and adoption of global governance structures as a mechanism for providing this much needed oversight. However, as we argue here, the emphasis on global governance structures overlooks opportunities for building state capacity and democratization by governing globally and not locally. In what follows, we offer another approach for dealing with the governance gaps of the existing approach to business and human rights and draw from unique empirical evidence to detail how domestic and international nongovernmental organizations (NGOs) operate to check corporate misbehavior. The empirical evidence indicates that NGOs classified as either community- or corporation-focused react differently in terms of shaping remedy solutions. Community focused organizations are more apt to help victims seek judicial and quasi-judicial mechanisms, thereby triggering positive effects to state capacity building and or entrenchment of democratization. Alternatively, corporate-focused NGOs are more likely to seek non-judicial outcomes that rarely result in material benefits for victims. We support our findings with case studies illustrating NGO activism and discerning its important implications for long-term capacity building and democratic institutional strength.

Paper is Available to Meeting Registrants Only.

 SIM: **Systems Exploitations under the Name of Modern Slavery**  

Author: **Hong Bui**, *U. of Bath*

Employing a systems perspective on tensions and informed by modern slavery theory, this study's design involves theoretical, methodological, and data triangulation. It investigates a wicked issue of modern slavery in the Vietnamese immigrant nail-beauty community in the UK from multiple actors. The data were collected from nail bar owners, immigrant workers, their families in Vietnam, social workers, and court interpreters, and other sources of social media, and mass media. The blending strategies of zooming in and zooming out allow to understand the views of various stakeholders better and see the interconnectedness among those stakeholders. The rigorous data and multiple qualitative methods reveal patterns of exploitations among immigrants, business owners, and government systems under the name of modern slavery. The findings challenge the modern slavery theory by showing that it may not fully explain the phenomenon of modern slavery in a complex context. The tensions of the government's tackling modern slavery when linking to immigration management open door for the development of systems counterintuitive behaviors to explain the wicked issue of modern slavery.

Paper is Available to Meeting Registrants Only.

 SIM: **Public and private governance in Business and Human Rights: A dynamic model of mutual influences** 

Author: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*
Author: **Florian Wettstein**, *U. of St. Gallen*

Carolyn Dexter Award Nominee

The last three decades have heralded a rise of private governance schemes and a respective transformation of traditional state-centered global governance. In this conceptual paper, we show that private governance and state-led governance are neither substitutes nor complements to each other. We frame their relation to each other as a dynamic process of mutual interaction, influence, and stimulation, which changes in form and direction along the different stages of the regulatory process. We illustrate how the (co-)existence and/or combination of private and state-led governance alters the mode of operation, focus, processes, and outlook of each of them. For the development of our framework, we focus on private and state-led governance approaches in the business and human rights domain. The paper contributes to the literature on global governance by conceptualizing the relationship between private and public governance as more dynamic and mutually reinforcing than currently discussed in the literature.

Paper is Available to Meeting Registrants Only.

Author: **Shengwen LI**, *Smith School of Business, Queen's U.*

Author: **Anthony Goerzen**, *Queen's U.*

As highlighted in the United Nations Sustainable Development Goals, addressing gender-based violence (GBV) has been identified not only as an essential avenue to achieve gender equality and better health but also as a way of “doing good” by multinational corporations (MNCs). While lead MNCs of global value chains (GVC) are pressed to improve social and environmental outcomes through GVCs governance, it remains a theoretical and empirical question as to the conditions under which various interventions are effective. Our study builds on the GVC social upgrading literature, status inconsistency theory, and social identity theory to examine the effects of specific initiatives to address GBV among artisanal mining communities in the D.R. of Congo by using a novel longitudinal dataset collected in 2019 and 2020. Our results show that interventions that incorporate educational components of GBV-related knowledge and promote social inclusion are more likely to reduce GBV in the furthest reaches of a GVC when local institutions are weak. However, these positive influences of these interventions diminished during the COVID-19 pandemic. These findings shed new light on the theoretical implications of GVC performance and practical guidance for project and policy design to combat GBV.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

Stakeholders and Shareholders

SIM: **Decoding the dysfunctional effects of shareholder activism**

Author: **Hadi Shaheen**, *Queen's School of Business, Canada*
Author: **Kamyar Goudarzi**, *Smith School of Business, Queen's U.*
Author: **Abhirup Chakrabarti**, *Smith School of Business, Queen's U.*

Shareholder activism may not facilitate intended changes in firms. We examine how shareholder social and financial activism arise in firms, and if the resulting heterogeneity of demands can cause firms to limit their ESG disclosure or engage in financial fraud. Using a sample of 576 firms that received shareholder activist proposals between 2006-2018, we find that shareholder activist demands become heterogeneous over time. The effect of shareholder social activists on ESG disclosure is, however, lower for firms that are also subject to financial activism. Similarly, the effect of shareholder financial activism on financial fraud is lower for firms that are also subject to social activism. The results suggest that demands for managers to concurrently address multiple concerns can lead to dysfunctional effects.

Paper is Available to Meeting Registrants Only.

SIM: **Stakeholder Engagement analysis and performance over time**

Author: **Fabricio Stocker**, *Fundação Getúlio Vargas/EBAPE*
Author: **João Maurício Gama Boaventura**, *U. of Sao Paulo (FEA/USP)*

Despite the literature on stakeholder engagement states that cooperative relationships can be achieved through engagement this, there is no clear evidence to support the idea that higher levels of stakeholder engagement have a positive effect on the company's performance. This study aims to address that gap by analyzing the different engagement strategies and understanding how different nuances of stakeholder-organization relationships affect the quality of the engagement and its impact on firm performance over time. This study has two distinct methodological designs: i) qualitative stage: data collection from GRI sustainability reports and application of the content analysis method to the engagement actions over the 6 years. ii) quantitative stage: through panel data regression to assess the impact of engagement actions on the social (CSP), environmental (CEP), and financial (CFP) performance of companies over time. The results of this research are revealing and contrast with some of the theoretical arguments about financial, social and environmental gains and returns, while emphasizing that although performance over time is positive, when the different levels are evaluated and their effect on the short and in the long term, the most intense relationships with a high level of engagement do not have a positive relationship with social performance in the long term, but in the short term. The paper contributes by clarifying which strategies and actions have had a greater impact over time on company performance and can improve the management of companies and serve the interests of their stakeholders.

Paper is Available to Meeting Registrants Only.

SIM: **How the Silent Receivers Influence the Acting of Theater Performers**

Author: **Béatrice Toustou**, *SKEMA Business School*

The theater has a long, mirror-like tradition in which the artistic form resonates with audience's own experience. Our intention is to reverse the mirror by analyzing how an actor receives signals from a silent receiver, and what he or she does with them. This question is important because the digital society of the early 21st century too often obscures the reciprocal action that individuals exert on each other. This has been particularly acute during lockdowns, but the general tendency is to resort to digital tools at the expense of physical interactions. Through the social mirror, symbolic interactionism makes it possible to clarify the role played by the audience in theatre actors' performance. The comprehensive and microsociological approach taken by Interactionists means that their perspective is inductive. A qualitative methodology is appropriate, involving spending time with actors and collecting their testimonials. Initial data confirm that the audience plays a triple role in theatrical creation. First of all, through its presence, it brings shows to life. Second, a real exchange of signals takes place between the stage and the house, a process both of interaction, adjustment and social exchange with counter-gifts for the artists exposed to the public. The nature of an unintentional gift, which is interpreted and integrated into the acting response of the actor, can enrich social exchange theory. Finally, the audience plays a sanctioning role because it is its presence alone that makes it possible to validate whether the theatrical form successfully comes across as a creation. Symbolic Interactionism theory, rarely used in management science research, can help to better understand the sounding board of silent audiences whose reflective action influences performers. This better understanding of social interactions has implications for teacher-student exchanges, social interactions within organizations, and ultimately society as a whole.

Paper is Available to Meeting Registrants Only.

SIM: **Value Distribution to Stakeholders: A Study on Power and Strategic Importance in TSX IPOs**

Author: **Maurício Mendonça De Araujo**, *U. of Sao Paulo (FEA/USP)*
Author: **Ronaldo Oliveira Santos Jhuniór**, *U. of Sao Paulo (FEA/USP)*
Author: **Mariana Torres Uchoa**, *U. of Sao Paulo (FEA/USP)*
Author: **João Maurício Gama Boaventura**, *U. of Sao Paulo (FEA/USP)*

Stakeholder theory has developed over the past few decades and has established an increasing presence in business studies. In this context, the concepts of stakeholders' power and strategic importance have been studied in the literature, however, some aspects remain unclear, such as the relationship between these concepts and the value distributed to stakeholders by companies. This research seeks to provide theoretical clarification based on empirical evidence about the distribution of value to stakeholders. Our purpose is to verify the association between the power and the strategic importance of stakeholders and the distribution of value to them by publicly-traded companies on the Toronto Stock Exchange (TSX). In order to obtain the information relevant to the treatment given by companies to their stakeholders, data collection took place in the prospectuses presented by companies for the TSX IPO process in the period from 2008 to 2019. 104 prospects were studied in which the data collection was done through content analysis with the aid of the Nvivo 12 software and the data analysis was done using ordinary least squares (OLS) regression to test our hypotheses. The results observed reveal that not only is power and strategic importance relevant to the distribution of value to Stakeholders but also that stakeholder's strategic importance has greater influence when compared to its Power.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Workplace Issues and Considerations

SIM: Sustainable Human Resource Management for Improved Environmental Performance

Author: **Florencio F. Portocarrero**, *U. of California, Irvine*
Author: **Anne-Laure P. Winkler**, *City U. of New York, Baruch College*

In this study, we examine the role that different types of human resource management (HRM) practices play on firms' environmental performance. We develop a model to evaluate the influence of managers' environmental performance evaluations and two types of internal corporate social responsibility (CSR) practices (socially responsible employee benefits and corporate volunteering practices) on organizations' environmental performance. In doing so, we go beyond the green HRM framework, which focuses on practices specifically designed to address environmental concerns, and we start integrating other aspects of the larger sustainable HRM area to improve our understanding of the effect of HRM practices on firms' environmental outcomes. To accomplish our goal, we analyze a sample of 142 manufacturing companies that have gone through B Lab's Impact Assessment process, one of the few independent certifications of social and environmental responsibility available to small and medium businesses. The results show that managers' performance evaluations on environmental goals not only have a direct impact on firms' environmental performance, but also strengthen the positive effect of environmental management practices on performance. Findings also support the influence of both types of internal CSR practices on environmental performance, which opens the door to explore whether and how different types of internal CSR have an effect on firms' environmental performance. Our study advances recent work on societal grand challenges in the field of management, pointing to specific people management practices by which businesses can move from being part of the environmental problem to being part of the solution.

Paper is Available to Meeting Registrants Only.

SIM: Gossip 2.0: The Role of Social Media and Moral Attentiveness on Counterproductive Work Behavior

Author: **Ghulam Murtaza**, *Kedge Business School, France*
Author: **Jean Pierre Neveu**, *U. de pau et des pays de l'Adour*
Author: **Rahman Khan**, *Ghulam Ishaq Khan Institute of Engineering Sciences and Technology (GIKI)*
Author: **Qurat Ul Ain Talpur**, *ESSCA School of Management*

This paper examines the effects of negative workplace gossip (NWG) on counterproductive work behaviors (CWB) through emotional exhaustion. We seek to advance a more nuanced view of the negative gossip on CWB by exploring contingency roles of social media (SM) and moral attentiveness (MA). Using multisource, time-lagged data from 306 Information Technology (IT) professionals and their supervisors, we highlight the importance of SM and MA in understanding how individuals react to negative gossip. Our results indicate a positive relationship between negative gossip and CWB, which is mediated by emotional exhaustion. Notably, we find that the use of SM at the workplace strengthens the positive relationship between negative gossip and employees' emotional exhaustion. Also, indirect effect of gossip on CWB via exhaustion is further moderated by MA. We end with a discussion of implications and promising avenues for future research.

Paper is Available to Meeting Registrants Only.

SIM: The Dark Side of Workplace Reintegration: How Offender Reactions Influence Unethical Behavior

Author: **Natalie Liberman**, *Washington State U.*
Author: **Kenneth D. Butterfield**, *Washington State U.*
Author: **Thomas M. Tripp**, *Washington State U.*
Author: **Jerry Goodstein**, *Washington State U.*

Research on offender reintegration in the aftermath of workplace wrongdoing has emphasized a wide range of positive outcomes for the offender and the organization. However, little is known about the potential dark side outcomes of offender reintegration. Thus, we examine how reintegration influences unethical behavior intended to help the supervisor or workgroup (unethical pro-supervisor and pro-workgroup behavior) or harm the supervisor or workgroup (counterproductive work behavior and revenge). Results from two studies of full-time employees show that offender reintegration leads to these dark side outcomes, and shows that perceived victimization, perceived interactional justice, and supervisor identification consistently mediated these relationships. Implications for future research and for practicing managers are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CSR and Business & Society

SIM: Scale and Scope: Idiosyncratic CSR Strategies and Their Impact on Firm Financial Outcomes

Author: **Hao Lu**, *Saint Mary's U.*
Author: **Xiaoyu Liu**, *Saint Mary's U.*

Current research on CSR mainly treats CSR as an aggregated concept of scale, focusing on the overall goal of a firm's CSR strategy while ignoring the idiosyncratic nature of CSR strategies. This paper contributes to the theorization of CSR by treating it as a two-facet concept of both scale and scope, and, thus, measuring it using a matrix of performance. The scope of CSR represents how a firm distributes its resources among different CSR activities to achieve the goals of its CSR strategy. Using a sample of firms in the US retail industry between 2000 and 2015, we investigate whether the influence of idiosyncratic CSR strategies on firm financial outcomes are different when the scale and scope of CSR strategies vary. Our results suggest that firms with a broad CSR scope are more likely to financially benefit from a high CSR scale, whereas firms with a focused CSR scope may not benefit from a high CSR scale at all. This effect is consistent through both the profitability enhancement and the risk reduction mechanisms of CSR. Considering CSR as a matrix of idiosyncratic strategies provides significant practical implications for managers to effectively implement CSR strategies to achieve distinct corporate objectives.

Paper is Available to Meeting Registrants Only.

SIM: Mapping the Evolution of the Business and Society field and Moving the Research Agenda Forward

Author: **Elisabet Garriga**, *EADA Business School*

In this paper, we map the business and society field from a relational approach that allow us to understand the direction, the pace and velocity at which the field has been evolving and to identify the three main trends; (1) the number of components included in the business and society approach, (2) the emergence effect (3) the level of analysis that explains all three, moving from functionally towards supra-functionally oriented approaches in the field of business and society. Based on these trends and following a problematization approach, we propose a new approach, the complete supra-functional approach (SCA) based on relational sociology (Donati and Archer, 2015) which challenges the main positivist and modernist assumptions in the field (the separation fallacy and the functionalism-positivistic concept of paradigm) following the problematization approach. We applied the SCA in the Covid-19 panorama as an example of how it works and what this entails in practice.

Paper is Available to Meeting Registrants Only.

SIM: How do business leaders account for what shapes Responsible leadership? Lobbying for the SDGs

Author: **Matthew Gitsam**, *Hult International Business School - Ashridge*
Author: **Ajit Nayak**, *Southampton Business School, U. of Southampton*
Author: **Jonathan Gosling**, *U. of Exeter*

This paper focuses on the phenomenon of corporate lobbying for more ambitious government intervention to tackle sustainability challenges and explores how we can account for the occurrence of such activity. To do this it builds on both the Responsible Leadership literature and Ricoeur's theories of the self, motivated action and the ethical intention in the context of an empirical case – that of corporate lobbying for the UN Sustainable Development Goals over the period 2012-2015.

Paper is Available to Meeting Registrants Only.

SIM: A Conceptual Model of Sustainability Paradox Governance

Author: **Robert Simon Bikel**, *Pepperdine*

Managing sustainability in for-profit organizations can give rise to multiple tensions, including tensions between financial and social objectives and meeting competing stakeholder demands on the firm. Recent research into tensions created by sustainability issues suggests that framing those tensions paradoxically – as competing objectives that are interconnected and persist through time – has been shown to assist in managing those tensions and even promote innovative solutions. The purpose of this research will be to gauge how directors on boards for for-profit companies experience and embrace paradoxes related to sustainability. Specifically, it will examine how a “paradox mindset” – a willingness to embrace multiple tensions among competing objectives – relates to the types of sustainability paradoxes experienced by these board members. Based on the corporate governance, sustainability, and paradox literature, a new conceptual model and propositions are developed.

Paper is Available to Meeting Registrants Only.

SIM: Making Sense of Corporate Water Usage Strategy and Performance

Author: **KATE HANLY**, *U. of Calgary*
Author: **Sharon L. O'Sullivan**, *Telfer School of Management, U. of Ottawa*
Author: **Daina Mazutis**, *Telfer School of Management, U. of Ottawa*
Author: **Mohamed Chelli**, *Telfer School of Management, U. of Ottawa*

Access to high quality and reliable freshwater resources is a global concern as demand for water continues to grow while its sustainable supply is at risk. In the face of mounting pressures, the need for sustainable corporate water use practices is paramount, yet businesses continue to operate with immense variation in their water usage strategies and performance. Our research is driven by the desire to better understand why this variation continues to persist, especially within a highly water-dependent industry such as the craft brewing industry. Using an interview-based qualitative approach, we seek to better understand how corporate managers, from breweries in Alberta and California, are making sense of water issues. Our empirical findings reveal that novel cognitive frames pertinent to making sense of water management decisions help to explain why corporate water usage performance differs between breweries, thereby enriching the cognitive framing and sensemaking literatures, and extending these into the sustainability context. In so doing, we offer the first empirical inquiry into how corporate managers' sensemaking processes are related to their firms' water management strategies, and, by extension, their water usage performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

**Stakeholder Engagement: Opening up Participation, Inclusion,
and Democracy**
Stakeholder Engagement



Organizer: **Itziar Castelló**, *Surrey Business School*
Organizer: **Frank G.A. De Bakker**, *IESEG School of Management*
Organizer: **Laura Marie Edinger-Schons**, *U. of Mannheim*
Organizer: **Hannah Trittin**, *Leuphana U. Lüneburg*
Organizer: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Facilitator: **Giuseppe Delmestri**, *WU Vienna U. of Economics and Business*
Facilitator: **Helen Etchanchu**, *Montpellier Business School*
Facilitator: **Elke Sybille Schuessler**, *JKU Linz*
Facilitator: **Violetta Splitter**, *U. of Zurich*
Facilitator: **Cedric Dawkins**, *Loyola U. Chicago*
Facilitator: **Yuka Fujimoto**, *Sunway U.*
Facilitator: **Eric Knight**, *Macquarie Business School, Macquarie U.*
Facilitator: **A. Paul Spee**, *U. of Queensland*
Facilitator: **José Carlos Marques**, *U. of Ottawa*

This PDW is a companion of the Business & Society special issue call for papers on “Stakeholder Engagement: Opening up Participation, Inclusion, and Democracy”. It has two objectives. First, the PDW aims to focus attention on the relevance of examining the conditions, processes, and consequences of various dimensions of stakeholder engagement. Second, it aims to help authors of manuscripts related to this theme develop their papers by benefiting from the knowledge and expertise of leading scholars in the field. In order to embrace diversity and live inclusion across time zones, we will run the proposed PDW as an asynchronous event that combines various formats. This will provide participants with a choice of live sessions in which they can interact with and receive feedback from leading scholars in the field.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Asynchronous Presentations on Nonmarket Strategy

STR: How Do Entrepreneurial Orientation and Political Ties Collectively Influence Corporate Reputation?

Author: **Aiqing Liu**, *School of Management, Xi'an Jiaotong U.*
Author: **Chengli Shu**, *Xi'an Jiaotong U.*
Author: **Zhenxin Xiao**, *Xi'an Jiaotong U.*

In transitional economies such as China, corporate reputations are usually built by addressing stakeholder interests related to the market and the government, which requires firms there to embrace an entrepreneurial orientation (EO) and establish political ties (PTs), respectively. However, as EO follows a market logic while PTs follow a state logic, a conflict between logics may occur and may further impair corporate reputations. This study examines how EO and PTs together influence corporate reputations and considers provincial government intervention and religious intensity as boundary conditions. Empirical results of an analysis of survey data and secondary data reveal that EO and PTs together have a negative relationship with corporate reputations, and this negative relationship is strengthened by government intervention but mitigated by religious intensity. This study thus extends the corporate reputation literature by clarifying how logic tensions derived from simultaneously embracing EO and PTs influence reputation.

Paper is Available to Meeting Registrants Only.

STR: Institutional Antecedents to Shareholder Monitoring: The Liability of Localness in Shareholder Votes

Author: **Daisuke Uchida**, *Kyushu U.*
Author: **Toru Yoshikawa**, *Singapore Management U.*

This study explores how institutional forces shape the extent to which shareholders vigilantly monitor their invested firms. Using the context of the shareholder vote on director elections in Japan, especially focusing on a shift of institutional pressures, i.e., disclosure of voting records, we examine how its influence on the extent to which firms receive dissenting votes differs depending on their ownership structure. Drawing on institutional theory and on the concept of the liability of localness, we find that firms receive more dissenting votes after the disclosure as shareholdings by domestic investors who pay greater attention to the local constituents increase. We argue that this change derives from the liability of localness that domestic investors suffer. We further demonstrate that the relationship is pronounced under specific contingencies consistent with the agency theory principle that these constituents promote, i.e., low firm performance and the nomination of a nonindependent outside director.

Paper is Available to Meeting Registrants Only.

STR: Keeping short sellers at bay through CPA: The deterring role of a firm's lobbying activity.

Author: **Mirzokhidjon Abdurakhmonov**, *U. of Nebraska, Lincoln*
Author: **Orhun Guldiken**, *Florida International U.*
Author: **Le Xu**, *Florida International U.*
Author: **Dasol Sim**, *Florida International U.*

Responding to recent calls in the strategic management literature to examine firm strategies that influence short sellers' decision to target firms, this study uses precepts from signaling theory to argue that lobbying activity of a firm – a critical form of non-market strategy that is part of corporate political activity (CPA) – acts as a signal that deters short sellers from targeting a focal firm. We also investigate the moderating roles of three factors – lobbying scope, industry regulation, and regulatory risk – that make lobbying firms more (or less) attractive as potential targets for short sellers. In a longitudinal sample of S&P 1500 firms from 2008 to 2018 and using supplementary interviews with short sellers, we find broad empirical support for our theoretical framework. Our study extends current CPA literature by investigating a more proximal but indirect benefit of lobbying and research on capital market investors by emphasizing the role of short capital market investors.

Paper is Available to Meeting Registrants Only.

STR: Do Political Ties Broaden or Narrow Firm Search? A Study on Publicly Listed Chinese Firms

Author: **Chudi Yang**, *Guanghua School of Management, Peking U.*

Besides the persistent debate on the impact of political connections on firm innovation, the heterogeneity in search decision and efforts also remains unclear. By distinguishing two types of managerial political ties, horizontal (i.e., block ties with regions) and vertical (i.e., line ties with departments), we examine the opposite effects of political ties on firm search breadth. Moreover, we propose that these effects are contingent on the foreignness of the context. Through analysis of a sample of publicly listed Chinese firms from 2004 to 2014, we find that firms whose executives have block tend to conduct broader search than those without such ties, while the line ties are negatively related to the search breadth of the focal firm. The effects of the two types of political ties can be particularly stronger when the firms are have higher proportion of oversea business. Our research contributes to the literature on the relationship between political ties and firm innovation, the heterogeneity of political ties, and the literatures on the liability of foreignness.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

External Relations, Renewal and Redeployment

STR: Coopetition in Yin-Yang and Dialectic Perspectives

Author: **Ruijia Liu**, *School of Management, Xi'an Jiaotong U.*
Author: **Jianjun Yang**, *Xi'an Jiaotong U.*
Author: **Sascha Albers**, *U. of Antwerp/ Antwerp Management School*

In pursuing economic goals, firms involve in coopetition. Coopetition is an advanced relationship for firms to play dual roles as cooperators and competitors for common development. This paper considers that the essence of coopetition is a pursuit of common value creation and private value appropriation, with the inevitable cooperative contradiction. How to maximize the common and private benefits of each cooperative firm at the same time is the core concern of both academics and practitioners in the coopetition field. The goal of this paper, therefore, is to offer a renewed understanding of inter-firm coopetition based on the paradox theory, distinguishing the paradox of coopetition under two different perspectives—Yin-Yang and dialectic with East and West culture backgrounds. Building the two dynamic models of Yin-Yang and dialectic perspectives, the paper provides a new way for future research and business practices to deal with inter-firm coopetition.

Paper is Available to Meeting Registrants Only.

STR: Strategic Renewal of Hollywood Movies by TMT as Agents of Change:Examining the Franchise Performance 

Author: **Avimanyu Datta**, *Illinois State U.*
Author: **Smita Srivastava**, *Wichita State U.*
Author: **Arvin Sahaym**, *Washington State U.*

This study examines how a top management team (TMT) influence the strategic renewal process of Hollywood franchises. Specifically, in the context of motion picture industry where the revenue cycle is short, we explore how changes in TMT can motivate cognition-based renewal via narrative transformation, which in turn can affect movie franchises' financial performance. Such renewal is based on the TMT's cognition of the contemporary social demographic and market environment, and the depth and breadth of prior knowledge, experience, and vision about the franchise's trajectory. We tested our longitudinal data for franchises' financial performance using a sample of 1,120 movies nested among 337 franchises produced from 1948 through 2019 (over 71 years). Our results show that sequels or prequels made by updated TMTs motivate narrative transformation and attract audiences, generating superior revenue. We contribute to the literature on change in the upper echelon, specifically TMT and cognition-based strategic renewal. A critical theoretical and practical implication is that TMT changes at regular intervals can strategically renew a franchise by bringing fresh and unique perspectives.

Paper is NOT Available. Please contact the author(s).

STR: Regulatory alignment capability and corporate political activity

Author: **Christopher G. Pryor**, *U. of Florida*

Firms are devoting increasingly significant time and capital to influence their legal/political environments. Researchers have attempted to understand how and why firms may rely on corporate political activities (CPA), and while this research has led to important findings, the theoretical and empirical link between CPA and firm performance remains elusive. Therefore, scholars have called for a finer-grained understanding of the mechanisms that link CPA to performance. In response, this paper explains how firms use CPA to loosen their regulatory bonds in order to exploit a greater number of opportunities, and, in turn, obtain performance benefits. We also explain why firms exhibit various levels of benefits from their CPA – namely, firms may develop and deploy regulatory alignment capability, which is composed of a set of activities that helps them work with, understand, and comply with government agents. Hypotheses are tested on a sample of 257 commercial banks, and findings suggest that deploying regulatory alignment capability may help firms obtain performance benefits from opportunity exploitation, regulatory alignment capability tends to reduce the initial number of opportunities exploited.

Paper is Available to Meeting Registrants Only.

STR: Where Does Resource Redeployment Flexibility Come From? The Role of Resource Divisibility

Author: **Ghahhar Zavosh**, *HEC Montreal*

The theory of resource redeployment (RR theory) explains how firms create value from being flexible in the redeployment of their resources. This fast-growing theory, however, remains limited in providing explanation about the sources of this resource redeployment flexibility and only scrutinizes the flexibility which is rooted in the resources relatedness among a firm's different businesses. In this study, we introduce resource divisibility as another dimension for gaining resource redeployment flexibility and examine and compare the flexibility accruing from these two dimensions under different contingencies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Behavioral Strategy at Any Time

STR: Strategic Topics and Strategic Changes: From the Perspective of Attentional Engagement 

Author: **Jaemin Kim**, *Oakland U.*

Strategic topics communicated by executives have been less studied in the area of attentional engagement. Understanding strategic topics consisting of vocabularies is crucial to exploring attentional engagement in the pipeline of a communication channel. Using shareholder letters issued by S&P 100 listed companies, this study investigates the syntactic and semantic features of strategic topics in public documents – topic variety and content – that could affect a firm's strategic changes and suggests the conditions that strategic topics are translated into strategic changes. For textual analysis of shareholder letters, this study adopted LDA topic modeling and supervised learning-based text classification as well as semantic validation. The findings empirically support the presence of attentional fatigue that overshadows attentional synergy.

Paper is Available to Meeting Registrants Only.

STR: The Effect of CEO Sudden Death on A Competitor CEO's Risk-Taking 

Author: **Samyul Cho**, *Oregon State U.*

Author: **Yohan Choi**, *Southern Illinois U., Edwardsville*

This study examines how the sudden death of peer CEOs influences competitor CEOs' risk-taking. This study finds that competitor CEOs who have witnessed peer CEOs' sudden death tend to take on more risks in the post-death period. This study also finds that competitor CEOs' risk-taking becomes stronger when similarity in resource allocation profiles between a peer CEO firm and a competitor CEO firm is greater. Consistent with the prediction of terror management theory, the findings suggest that mortality salience can promote CEOs' risk-taking by strengthening their motivation to bolster their worldviews and self-esteem. This study contributes to the literature on strategic leadership by shedding light on the sudden death of peer CEOs can play an important role in affecting competitor CEOs' decision-making.

Paper is NOT Available. Please contact the author(s).

STR: Strategic Initiatives in the Intraorganizational Ecology: An Investigation of Multi-level Goals  

Author: **Erim Ergene**, *Bryant U.*

Author: **Steven W Floyd**, *U. of Massachusetts, Amherst*

Strategic initiatives are temporary group undertakings intending to add or renew organizational capabilities and include projects focused on new product development, capital investment, operational efficiency or market growth. The development of strategic initiatives is susceptible to a variety of goals at the individual, departmental, organizational and initiative levels. Despite these multi-level goals, research on strategic initiatives does not take a holistic perspective and either assumes the initiative team to be a cohesive whole or focuses on the team itself and ignores the presence of multi-level goals acting on the team altogether. In this paper, our objective is to understand the impact of multi-level goals for the development of strategic initiatives within the intraorganizational context. We take a configurational approach to classify goals at different levels and argue that advancing the initiative in the resource allocation process requires specific team processes to manage different multi-level goal configurations. We also argue that such advancement can in turn influence both the variety and diversity of goal differences in the team. Our theory building contributes to behavioral theory, and specifically contributes to research on strategic initiatives and goals.

Paper is NOT Available. Please contact the author(s).

STR: The Role of Time in Organizational Aspirations: Past- and Future-Oriented Performance Feedback 

Author: **Fabian Nagel**, *RWTH Aachen U.*

Research in the tradition of the Behavioral Theory of the Firm (BTF) has long analyzed organizations' reactions to discrepancies between aspiration and actual performance – yet largely overlooked the formative role of time. We contribute to organizational aspirations literature by theorizing and empirically testing two temporal dimensions in a single study: (a) the impact of time-persistent innovative under- and overperformance on engagement in external corporate venturing (ECV) and (b) the moderating effect of future financial performance expectations. We develop our hypotheses on temporal dynamics of managerial cognition around performance feedback by integrating insights from momentum theory and strategic reference point theory. We test our hypotheses on a sample of high-tech firms in the U.S., combining patent-based innovation data with ECV deal data and security analyst estimates from 2005 to 2016. We find that firms first decrease and then increase their engagement in ECV with persistent innovative underperformance; and vice versa for persistent innovative overperformance. We also find evidence for the moderating role of future performance expectations on firms' reactions to time-persistent innovative performance feedback. The importance of temporal dynamics to managerial cognition that we uncover can help to explain conflicting empirical findings on innovative search reactions to performance feedback.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Role of Corporate Leaders in Firm Responses to Environmental Change
Managers and the firm-environment relationship



Moderator: **Jinyong Daniel Zyung**, *Southern Methodist U.*
Moderator: **Wei Shi**, *U. of Miami*
Panelist: **Guoli Chen**, *INSEAD*
Panelist: **Cynthia E. Devers**, *Texas A&M U., College Station*
Panelist: **Scott Graffin**, *U. of Georgia*
Panelist: **Timothy J. Quigley**, *U. of Georgia*

This symposium centers on the theme of CEO characteristics and firm reactions to environmental change. Specifically, we seek to focus on questions that ask how firms' strategic reactions to internal and external stimuli can hinge on the differences in CEOs' individual characteristics. Especially given the ongoing macroeconomic and industry-level changes as well as internal disruptions that we are currently experiencing, this subject matter is of vital importance for strategy scholars and practitioners alike. Our panelists will discuss how personality traits, gender differences, and other CEO traits can shape firm responses to various internal and external events, such as stakeholder evaluations, external expectations regarding gender-based leadership roles, death events, and disasters.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

New Views on Industry Emergence

TIM: **Toward a Triangulated Analysis of Chaotic Systems: Semiconductor and Biotechnology Industries**

Author: **Shih-Chang Hung**, *National Tsing Hua U.*
Author: **Jiun-Yan Lai**, *Shanghai U.*

This paper examines how industry changes through the nonlinear view of chaos theory. Chaos theory implies that a dynamic system is nonlinear. Accordingly, we developed a triangulated analysis constituted by five mathematical approaches, including the BDS test, Hurst exponent, correlation dimension, Lyapunov exponent, and local Lyapunov exponent, to explore industry change as a nonlinear dynamic system. Empirically, we choose to compare the semiconductor industry and the biotechnology industry, using data collected from the Philadelphia Semiconductor Index and the NASDAQ Biotechnology Index. We found and confirmed that both industries evolved in a nonlinear manner, with the semiconductor industry being less unpredictable, more path-dependent, more sensitive to initial conditions, and has more time-paced incremental innovations than the biotechnology industry. We then complement this analysis with historical case studies that in turn leads us to argue that such differences have much to do with the inherent nature of the industries themselves. While the presence of Moore's Law as a roadmap projects the semiconductor industry into a more predictable path, the distributed nature of biotechnology coupled with the lack of a dominant technology directs the industry towards a system with greater volatilities and nonlinearities.

Paper is NOT Available. Please contact the author(s).

TIM: **How unicorns emerge? Influence of Business model and Technology change on opportunity realizations**

Author: **Soongoo Ahn**, *No Affiliation*

As a precursor of entrepreneurship, scholars have usefully revealed different types of opportunities, including discovery, creation and imagination. However, surprisingly less is known about how an entrepreneur can better realise a given opportunity in hand. Strategy research has found that successful unicorn companies are frequently based on advanced technologies and/or novel business models. Integrating the strategy research insight with entrepreneurship, this study explores whether and how changes in business model and technology may influence opportunity realisation, interpreted as the emergence of unicorn ventures. Using a sample of 50 unicorn companies across the world, QCA results revealed that unicorn ventures based on opportunity discovery are mainly associated with incremental changes in business model and technology. In contrast, unicorn ventures with creative and imaginative opportunities are associated with radical changes in both business model and technology. With results, this piece contributes to the ongoing development of the opportunity concept in entrepreneurship by revealing different value creation-capture mechanisms and showing performative aspects of the opportune concept.

Paper is NOT Available. Please contact the author(s).

TIM: **Learning to Swim in the Pool Before Surfing in the Sea A Study of Local Innovation Experimentation**

Author: **Jin Han**, *U. of Twente*
Author: **Sandor Lowik**, *U. of Twente*
Author: **Haibo Zhou**, *U. of Nottingham, China*
Author: **Petra C. De Weerd-Nederhof**, *U. of Twente*
Author: **Yanmin Wang**, *Beijing Normal U.*

Successful development of complex innovations require firms and key partners to perform a series of experimentation activities at local small-scale society at first, which we define such strategic process as Local Innovation Experimentation (LIE). Doing so helps managers grasp a complete map of technical and non-technical dimensions about the proposed innovation, around which build viable innovation ecosystems to gain advantages. To know what could affect the extent to which managers have high level of LIE performance, we adopt the managerial dynamic capabilities framework. Using a sample of 111 Chinese innovative firms, we find significant relationships among managers' capability portfolio, local innovation support, and LIE. PLS-SEM results indicate that managers with greater metacognitive capability, networking capability, learning agility have better LIE performance. Besides, (1) frequent attending local networking events and networking capability, (2) frequent use of innovation facilities and learning agility, interact in their positive effects on, and therefore result in, better LIE performance. Based on these findings, our core theoretical contribution lies in that a capability portfolio perspective at the lower (firm) level contributes to a better understanding of innovation ecosystem birth at higher (ecosystem) level.

Paper is Available to Meeting Registrants Only.

TIM: **Beyond the Technology Roadmap: TSMC's Response to Discontinuous Change**

Author: **Jiun-Yan Lai**, *Shanghai U.*

In this paper, we aim to study how process innovators could respond to discontinuous change of product innovation. Theoretically, we draw upon the product-process innovation model by Utterback and Abernathy (1975), in which the dynamics of industry is interpreted as the interplay between product and process innovation. Empirically, we conduct a qualitative case study, choosing to study TSMC - a Taiwan-based semiconductor company. As a process innovator providing manufacturing capacities and technologies for clients, TSMC has to manage the discontinuity between computers and communication. We found that TSMC built up its monopolistic advantage in the existing product (GPU) by using half-node process innovation of 40nm and 28nm, which are surprising and unexpected in the taken-for-granted roadmap of Moore's Law. By doing so, TSMC could adapt to the emerging product (ARM-based processor) after discontinuous change. We conclude by providing implications for research on technological innovation, institutional theory, and chaos theory, as well as managerial practice.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Innovation and Competition: Degrees of Openness

TIM: The determinants of openness to competitors: An integrated perspective of capacity and rational views

Author: **Chris Yao**, *Durham U. Business School*
Author: **Christos Dimitris Tsinopoulos**, *Durham U.*
Author: **Ji Yan**, *Durham U. Business School*

Absorptive capacity view suggests that innovation failure as an activation trigger will intensify a firm's capacity to outsource from external relationships. This view appears to be challenged when applying to competitive contexts whereby the firm may be sensitive to competitors' threats. We examine two modes of openness to competitors – bilateral (i.e., formal cooperation) and unilateral (i.e., external search) – which differ in the extent to which the focal firm is bound up with competitors and thereby face different levels of competitive threats. Using a panel data of Spanish manufacturing and service firms, we show that firms with high absorptive capacity, operationalized by more R&D investments, are more likely to open with competitors in forms of both external search and formal cooperation. However, we find that firms tend to be rational in the respect of selecting specific modes – they prefer unilateral modes (i.e., external search) over bilateral ones (i.e., formal cooperation), especially when they experienced innovation failures. Our work integrates the absorptive capacity view, which deems R&D investment and innovation failure to be the drivers of firm openness, with a rational view (transaction cost economics), which highlights firm's rationality of risk aversion in selecting openness modes.

Paper is Available to Meeting Registrants Only.

TIM: Open with competitors to innovate? A temporal perspective on the paradox of openness

Author: **Chris Yao**, *Durham U. Business School*
Author: **Christos Dimitris Tsinopoulos**, *Durham U.*
Author: **Ji Yan**, *Durham U. Business School*

Using a longitudinal panel data of Spanish manufacturing and service firms during 2006-2016, we examine whether firms of higher absorptive capacity (ACAP) can rely on openness to competitors to innovate, as well as the importance of knowledge protection. We draw upon a temporal perspective of ACAP view and conceptualize an innovation process with competitors into two stages – potential stage (i.e., knowledge acquisition) and realized stage (i.e., knowledge transformation). We show that firms with higher technological investment (which forms the base of ACAP) can improve innovation performance by drawing more knowledge from, and cooperate with, competitors. Moreover, knowledge-protection mechanisms play different roles pertaining to the stages: they strengthen a firm's ability to open with competitors in the potential stage, whereas they weaken the efficiency of openness in fostering innovation in the realized stage. Our findings extend the ACAP view to competitor contexts and contribute to open innovation literature by reconciling the debate on the paradox of openness versus knowledge protection.

Paper is Available to Meeting Registrants Only.

TIM: Educational Level of Researchers in R&D Institutes and External Technology Acquisition 

Author: **Qian Wang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Luqun Xie**, *Shanghai Jiao Tong U.*
Author: **Lili Jia**, *Tsinghua U.*

Firms have increasingly sourced knowledge beyond their boundaries. External technologies complement firms' internal knowledge stock with multiple benefits, but these benefits come with considerable economic and cognitive costs. Thus, the incentive of firms to source external technologies relies on the trade-off between its benefits and costs. Our study aims to explore how the educational level of researchers in research and development (R&D) institutes held by firms influences external technology acquisition. We argue that a higher educational level of researchers in R&D institutes helps reduce costs and capture value from external technologies, thus promoting firms to acquire technologies externally. Furthermore, the positive effect of the educational level of researchers in R&D institutes will be amplified when faced with high task intensity or intense market competition. By contrast, the effect will be weakened when the industry R&D intensity is high or when the technology transaction norms are strong. Using the unique data of manufacturing firms in an eastern province of China, we validate our theoretical framework empirically and offer several managerial and policy implications.

Paper is Available to Meeting Registrants Only.

TIM: The Impact of Cooperation in Innovation Contests: Poison Pill, Placebo, or Tonic?

Author: **Christoph Grimpe**, *Copenhagen Business School*
Author: **Marion Kristin Poetz**, *Copenhagen Business School*
Author: **Nathan Rietzler**, *Copenhagen Business School*
Author: **Florian Waldner**, *Copenhagen Business School, Denmark*

Recent applications of crowdsourcing integrate structures where contestants compete against each other, yet are also allowed to see and comment on others' contributions. While literature on knowledge recombination in cooperation and competition on problem-solving is ample, the interplay is not. Whether or not allowing for cooperation under competition is a poison pill, placebo, or tonic for idea generation performance remains a puzzle. We explore this interplay and investigate further boundary conditions that influence the outcomes of these relationships. Evidence from a lab experiment with 294 individuals and qualitative coding of the cooperation processes suggests that letting participants cooperate causes mixed effects. The overall innovativeness, novelty, and usefulness of the submitted ideas do not increase through cooperation. However, cooperation has a negative effect on idea feasibility. The results also show that cooperation under low competition increases the benefit a solution offers to users. Content analysis of the cooperation process reveals that participants are influenced by both the feedback comments and the ability to see others' ideas, but mostly depend on feedback comments that offered no substantially new knowledge when revising ideas. Our results contribute to a better theoretical understanding of cooperation under competition in crowdsourcing contests.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Crowdfunding & Innovation

TIM: Can Blockchain Technology-based Crowdfunding advance the Social Value Creation

Author: **Thinh Gia Hoang**, *RMIT International U. Vietnam*
Author: **Giang Ngo Tinh Nguyen**, *U. of Newcastle, Australia*
Author: **Anh Van Nguyen**, *RMIT International U. Vietnam*

This paper explores the hands-on applications of blockchain technology in social crowdfunding platforms (SCPs). The emergence of blockchain technology in financial world promise a promising solution for the current difficulties, and facilitate the development of SCPs. By conducting a qualitative research, we shed the lights on how blockchain technology can be employed to facilitate the social value creation of crowdfunding. To the end, we identified facilitators of the social value creation process through blockchain technology such as reducing operational costs, increasing trust and transparency, and facilitating a broader crowdfunding community, and the barriers of this application in terms of development costs and legal requirements.

Paper is Available to Meeting Registrants Only.

TIM: Reward-Based Crowdfunding: The role of Product and Reward Types on Backers Intentions to Pledge

Author: **Francesco Cappa**, *Luiss Guido Carli U.*
Author: **Stefano Franco**, *Luiss Guido Carli U.*
Author: **Edoardo Ferrucci**, *Department of Business and Management, LUISS Guido Carli U.*
Author: **Riccardo Maiolini**, *John Cabot U.*

Based on Signaling Theory, in this research we have analyze the effect of product types, i.e., based on individual ownership or temporary use, and types of rewards, i.e., prototype, branded promotional item, special edition and discount on backers' intention to pledge reward-based crowdfunding (RBCF) campaigns. Through a survey-based experiment methodology, we find that backers are more likely to fund individual ownership products. Moreover, some rewards are more effective than others in attracting backers' funds. The results extend the application of Signaling Theory in the context of RBCF, because backers are more influenced by signals linked to both product and reward types because, and of Self-Determination Theory, because backers are mainly driven by the satisfaction of supporting what they consider valuable RBCF campaigns. The outcomes advance the understanding of RBCF, providing advice for entrepreneurs on how to attract more funds by properly designing their projects.

Paper is Available to Meeting Registrants Only.

TIM: Do Externality Affect Your Project? An Empirical Study of Reward-based Crowdfunding

Author: **Yinghuan Wang**, *School of Business, Renmin U. of China*
Author: **Baolin Wang**, *School of Business, Renmin U. of China*
Author: **Yan Yan**, *School of Business, Renmin U. of China*

The connections among crowdfunding projects are considered important for entrepreneurial performance. This study focuses on the effect of externalities on the performance of reward-based crowdfunding projects. Based on the externality theory, we theorize and test the impacts of existing similar projects on the performance of new ones. We extend the source of externalities to projects that are similar to each other and consider three variables—the quantity, quality, and effort of these similar projects—which reflect the number, average performance, and average effort of similar projects, respectively. We also explore the time effects of these externalities. We examine a sample of 20,092 technology reward-based crowdfunding projects on Kickstarter from 2009 to 2018. We find that the quality of similar projects is positively related to project performance, whereas the quantity and effort are negatively related. Furthermore, the negative impacts of quantity and effort on project performance are weakened by the time interval, but the moderating effect of the time interval on the positive impact of quality is not supported. These findings have implications not only for policy and practice but also for research on entrepreneurial performance, externality theory, and crowdfunding strategy.

Paper is NOT Available. Please contact the author(s).

TIM: How to Tell the Timelines? Exploring the Role of Rhetorical Signals in Crowdfunding

Author: **Yinghuan Wang**, *School of Business, Renmin U. of China*
Author: **Baolin Wang**, *School of Business, Renmin U. of China*
Author: **Yan Yan**, *School of Business, Renmin U. of China*

Information asymmetry is a common phenomenon in entrepreneurship, and existing research and practice have proved signal theory effective. However, we notice the contradiction between traditional signal theory and management research. The former believes that low-cost rhetorical signals are invalid, while the latter suggests that entrepreneurs' linguistic style affects how investors evaluate the firm value. Besides, the assumption that signals are isolated in traditional signal theory has also been challenged by complex environments. To fulfill these gaps, based on a reward-based crowdfunding environment with high uncertainty and high noise, we analyze 20,090 technology projects on Kickstarter from 2009 to 2018 and focus on timeline signals. The results show that rhetorical signal is valid in this environment, and the strength and validity are in an inverted-U shaped relationship. A too weak and too strong signal may lose its validity. Moreover, we adopt signal portfolios and study the joint effect of substantive and rhetorical signals. We find that substantive signals affect the validity of rhetorical signals, and whether the validity is enhanced or weakened depends on the effect of the substantive signals. Our findings contribute to the signal theory, entrepreneurship research, and crowdfunding.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

University Tech Transfer Mechanisms

TIM: Effect of research orientation on university-industry collaborative projects' performances

Author: **Quentin Plantec**, *MINES ParisTech, PSL U., Centre for Management Science, i3 UMR CNRS*
Author: **Benjamin Cabanes**, -
Author: **Pascal Le Masson**, *Mines ParisTech*
Author: **Benoit Weil**, *MINES ParisTech, PSL U., Centre for Management Science, i3 UMR CNRS*

There is abundant literature on the consequences of academic engagement with the industry, on overall scientists' commercialization and scientific performances. Nevertheless, the literature remains silent on how those performances are contingent on the research orientation's choice at the project level. This paper aims to fill this gap by exploring different research orientations in the context of university-industry collaborative Ph.D., a topic of interest as private companies are becoming more involved in Ph.D. training. To do so, we relied on a unique dataset comprising of 635 Collaborative Ph.D. projects through the CIFRE program in France. We classified the projects' ex-ante research directions: market-pull-oriented (MPO), research-push-oriented (RPO), and simultaneous-discovery-invention-oriented (SDI), and we observed their ex-post performances. First, as expected, an orientation towards industry needs conduct to higher commercialization performances. However, counter-intuitively, those projects are also prone to have similar scientific performances than those oriented towards scientific discoveries. Second, while SDI projects were considered over-performing other research orientations, they led to more significant scientific performances than traditional orientations but generated as many patents as MPO projects. Finally, we highlight that initial research orientation is a crucial determinant variable of scientific and commercialization performances, and our paper opens rooms for further research to the literature on academic engagement, university-industry collaborations, and Collaborative Ph.D.

Paper is Available to Meeting Registrants Only.

TIM: University technology transfer offices in the post-covid-19 era  

Author: **Jason Jahir Roncancio**, *Vrije U. Brussel*
Author: **Maribel Guerrero**, *Newcastle Business School, Northumbria U.*

This paper investigates how University Technology Transfer Offices (UTTOs) adapt to support those in need due to the COVID 19 pandemic. We argue that UTTOs can support social enterprises and innovations within the university, even though these do not always pursue commercial purposes or depend on intellectual property (IP). To realize our paper's main objective, we use the theoretical lens of dynamic capabilities to develop our arguments in a qualitative study among UTTOs located in the COVID-19 most affected countries in Europe, North America, and Latin America. We carry out qualitative research on semi-structured interviews with officials from UTTOs and experts in the domain of innovation, technology transfer, and entrepreneurship. We shed light on how university technology transfer offices understand, support, and promote commercial and non-commercial social innovations as well as entrepreneurial initiatives. Our findings suggest that universities' strategic vision and the intellectual property mechanisms available at UTTOs can be adapted to capture new forms of value brought to support social innovation and entrepreneurship to alleviate the pandemic catastrophic effects in society.

Paper is Available to Meeting Registrants Only.

TIM: How and When University-Industry Collaborations Make New Products More Attractive to Consumers

Author: **Lukas Maier**, *FAU Erlangen-Nürnberg*
Author: **Martin Schreier**, *WirtschaftsU. Wien*
Author: **Christian V. Baccarella**, *FAU Erlangen-Nürnberg*
Author: **Kai-Ingo Voigt**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Firms increasingly collaborate with universities to find innovation success. This research is the first to investigate how consumers perceive university-co-developed products. A series of lab and field studies validates a positive inferential process such that consumers experience products co-developed with a university to be more sophisticated and trustworthy compared to firm-internally developed products or products co-developed with merely another firm. Consequently, consumers are more eager to purchase and more likely to recommend university-co-developed products to others. A field study demonstrates that this effect unfolds even after an actual product trial. Furthermore, an Instagram field experiment utilizing a video that did (vs. did not) refer to the university-industry collaboration brought about higher click-through rates and more pronounced post engagement levels. The studies finally show that the positive university effect (1) is attenuated for consumers with a low belief in science and (2) fully reverses in cases when the co-development focuses on aesthetics (vs. technology). Taken together, this research advances our theoretical understanding of university-industry collaborations by highlighting how and when involving universities as an innovation partner might not only be beneficial for innovation but also marketing purposes.

Paper is Available to Meeting Registrants Only.

TIM: Commercialising circular economy innovations: a taxonomy of academic spin-offs 

Author: **Phuc Hong Huynh**, *Nord U. Business School*
Author: **Einar Rasmussen**, *Nord U. Business School*
Author: **Oleg Nenadic**, *Nord U. Business School*

Innovation and the commercialization of new technology are seen as an important driver for the transition to more sustainable development. An actionable strategy to achieve this is outlined in the EU strategy on resource efficiency and the development of a circular economy (CE). This paper seeks to gain a more systematic understanding of the role that academic spin-offs (ASOs) can play in commercialising CE innovations. ASOs are based on scientific research and are a potential source of radical innovations, but their role in the sustainability transition has not been systematically examined. We rely on a unique dataset covering the population of ASOs in Norway and coded newspaper articles to identify potential CE-related innovations being commercialized by these firms. Using multiple correspondence analysis and clustering analysis, we find that the CE-related innovations commercialized by ASOs can be classified along two main dimensions, related to the type of innovation (product or process) and the type of CE principle (narrow, slow, or close the loop). Moreover, we identify five clusters of CE-related ASOs having specific roles in the CE transition. We conclude by outlining an agenda for further research and implications for how policies can harness the innovation potential of ASOs for realising a more CE.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Disclosure & Discovery

TIM: Who gains and loses from more information in technology markets? Evidence from Affordable Care Act

Author: **Lee Branstetter**, *Carnegie Mellon U.*
Author: **Raffaele Conti**, *ESSEC Business School*
Author: **Samir Mamadehussene**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Huiyan Zhang**, *Carnegie Mellon/ Catolica Lisbon*

Several scholars have emphasized how uncertainty and a lack of information impede the functioning of markets for technology. However, previous research has generally neglected the fact that the advantages of more public information do not accrue equally to all firms. One might intuit that an improvement in the informational environment will particularly benefit those firms that frequently rely on external collaborations. Instead, our theoretical model predicts that the opposite will happen. We show that, when firms differ in the extent of their private information about the pool of external collaborators and ideas, an improvement in the informational environment achieved through mandatory disclosure of collaborations reduces the comparative advantage of those firms that were provided with better private information prior to the mandated disclosure. These were precisely the firms that used to collaborate to a great extent with external inventors. These firms will experience a relative decline in both the quantity and quality of ideas developed in collaboration with external inventors—especially with those collaborators not yet publicly known for the quality of their previous work—with respect to the firms that collaborated less extensively before mandatory disclosure. To test our theory, we construct a unique panel dataset on 276 publicly traded companies in the medical device industry, which is a sector in which physicians often collaborate with firms to generate and market new inventions. Then we assess the effect on innovation of an exogenous increase in information induced by the Physician Payment Sunshine Act, which was passed into law as part of the Affordable Care Act. Results are largely consistent with our theoretical predictions.

Paper is Available to Meeting Registrants Only.

TIM: The Role of Science in Drug Development Decisions

Author: **Linde Colen**, *U Hasselt*
Author: **Rene Belderbos**, *KU Leuven*
Author: **Stijn Kelchtermans**, *KU Leuven*
Author: **Bart Leten**, *KU Leuven*

The number of new drug launches in the pharmaceutical industry has not kept pace with soaring R&D expenditures. A potential target for increased efficiency that has so far received little attention is the extreme selectivity in the early stages of drug development, as the vast majority of patented drug candidates do not enter clinical trials. We analyze whether the likelihood of take-up in clinical development is affected by the basic and applied scientific base of patented drug candidates—and who was responsible for that scientific research. We study whether a drug candidate enters clinical trials and whether the patent owner or another firm leads such development. In the latter cases, the drug candidate is handed over to another firm through the market for technology. We hypothesize that both basic and applied research underlying a drug candidate are important for take-up, but that internally conducted basic research would predominantly be associated with internal take-up due to the associated stronger barriers to knowledge transfer across firm boundaries. Examining 18,360 drug candidates patented by 140 pharmaceutical firms we find qualified support for these hypotheses. We also confirm that drug candidates grounded in in-house basic research exhibit a higher success rate in clinical development, underlining the importance of a ‘rational drug design’ approach that explicitly builds on scientific research. Our findings highlight the potential downside of pervasive organizational specialization in either (basic) scientific research or clinical development in the life sciences.

Paper is NOT Available. Please contact the author(s).

TIM: Does Competition Affect the Likelihood, Speed and Tenor of Mandatory R&D Disclosures?

Author: **Chandrika Rathee**, *IE Business School*
Author: **Sumeet Malik**, *IE Business School*
Author: **Rossella Salandra**, *School of Management, U. of Bath*

The information about R&D activities can shift the competitive landscape and carry a substantial strategic value for firms. However, most of our understanding of R&D disclosures is either for early-stage projects (i.e., patents) or when firms voluntarily share their information. Mandatory disclosures of development projects, such as clinical drug trials, demanded by regulators often put firms in a paradoxical situation - on the one hand, they face regulatory pressures to comply, and on the other hand, they fear informing competitors of internal developments. By integrating the theories of knowledge management and strategic responses to institutional forces, we propose that firms under intense competition would be reluctant to comply and share the results of their clinical trials. However, when they do share their results, they would do so quickly to deter competition. Further, firms would also use rhetoric in their scientific publications linked to the clinical trials to paint a favorable picture to competitors. We test our theoretical model with 7,731 completed clinical trials under a US Act (FDAAA 801) purview between the years 2008-2019 (both inclusive) and find confirming results overall. We discuss the broader implications of our findings on both theory and practice.

Paper is NOT Available. Please contact the author(s).

TIM: Incentive or Disincentive for Research Data Disclosure? A Large-Scale Empirical Analysis (WITHDRAWN)

Author: **Seokbeom Kwon**, *U. of Tokyo*
Author: **Kazuyuki Motohashi**, *U. of Tokyo*

When researchers disclose their original data, they can enhance the visibility of their research works and gain more academic credits (credit effect) as a result. In contrast, doing so may accelerate the knowledge replacement process which dissipates the academic credit that their research works may receive otherwise (competition effect). In this study, we examine whether and to what extent scientists benefit in gaining academic credit for their research works by publicly disclosing their data. Our reconciliation of various range of literature hypothesizes that data disclosing research gains more academic credit than non-data disclosing research in the early period. However, this difference gradually disappears and is reversed later as the competition effect emerges. This pattern is expected to systematically differ by the academic reputation of the journals where the data disclosing research are published. We empirically test the derived hypotheses by analyzing the metadata of over 310,000 Web of Science Core Collection (WoS CC)-indexed journal articles published in 2010. Our analysis finds supportive evidence of both hypotheses. The present study contributes to on-going policy discussion concerning the need for institutional measures to promote disclosure of research data by scientists.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Family Firms

TIM: [Internet Exposure and Desire for Family Control: Institutional Logics Perspective](#)    

Author: **Bin Liu**, *School of Management, Xiamen U.*

Author: **Peng Wang**, *BNU-HKBU United International College*

While prior studies pinpoint that Internet can reduce communicational costs thus help expand potential markets, few studies have examined whether and how Internet would alter incumbent managerial routines and logics. The examination of family firms (FFs) presents an important agenda since they are known as reluctant to dilute controlling powers but also embrace the Internet technology that calls for opposite logics. To understand whether and how Internet influences the family's desires for control, we invoked institutional logics theory and argue that the strength of the desires is a matter of balance between multiple institutional logics. Specifically, we proposed that FFs with greater Internet exposure should present relaxed desires for family control whereas the power of family logics manifested by the current (i.e. family ownership) and transgenerational (i.e. intention of intra-family succession) control should drag down the changes toward open logics. Based on a recent Chinese national survey data, we found strong supports for the hypotheses except the moderating effect of transgenerational control. Overall, the study contributes to the literature by pinpointing the additional effects of Internet exposure onto managerial routines while introducing additional antecedents of professionalization for FFs. It also presents new evidence of institutional logics pluralism by sketching the interactions between technological changes and family logic.

Paper is Available to Meeting Registrants Only.

TIM: [How Family Involvement Affects Proactive R&D Management Capability](#)

Author: **Ying-Jiuan Wong**, *National Kaohsiung U. of Science and Technology*

Author: **Cheng-Yu Lee**, *Southern Taiwan U. of Science and Technology*

This study incorporates the perspective of social embeddedness to investigate how family involvement affects the capabilities of proactive R&D management. We further reveal how board capital breadth and depth affect the relationship between proactive R&D management capabilities and family involvement. Our findings show that family involvement has an inverted U-shaped relationship with the capabilities of proactive R&D management. We also find that board capital breadth mitigates the negative effects of excessive family involvement on the proactive R&D management capabilities but has an insignificant effect at low or moderate levels of family involvement. On the other hand, board capital depth increases the disadvantages of excessive family involvement on the proactive R&D management capabilities, with an insignificant effect on proactive R&D management capabilities at low or moderate levels of family involvement.

Paper is Available to Meeting Registrants Only.

TIM: [Are Family Successors Born for Conservatism? Evidence on CEO Succession and Exploratory Ventures](#) 

Author: **Pi Hui Chung**, *National Taiwan U.*

Author: **Hsueh Liang Wu**, *National Taiwan U.*

Author: **Cheng-Yu Lee**, *Southern Taiwan U. of Science and Technology*

Author: **Chia-Jung Lee**, *Tunghai U.*

The literature of CEO succession in family firms has long been accumulating but the findings are still inconclusive. Some question the performance implication of CEO origin while others suggest the importance of the contextual approach to the post-succession performance effects. Drawing from the agency and socioemotional wealth perspectives on the micro-foundation of firm strategy, this study aims to revisit the family successor effect on the post-succession exploratory ventures, and how this relationship is conditioned by individual-, board-, and organizational-level factors. In a sample of 487 CEO succession of Taiwan family firms in traditional industries over the period of 2001~2013, the empirical results show that family CEOs are more exploratory-oriented than non-family CEOs. However, relay succession or family involvement in board negatively moderates family CEO effect on a focal firm's pursuit of exploratory ventures. Also, the post-succession exploratory strategy is more significant among firms of larger size. This study contributes to the family business literature by clarifying the mixed findings with greater attention to the behavioral side of successions.

Paper is Available to Meeting Registrants Only.

TIM: [The role of technology management and connectedness in the product innovation of family firms](#)  

Author: **Abel Lucena**, *U. of the Balearic Islands*

Author: **Vanessa Diaz Moriana**, *U. of the Balearic Islands*

Author: **Nadine Kammerlander**, *WHU - Otto Beisheim School of Management*

There has been much debate concerning product innovation in family firms given its importance for their continuity across generations. However, most prior research has focused on comparing family and non-family firms neglecting the reasons behind why family firms attempt product innovation. As a result, our study aims to understand product innovation in family firms and the mechanisms by which it manifests. Drawing on the long-term orientation perspective, we employ a panel data from 2,132 Spanish manufacturing companies for the period 2006~2016 to show that the distinct innovative output behavior of family firms can be attributed, in part, to two factors, namely technology management and connectedness. We develop a mediation model to explain the relationship between family firms and product innovation therefore contributing to a more fine-grained understanding of innovation behavior in family firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Algorithms

TIM: Decision-Making Algorithms and us: why do we delegate?

Author: **MATEUS RODRIGUES COIMBRA**, *Coppead/UFRJ - Federal U. of Rio de Janeiro*
Author: **Paula Chimenti**, *Coppead/UFRJ - Federal U. of Rio de Janeiro*
Author: **Roberto Nogueira**, -

Experts have expressed concern about the excessive use of social media, with people systematically entering social networks for a specific purpose but leaving hours later after diving into the “rabbit hole.” This overuse has been associated with the ability of platform recommendation algorithms to assign content of interest. The combination of machine learning algorithms and big data have increased the predictive power of these recommendation systems, leading to new perspectives for people to interact with the platforms. Against this backdrop, the present article studied how the human-machine interaction mechanism works as well as the motivators of this process. We integrated different perspectives found in the literature into a comprehensive model in an attempt to explain which factors would help to understand this mechanism of interaction in social networks. The study was carried out through a survey with 297 YouTube users. The proposed model presented different findings in the presence of two paths of interaction with different motivators (main and peripheral route). Escapism was the only motivator for both routes. Both routes had impacts in terms of satisfaction and dependence, but with exchanged impacts. Finally, the model showed that the type of content watched on the social network did not influence the interaction mechanism. This article shows the possible emergence of a new paradigm where decision-making will be done entirely by algorithms.

Paper is NOT Available. Please contact the author(s).

TIM: Managing Algorithms: partial automation of middle management and its implications for gig worker 

Author: **Diana Enriquez**, *Princeton U.*
Author: **Janet Vertesi**, *Princeton*

Platforms for gig work like Uber advertise their job opportunities as “entrepreneurial work” to potential workers and their company as technologically innovative to potential investors. One of the central features of these platforms is a layer of automated middle management in the form of a coordinating algorithm that interacts with workers completing tasks through the platform. The algorithmic middle management is useful to the platform as a status signaling tool to investors, a cost cutting measure, and a rhetorical tool for separating themselves further from their workforce. In practice, however, algorithms are limited in how well they can coordinate a widespread workforce and the extra management work falls to the workers themselves to manage. Using data from 41 interviews with Uber, Amazon, and Lyft gig workers, we examine the tasks that algorithm completes vs. the middle management tasks that fall to gig workers to complete on their own. We find that “entrepreneurial work” for these gig workers means that they must absorb several types of middle management tasks in addition to the tasks they were explicitly hired to do. Gig workers also bear the costs associated with representing a platform and themselves when there is any contrast between the projected expectations of the customer and the completed service.

Paper is Available to Meeting Registrants Only.

TIM: Organizational moderators of the effect of autonomous technology on organizational error prevention  

Author: **Peter Micah Madsen**, *Brigham Young U.*
Author: **Robin Dillon-Merrill**, *Georgetown U.*
Author: **Konstantinos Triantis**, *Virginia Tech*
Author: **Bart Roets**, *INFRABEL*
Author: **Taylan Topcu**, *George Washington U.*

One of the earliest forms of artificial intelligence to be widely adopted in organizations is autonomous decision-making systems (ADS)—advanced automation designed to make human-like decisions that lead to real-world action. ADS technologies are designed with the goal of reducing error, but in complex systems, organizational factors will contribute to the ability of the ADS to achieve this goal. Theories of organizational error have not yet considered how organizational factors will moderate the benefit of ADS use for organizational error avoidance. The present work aims to fill this gap in the literature by integrating theories of organizational error with theory on human-automation interaction to theorize the effects of organizational factors on ADS use and the corresponding relevance to organizational error commission. We hypothesize that ADS use generally decreases error rates, but that some organizational features moderate the value of ADS for error prevention. Among the organizational characteristics that we hypothesize will reduce the error-prevention benefits of ADS are operator experience, task complexity, and interpersonal interdependence. We test these hypotheses on a unique data set from a large, European rail system operator that has recently adopted ADS technology, finding broad support for our theoretical framework.

Paper is Available to Meeting Registrants Only.

TIM: Automated Contracts and the Lawyers Who Don't Review Them: Motivating Use of Machine Learning Tech   

Author: **Beverly Rich**, *U. of Southern California*

Firms' transitions from existing technologies to new technologies are often challenging and incremental. Machine learning (ML) is distinct from many technologies in that it is a general purpose technology (GPT) and thus co-invention and coordination costs are associated with its use. However, the growth and diffusion of ML can be inhibited by individual level factors such as individual users' uncertainty and lack of incentives to use the technology. To explore the endogenous process of ML adoption within a firm and how to motivate employees' ML use, I use a unique data set from a company with ML contract automation technology that includes eighty onboarding calls from thirty customer firms, employee usage data, customer firm renewal data, and interviews. Based on topic modeling analysis of the call transcripts, I develop propositions that discuss how focusing on the long-term value added to the employees and to the firm, instead of on the short term efficiency gains to a specific task, can motivate employees to use ML. To ensure that firms capture value from new technologies, given employee uncertainty, I propose that managers should focus on the long-term value added to the firm and to the employees' skills when certain tasks are automated, rather than focusing on short-term efficiency gains from automating one task. I also theorize about how employees' motivations to use ML can change by learning more about the technology. I conduct preliminary tests of the propositions and find support.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Intellectual Property Strategy

TIM: Patent Disclosure and Firm New Product Performance – Evidence from China 

Author: **Dandan XIA**, *IESE Business School*

We investigate the effect of information disclosed from patents on firms' new product performance and its heterogeneous effects across firms. We exploit a patent subsidy program in China as a quasi-natural experiment. With a staggered difference-in-difference method, we find that firms have a significant increase in their sales revenue from new products after the enactment of the patent subsidy policy. The mechanisms we propose is patent subsidies have caused firms to file more patents and more information is disclosed publicly, which can be read and learned by other firms to improve their new products. Leading innovative firms that are highly innovative benefit less from disclosed information in patents than those that are closely following them. This is because frontier firms reveal more advanced technologies through patents, and they may already have access to frontier technological information in their areas other than patents.

Paper is Available to Meeting Registrants Only.

TIM: State Advances and Private Sector Retreats? State Entry and Privately Owned Enterprises' Innovation   

Author: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Author: **Cyndi Man Zhang**, *Singapore Management U.*

The trend of state involvement in private firms in China is increasing, which represents the country's major policy reversal of the early era of market reform and privatization of firms. We explore whether state entry into privately owned enterprises (POEs) affects the innovation performance of POEs. We show that state entry has a significant and negative impact on the quantity of general patented innovations but has little effect on the novel patented innovations produced by POEs. We also find that in emerging strategic industries identified by the state, POEs can continue ramping up the quantity of general innovations despite significant state entry; POEs with a high level of accumulated technological capabilities in producing high novelty innovations continue to generate a greater proportion of novel innovations.

Paper is Available to Meeting Registrants Only.

TIM: Intellectual Property Strategy and Reverse Innovation 

Author: **Kelvin Willoughby**, *Skolkovo Institute of Science and Technology*
Author: **Nadezda Mullina**, *Skolkovo Institute of Science and Technology*

In this paper, we compare the role of outward-bound international patenting in “reverse innovation” and in conventional international modes of innovation. Through analysis of panel data from 148 countries over 18 years, we reveal that, while all countries may in principle appropriate economic benefits from endogenous technological innovation by increasing their level of outward-bound international patenting, the ability of a country to do so may be hampered by the pre-existing level of its economy. We classify countries in to four strategic innovation quadrants—Inventors, Innovators, Traders, and Slow Movers—based on the relative change over time in their competitiveness in international patenting and their per capita wealth. The mix of wealthy countries and less wealthy countries varies greatly between quadrants, with the wealthy countries dominating the Innovators quadrant and the less wealthy countries exhibiting inertia in translating invention in to innovation. We conclude that, for lower income countries to improve their success in appropriating the benefits of reverse innovation, innovators and would-be innovators based in those countries need to develop sophistication and prowess in international patenting strategy and intellectual property management tailored to the unique conditions of each country.

Paper is Available to Meeting Registrants Only.

 **TIM: Identifying Crisis-Critical Intellectual Property Challenges during the Covid-19 Pandemic**

Author: **Alexander Moerchel**, *Institute for Manufacturing, Engineering Department, U. of Cambridge*
Author: **Frank Tietze**, *U. of Cambridge Department of Engineering*
Author: **Leonidas Aristodemou**, *U. of Cambridge*
Author: **Pratheeba Vimalnath**, *U. of Cambridge*

The Covid-19 pandemic exposed firms, organisations and their respective supply chains to unprecedented challenges, thus triggering the formation of new relationships in a short period of time. More specifically, Firms from other sectors, such as automotive, luxury and home appliances, have entered into the Crisis-Critical Sector in order to support the effort to upscale incumbent manufacturing capacities, thereby creating new relationships and thus introducing Intellectual Property (IP) related dynamics and challenges. We apply an innovation ecosystem perspective to three industrial firm entry strategies identified by Tietze, Vimalnath, Aristodemou and Molloy (2020) and adopt a novel visual mapping approach to identify IP associated challenges and IP specific dynamics during and potentially beyond the crisis. In this paper, we contribute to the IP management literature in the open innovation context by proposing paragon IP as a novel IP type. Finally, we deduce managerial implications for IP management practitioners at both incumbent firms and new entrants for navigating innovation ecosystems subject to crisis-induced dynamic shifts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

R&D Collaboration

TIM: Is Bigger Better? A Deeper Look on Size and Innovation Performance of Multi-actor R&D Projects  

Author: **Svetlana Klessova**, *U. Côte d'Azur, CNRS, GREDEG, France*
Author: **Catherine Thomas**, *U. Côte d'Azur, CNRS, GREDEG, France*
Author: **Sebastian Engell**, *TU Dortmund U.*

This paper deals with collaborative R&D projects, with a considerable number of organizational actors, which generate both new knowledge and innovations, market upstream. It is generally assumed that a large knowledge base is beneficial for knowledge generation due to more possibilities for recombination. But, under the pressure of project constraints, are bigger multi-actor projects indeed 'better', in terms of their innovation performance, measured by the number of their research and innovation outputs? The extant literature is contradictory on this topic. This paper sheds light on the relationship between the size of the projects and their research and innovation outputs, using an exploratory inductive multi-case study of multi-actor R&D projects funded by the latest European Union's Research and Innovation Programmes. We provide evidence that over 95% of 185 research and innovation outputs in the studied projects were developed in small stable groups, or individually, independent of the project size: large knowledge base can be beneficial after the project but was not within the project. Nevertheless, the generation of meta-knowledge, a non-conventional project output not identified in the literature, may be a benefit of a larger project size in specific settings.

Paper is NOT Available. Please contact the author(s).

TIM: A Framework for Measuring Market-upstream Innovations and Innovation Performance in R&D Projects  

Author: **Svetlana Klessova**, *U. Côte d'Azur, CNRS, GREDEG, France*
Author: **Sebastian Engell**, *TU Dortmund U.*
Author: **Catherine Thomas**, *U. Côte d'Azur, CNRS, GREDEG, France*

The number of publicly funded collaborative and pre-competitive multi-actor R&D projects is growing. In such projects, a considerable number of organizational actors from academia and industry generate both new knowledge and innovations. Innovations often start from existing foundations; they are often not patented. Taken together, the full set of developed innovations reflects innovation performance of the project. The established measurement systems are inadequate to fully assess such market-upstream innovations at the end of the projects: existing assessments up to now lack completeness (the set of outputs is much larger than what is traditionally assessed) and precision (the existing Technology Readiness Scale for assessing maturity of innovations, is too coarse). The paper aspires to develop new perspectives on measurement of market-upstream innovations and thus collective innovation performance in multi-actor R&D projects, using a multi-case study of 5 projects with 67 organizations, funded by the latest European Union's Research and Innovation Programmes. The 5 cases served firstly as an inspiration to generate the framework based on existing theoretical foundations, and then as an illustration to test the proposed framework and calibrate it, based on the empirical data. We studied the projects on the basis of over 900 pages of documentation, and additional data from 38 semi-structured interviews with project actors. We identified 54 innovations across the five projects, classified them according to the proposed typology, developed a measurement framework, based on both the numbers of innovations and on advancement of their maturity, and implemented the framework in the projects under study, to illustrate its applicability.

Paper is NOT Available. Please contact the author(s).

TIM: How corporate venture capital investors search external knowledge to bridge internal knowledge gaps 

Author: **Sven Veismann**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*

Real options theory implies a difficult trade-off for CVC investors engaging in external knowledge search to diversify their own knowledge: CVC investors with low internal knowledge diversity would benefit greatly from access to diverse external knowledge, but limited experience with different knowledge areas makes diverse CVC portfolios infeasible. To resolve this trade-off between minimizing redundancies and maximizing synergies in a CVC portfolio, we extend real options reasoning with organizational learning theory and examine how a CVC investor's knowledge diversity shapes its CVC portfolio diversity. Based on both theories, we identify positive and negative portfolio effects that change investors' motivation to diversify. These effects provide theoretical argumentation that the investor's internal knowledge diversity is related to the diversity of its CVC portfolio in an inverted U-shaped relationship. Using a sample of 968 firm-year observations between 2000 and 2018, we find support for our hypothesis. We further show how this relationship is bounded by conditions of high R&D intensity, high exploration focus as well as high technological uncertainty. The moderating effects of all three boundary conditions are strong enough to flatten the relationship between internal knowledge diversity and CVC portfolio diversity to a straight line.

Paper is Available to Meeting Registrants Only.

TIM: Corporate Science, Cooperation with Research Organizations and Eco-innovation

Author: **Maria Teresa Bolivar-Ramos**, *Autonomous U. of Barcelona*

Environmental innovation plays a crucial role nowadays, as it promotes sustainable growth. To develop environmental innovations, firms can rely on key internal resources such as corporate science –i.e. basic scientific research that promotes the development of the knowledge and capabilities needed to sustain long-term strategies. In addition, collaborations with universities and research institutions can be particularly relevant in extracting value from corporate science when seeking to foster eco-innovations, thanks to continuously engaging in R&D projects and increasingly adopting an eco-friendly vision. Based on a longitudinal analysis of technology firms, this study confirms that corporate science investments spur eco-innovations. Moreover, only collaborations with universities positively moderates the relation between corporate science and eco-innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Non-market influences on Innovation

TIM: No News is Bad News: Political Corruption, News Deserts, and the Decline of the Fourth Estate  

Author: **Ted Matherly**, *Tulane U.*
Author: **Brad Greenwood**, *George Mason U.*

The newspaper industry is perhaps the most notable casualty of the rise of the digital age. In this work, we examine how the decline of local reporting capacity which accompanied the emergence of digital newsrooms and content aggregators influences local levels of political corruption. As is well known, newspapers are viewed as an important investigative arm of local communities. It is therefore possible that the decline of local media will embolden corrupt actors who believe they are less likely to be detected, and create the potential for substantial deadweight loss in the economy. To examine these relationships, we leverage a novel dataset of federal charging documents of corruption and daily newspaper closures using a difference in difference approach. Results indicate a significant rise in federal corruption charges when major newspapers close in a federal district. Strikingly, we observe no evidence that the rise in online newsvendors is able to ameliorate this effect. This highlights the important role of the traditional “fourth estate” in inhibiting corruption in governance.

Paper is Available to Meeting Registrants Only.

TIM: Democracy, Legal Systems, and Renewable Energy and Storage Technology Innovations  

Author: **Kerrigan Marie Machado Unter**, *George Washington U.*
Author: **Jorge Rivera**, *George Washington U.*

Compared to other types of technology innovations, green technology (GT) innovations produce additional public good benefits in the form of improved environmental quality enjoyed by all people in general. Yet, GT innovations tend to be undersupplied precisely because the firms inventing them are less likely to be rewarded for the enhanced environmental public goods produced by the use of these GT innovations. Hence, the institutional country context needs to be considered because it can greatly determine how firms can take advantage of the public good benefits produced by their GT innovations. We examine the impact of the political and judicial institutions on the production of renewable energy and storage technology innovations and breakthroughs in those same GT innovations with a total sample of 7,298 patents applied for between the years 1972 and 2006 across 48 countries, resulting in a total of 1,680 country-year observations. We find that civil law acts as a moderator weakening the positive effect democracy has on inducing renewable energy and storage technology innovations. It is essential for firms to understand how differences in the political and judicial systems across countries can be exploited to gain an advantage in developing GT innovations. Institutional differences can impact both sources of knowledge as well as R&D funding for firms developing GT innovations allowing them to develop technologies that produce public good benefits.

Paper is Available to Meeting Registrants Only.

TIM: New Walls in a Flat World? A Legal Perspective toward the Border Puzzle in Cumulative Innovation 

Author: **Yanfeng Zheng**, *U. of hong kong*
Author: **Qinyu Wang**, *The Hong Kong Polytechnic U.*

Recent studies revealed a puzzling trend: cumulative innovation has become more nationally bounded in a globalization era. We contend that it is primarily driven by the global harmonization of intellectual property rights (IPRs) and the IPR strengthening in emerging economies. Integrating insights from the literatures on IPRs, international business, and the geography of innovation, we develop a theoretical framework with an analytic model to examine the effect of global IPRs on international technological trajectories. We contend that when deciding on whether to follow a foreign trajectory, domestic firms consider hold-up threats and legal costs imposed by cross-country prior patents. Following this framework, we hypothesize that after a foreign precursor obtains a cross-country patent in a target country, citations to the patented invention from that country will decrease. This deterring effect is more salient for target countries with stronger IPRs such as the US. However, when countries with weaker IPRs like China improve over time, the effect gap will diminish. Using 37,914 and 25,388 inventions originating from Europe during 2001-2010 that obtained cross-country patents in the US or China, we find strong evidence supporting our hypotheses. Our study offers a fresh perspective on how international IPRs shape global innovation landscapes.

Paper is Available to Meeting Registrants Only.

TIM: European Privacy Law and Global Markets for Data 

Author: **Michail Batikas**, *Rennes School of Business*
Author: **Christian Peukert**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Stefan Bechtold**, *ETH Zürich*
Author: **Tobias Kretschmer**, *LMU Munich*

We demonstrate how privacy law interacts with competition and trade policy in the context of the European General Data Protection Regulation (GDPR). We follow more than 110,000 websites for 18 months to show that websites reduced their connections to web technology providers after GDPR became effective, especially regarding requests involving personal data. This also holds for websites catering to non-EU audiences and therefore not bound by GDPR. We further document an increase in market concentration in web technology services after the introduction of GDPR. While most firms lose market share, the leading firm, Google, significantly increases market share.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Innovation in Manufacturing: Back to the Future

TIM: Outside-in thinking, value chain collaboration, and business model innovation in manufacturing firms 

Author: **Liang Wu**, *Guangdong U. of Foreign Studies*
Author: **Heng Liu**, *Sun Yat-Sen U.*
Author: **Yongchuan Bao**, *U. of Alabama in Huntsville*

Outside-in thinking; Business model innovation; Competitive intensity; Regulatory volatility; Interaction response

Paper is Available to Meeting Registrants Only.

TIM: Systems Integrators' Search in the Supplier base: The Case of Mature and Emerging Technologies

Author: **Jose-Mauricio Galli Geleilate**, *UMass Lowell*

Systems integrators are firms that coordinate and integrate several different component technologies into complex products. Despite research evidence that these firms develop a broad knowledge base encompassing not only internalized components but also those outsourced to suppliers, we still know little about how these firms obtain external technological knowledge. Drawing from the concept of innovation search, we seek to understand how systems integrators search and generate new inventions by searching its supplier base. Moreover, since individual component technologies evolve unevenly within products, we pay attention to the differences between emerging and mature component technologies. Drawing from a longitudinal sample of all major global automotive manufacturers and their most relevant components, we provide empirical evidence that systems integrators intensify their search in suppliers in the context of emerging technologies. Yet, they also attain more successful innovations when increasing search in suppliers in both mature and emerging component technologies. However, while vertical integration leverages this relationship in mature component technologies, it has a dampening effect on the benefits of search in suppliers in the context of emerging component technologies.

Paper is Available to Meeting Registrants Only.

TIM: Being the best one can be: The influence of organizational virtue orientation on firms' innovation   

Author: **Kathrin Haubner**, *Westfälische Wilhelms-U. Münster*

Innovation as key driver of success has been widely studied. Despite the influence of firm and top management team characteristics little is known about the underlying mechanisms that promote and inhibit innovative behavior in companies. Going beyond classical innovation research, we analyze the underlying virtuous mechanism by evaluating the relation between firms' organizational virtue orientation and innovation. We find that the dimensions of OVO influence innovative behavior in firms and highlight the contrary effects when differentiating between high- and low-tech firms. Additionally, by examining the moderation effect of technology diversification, we find implications that the relationship between OVO and innovation in high-tech firms is strongly influenced by the level of technological diversification. We base our study on secondary data of S&P 500 U.S. manufacturing firms accounting for 1,520 firm-year observations. For our analysis we utilize a unique and comprehensive set of data: We determine innovation as output measures via hand-collected product announcements, derive a measure of OVO based on computer-aided text analysis of MD&A sections and utilize patents data for the derivation of technological diversification.

Paper is Available to Meeting Registrants Only.

TIM: Reliance on Technology from the Demand Side Market: Demand Driven Innovation After China Joined WTO  

Author: **Xiaoshu Bei**, *U. of Colorado, Boulder*
Author: **Fu Ouyang**, *The U. of Queensland*

How does opening up the Chinese market to US firms affect innovation? Drawing from the demand-driven innovation perspective, we propose: cost spreading associated with new demand opportunities encourages firms to innovate; user innovation encourages US firms to adopt technologies that originated from China when they innovate. We examine a sample taken from Compustat-listed firms' innovation activity following China joining the World Trade Organization (WTO) in 2001. Using both difference-in-differences (DID) and instrumental variable (IV) analyses, we show that US firms generate more patents and are more likely to cite patents that originated in China when facing the new market demand opportunity. The effect becomes stronger as the level of US exports to China increases, and is weaker for firms with larger scale or scope.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Mitigating Risk

TIM: Seekers' and Solvers' Interaction Design Preferences for Open Innovation Platforms  

Author: **Anja Leckel**, *RWTH Aachen U.*
Author: **Krithika Randhawa**, *U. of Technology, Sydney*
Author: **Frank T. Piller**, *RWTH Aachen U.*

Crowdsourcing is an open innovation mechanism by which organizations (solution seekers) engage in knowledge exchange with individual problem solvers via digital platforms. This study applies a discrete choice experiment with 842 respondents to examine seekers' and solvers' preferences for designing the interaction on open innovation platforms, and how these preferences shape the processes for creating and capturing value. More specifically, we investigate under which conditions seekers are inclined to accept the platform design features that are important for solvers to create and capture value. Taking a microfoundations perspective, we explore the role of social trust, risk aversion and the need for cognition of seekers and solvers in their choice on how to engage in open innovation activities on platforms. We explore potentially contradicting interaction design preferences of seekers and solvers in order to balance value creation and value capture to sustain their platform participation. In doing so, we contribute to our limited understanding of the microfoundations of open innovation. With our empirical approach, we propose a way to conceptualize, operationalize and measure open innovation value processes in a crowdsourcing context from a social exchange perspective. Social exchange theory provides a novel angle for addressing the interaction between seekers and solvers to improve the balance and sustainability of open innovation value processes.

Paper is NOT Available. Please contact the author(s).

TIM: The hidden risks of incumbent open innovation: A reappraisal of the US national innovation ecosystem  

Author: **Ibrahim Shaikh**, *U. of New Brunswick*
Author: **Krithika Randhawa**, *U. of Technology, Sydney*

Innovation scholars over the years have highlighted several benefits of using a more Open Innovation (OI) approach to commercialize industrial R&D. In this study, however, we ask if there are any systemic risks incurred when incumbent R&D organizations use OI without considering its long-run societal and economic implications? Our answer is yes. Specifically, we assert that OI practices have a strong potential to jeopardize sustainable technical change at the level of the national innovation system in the imminent future. We use a historical case study of the US ecosystem to highlight three types of social costs incurred on the national innovation system through incumbent OI, and three key social benefits the entrepreneurial network state exerts over the ecosystem that are equally important for OI. We document how the most recent wave of industrial R&D also corresponds with a techno-economic paradigm that increases the rate of invention but skews the direction of innovation towards short-term profits. As such, a key insight of this study is that unless technology managers embrace a more long-term stakeholder orientation, OI will continue to lead to externalizing the riskiest aspects of R&D to the taxpayers, while privatizing the rewards for industrial R&D executives and shareholders at the expense of what is best for society. A number of implications follow for public policy to create a more stakeholder friendly national innovation system.

Paper is NOT Available. Please contact the author(s).

TIM: The Military-Civilian Symbiosis: Evidence of Civil Innovation from the Global Drone Industry 

Author: **Katrin Marike Smolka**, *Warwick Business School*

Private parties operating in the civil domain are not always capable of engendering innovation and new industry creation because of lacking complementary assets, short-term horizons, underinvestment in fundamental research, and limited 'translational' capacity. In this study, we theorize and demonstrate that important innovations often have their roots in an institutional realm that can compensate for these shortcomings: the military. We hypothesize that the military is capable of fostering private sector innovation through technological and human-capital spillover, investments in high-risk innovation projects, and building vital innovation infrastructure. We test our hypotheses in the context of the global drone industry, using a unique longitudinal database tracking the emergence of the industry between 2006 and 2016. Our sample consists of 1341 civil drone systems created by 473 producers situated in 52 countries. We employ survival analysis to test the influence of national-level military drone production, overall military expenditure and arms imports on civil drone market-readiness. Our results show that the military plays an integral role in civil innovation and new industry creation in this setting. As one of the first studies in management to provide systematic, non-anecdotal evidence on the civil innovation role of the military, our work contributes to the institutions-for-innovation and innovation policy literatures.

Paper is NOT Available. Please contact the author(s).

TIM: Dystopia or utopia in live streaming influencer marketing during COVID-19 pandemic: case from china

Author: **Leqin Xu**, *Shanghai U. of International Business and Economics*
Author: **Jiayin Qi**, *Shanghai U. of International Business and Economics*

In the background of COVID-19 pandemic, the economy of the whole world has been strongly hit. Due to the forced adjustment of business models, the development of the online industry has been accelerated and provided an important impetus for economic recovery. Live streaming influencer marketing is one of the tools. In this research, we will analyze the live streaming influencer marketing during the COVID-19 pandemic from two stages. The first stage describes the positive first-order effect based on customer engagement theory, and the second stage describes the negative reflection based on the second-order effect theory. We will integrate the two stages and discuss them in three paradoxes: long term versus short term, return versus risk and coordination versus competition, and show whether live streaming influencer marketing will be utopia or dystopia when the post pandemic era comes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Firm Innovative Strategy 1

TIM: When does servitization promote product innovation?     

Author: **Wengao Huang**, *School of Management, Xi'an Jiaotong U.*
Author: **Qining Jia**, *School of Management, Xi'an Jiaotong U.*
Author: **Lulu Sun**, *Xi'an Jiaotong U.*
Author: **Zelong Wei**, *Xi'an Jiaotong U.*

Although servitization has attracted heavy research attention, its impact on product innovation remains controversial. Addressing this gap, we examine the effects of servitization on exploitative innovation and exploratory innovation by integrating organizational knowledge creation theory and organizational inertia theory. We further explore how the effects vary with product modularization and organization formalization. We find that servitization has a positive relationship with exploitative innovation while a U-shaped relationship with exploratory innovation. Moreover, product modularization strengthens the U-shaped relationship between servitization and exploratory innovation; Organization formalization strengthens the positive relationship between servitization and exploitative innovation while weakens the U-shaped relationship between servitization and exploratory innovation. This study contributes to the literature by disentangling the impact of servitization on product innovation.

Paper is Available to Meeting Registrants Only.

TIM: Complementary Assets and Managerial Cognition in Surviving Technological Change 

Author: **Ei Shu**, *ESLSCA Business School Paris*

Despite the terminology describing the role of complementary assets on incumbent firms' responses to technological change, the interaction between complementary assets and other organizational antecedents is scarcely understood. This study juxtaposes the complementary asset argument with managerial cognition perspective, specifically exploring how managerial cognition influences an incumbent firm's investment decisions to pursue specific complementary assets and how this decision logic ultimately led to the failure to explore emerging "windows of opportunity" in policy-driven markets.

Paper is NOT Available. Please contact the author(s).

TIM: The Effect of Managerial Capabilities on Firm-Level Innovation 

Author: **J. Nils Foegel**, *Leibniz U. Hannover*
Author: **David Lohmar**, *Westfälische Wilhelms-U. Münster*
Author: **Stephan Nüesch**, *Westfälische Wilhelms-U. Münster*

This study investigates the link between managerial capabilities and firms' long-term innovation performance. Drawing on the concept of resource orchestration, we argue that top managers' ability to structure, bundle, and leverage firms' resources is critical to creating new combinations of resources, i.e., innovations, that enable their firms to capture emerging market opportunities. Hence, top managers' capabilities to make decisions with regards to the allocation and deployment of resources ensure the strategic fit between the firms' resource endowments and the environment. Acknowledging that such decisions depend on the internal and external context of the firm, we further introduce the tenure of the chief executive officer (CEO) and the turbulences in the firm's environment as two critical boundary conditions for this link. To test our conceptual model, we collected data on 1,270 U.S.-listed firms from 1992 to 2015. Our results support our theoretical premise that managerial capabilities enhance firms' innovation performance in the long run and that this relationship is attenuated by CEO tenure and amplified by environmental turbulences.

Paper is Available to Meeting Registrants Only.

TIM: Marketing Capabilities, Technological Innovation, and Management Innovation: An Outside-in Approach

Author: **Jiahui Liu**, *School of Management, Xi'an Jiaotong U.*
Author: **Chen Han**, *School of Management, Xi'an Jiaotong U.*
Author: **Shuman Zhang**, *School of Management, Xi'an Jiaotong U.*
Author: **Bo Nielsen**, *U. Of Sydney*

This study builds a theoretical model between marketing capabilities, radical and incremental technological innovations, and management innovation through an outside-in approach. We employed 272 pairs of survey questionnaires collected from Chinese firms in the empirical tests. Results indicate that marketing capabilities enhance management innovation through the mediating effect of radical technological innovation, whereas the mediating effect of incremental technological innovation is not statistically significant by contrast. It is further uncovered that the mediating effect of incremental technological innovation is contingent upon the level of technological turbulence.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizing for Creativity

TIM: Daily Creativity: The Role of Personal Resources and Daily Negative Incidents

Author: **Julia Backmann**, *U. College Dublin*

Author: **Julia Katharina de Groot**, *WHU - Otto Beisheim School of Management*

Being required to be creative during most of their working days is a daily challenge for innovators. Prior research indicated that innovator's personal resources may help them to be creative in their working environments. This study examines two very different personal resources. Specifically, we examine an innovator's resilience and sensor-processing sensitivity as potential drivers for their daily creativity. In an aim to also investigate when these two personal resources are most (or least) beneficial, we also include the moderating role of experienced daily negative incidents. As this study examines the effects of more stable personal resources (i.e., resilience and sensor-processing sensitivity) on daily creativity, we applied an experience sampling research design to collect our data. 138 innovators responded to our baseline survey capturing the stable constructs and to at least two daily survey entries. The results indicate that high levels of resilience could help employees to be creative and that this relationship is not moderated by daily negative incidents. We did not find a significant relationship between sensitivity and daily creativity, but when an individual is exposed to negative incidents on a given day, sensitivity is negatively related to creativity.

Paper is Available to Meeting Registrants Only.

TIM: How Champions Win Commitment for Their Ideas

Author: **Joshua Mahaney**, *Grenoble Ecole de Management*

Author: **Thomas Gillier**, *Grenoble Ecole de Management*

Author: **Fiona Maria Schweitzer**, *Grenoble Ecole de Management*

Sometimes champions are needed in organizations to push ideas toward the new product development process. This paper draws from the help-seeking and issue-selling literature to pose that champions, who look for commitment for their ideas, can gain colleagues' support by asking them to contribute to the ideas. In three experimental lab studies, I show that colleagues who contribute to champions' ideas develop psychological ownership for them and are more likely to commit to them. In addition, I also find that contributing to ideas leads colleagues to exhibit territoriality, referred to as the behavioral 'dark' side of psychological ownership. To avoid the pitfalls associated with territoriality, but still gain commitment, idea champions can present their ideas in a narrative format. While it may be helpful for ideas to be presented in this way, I also show some evidence that, incongruent with the initial two studies' findings, colleagues who contribute to idea champions' narrative ideas are paradoxically less committed to them.

Paper is NOT Available. Please contact the author(s).

TIM: Exploring the Impact of Crowd Members' Motivation on Idea Quality in Online Innovation Communities

Author: **Ulrich Bretschneider**, *U. of Kassel*

Since many years, several firms host Virtual Idea Communities (VIC), in which the crowd focuses on voluntarily developing ideas for new product development (NPD). Both, scholars and practitioners share a strong interest in understanding the factors that enhance crowd members' individual ideation outcome, meaning the quality of ideas, since the value of user ideas is not only essential for the survival of a VIC, but it also directly affects the innovation effects of firm's NPD. Although there exist first insights on what influences idea quality, empirical studies that provide evidence of which forms of crowd members motivations are positively linked to higher ideation outcome are neglected. In this research, we build a theoretical model explaining which motives of crowd members for engaging in ideation have a positive impact on the quality of ideas they developed. To test our theory, we employed empirical data from users of the VIC by the software manufacturer SAP. For the first time, we found that crowd members of VIC are motivated to send capability signals through their ideas and thus be more creative. Further, crowd members with higher levels of fun and learning motivation produce ideas of higher quality, whereas this association depends on their level of flow experience. Our empirical results provide important contributions to IS research and practice. On the basis of our findings it is possible to design socio-technical artefacts for VICs that stimulate users' capability-, fun- and learning motives and in turn will lead to ideas of higher quality.

Paper is Available to Meeting Registrants Only.

TIM: Creative AI-based inventions: How incumbents strategically renew their invention portfolios

Author: **Michael Wustmans**, *U. of Bonn*

Author: **Quentin Plantec**, *MINES ParisTech, PSL U., Centre for Management Science, i3 UMR CNRS*

Author: **Anna Waßenhoven**, *U. of Bonn*

Author: **Clément Sternberger**, *U. of Paris Sud*

Author: **Mei Yun Lai**, *U. of Bremen, Institute of Project Management and Innovation*

Author: **Stefanie Bröring**, *U. of Bonn*

Artificial Intelligence (AI) is often considered a general purpose technology with the potential for disruption in most existing markets. When facing a substantial technological disruption, it has been shown that incumbents are confronted with many challenges to develop new products (conflicting customer incentives, cognitive lock-in, lack of complementary assets), despite that this activity is critical to ensure companies' survival. Overcoming those issues lies with companies' capacity to strategically renew their resources and remain competitive in their market. However, while the literature has shown how incumbents used AI technologies to increase efficiency or productivity, little is known about how they rely on AI technologies in their inventive process. It has also been observed that companies broadly vary in the ways they are embracing AI technologies, but most studies approach AI-based inventions as homogeneous. Hence, to cope with this research gap, we adopted a strategic renewal perspective (e.g., Agarwal & Helfat, 2009), and we conceptualized a new taxonomy of different types of AI technology usages in companies' inventive processes. Creative AI-based inventions focus on implementing AI technologies that serve new-to-company applications and open up new technological paths. Follow-up creative AI-based inventions indicate the company's efforts in following the newly created technological path. Low AI-based inventions specify the usage of AI to extend the existing technology portfolio without disrupting the current business of the company. By drawing upon an example from the agricultural sector, we developed techniques relying on patent data to implement our taxonomy by dealing with 39,000 utility patents in companies' top-19 companies. First, we explored how incumbents and new entrants from different industry origins relied on different AI technology usages with different adoption patterns. Second, by relying on patent indicators, we reviewed the performances of the different types of AI technology usages in companies' inventive process. We contribute to strategic renewal theory by revealing that incumbents from the industry we focus on others rely on AI to renew their patent portfolio to strategically develop new business. Second, we demonstrated the co-existence of different usages of AI technologies in companies' inventive processes to complement incumbents' portfolios and open new innovative paths. Consequently, companies should plan which type of strategic renewal is appropriate for their organisations based on their strategic playing field to achieve the desired outcome.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Recombining and Reusing Knowledge

TIM: A Prophet Has No Honor in His Hometown? Repurposing in the Mobile App Industry

Author: **Camellia Li-Yun Cheng**, *UCLA Anderson School of Management*
Author: **Wenpin Tsai**, *Pennsylvania State U.*
Author: **William Lin**, *WISKEY CAPITAL/ National Taiwan U.*

Through discovering new uses of existing products or services, repurposing is a useful innovation approach that allows firms to reach new customers in a different market category. Moving from a prior market category to a new one, repurposing combines knowledge from these categories. We argue that the rarer (less frequently) similar recombination has occurred in the past, the more likely a repurposing will gain market attention in the new market category. We also argue that the effect of rarity of combination on market attention will be strengthened if the repurposing engages in a targeted search by moving from a vague market category to a more specific category. Using data collected from Google's mobile app platform, we identify key characteristics of repurposing based on the prior and destination market categories associated with the repurposing and show how such characteristics may influence market attention to the repurposing. Our findings contribute to both the innovation and strategy literature and inform practitioners of key factors that drive successful repurposing.

Paper is Available to Meeting Registrants Only.

TIM: The Effects of Interdisciplinarity on R&D Performance: The Efficacy of Knowledge Recombination

Author: **Daniel Laufs**, *Kiel U.*
Author: **Tetyana Melnychuk**, -
Author: **Carsten Schultz**, *Christian-Albrechts-U. of Kiel*

Successful knowledge application from distant disciplines drives the performance of R&D projects, in particular in the case of breakthrough technologies. To translate knowledge recombination into innovations, organizations engage in interdisciplinary research projects. Applying a knowledge-based view, we investigate whether and under which conditions the degree of interdisciplinarity increases R&D performance. We consider different types of interdisciplinarity and argue that research results diversity (distance of covered technological concepts in research results) enhances R&D performance but team diversity (functional diversity of involved researchers) and knowledge base diversity (research field diversity of integrated prior literature) add to the knowledge recombination complexity inhibiting R&D performance. Following a mixed method approach, we ground our hypotheses in a qualitative pre-study within the context of an interdisciplinary project utilizing algae extracts for medical applications and employ bibliometric data in the biomarine field. Our results show a positive effect of research results diversity on R&D performance with diminishing returns (inverted U-shape). Team diversity has no direct effect on performance but complicates the recombination of knowledge in interdisciplinary projects (negative interaction). Knowledge base diversity has a negative impact on R&D performance. To foster innovations, organizations should pro-actively recombine knowledge from diverse research domains in collaboration projects, yet, stay focused.

Paper is Available to Meeting Registrants Only.

TIM: Recombination and the role of personality, knowledge sourcing and organizational diversification

Author: **Stefan Wagner**, *ESMT Berlin*
Author: **Karin Hoisl**, *U. of Mannheim*

Inventors recombine existing knowledge elements to identify new technological solutions and novel inventions. We study how inventors' reliance on different sources of knowledge, their personality traits, and the diversification of the organizational knowledge of their employers jointly determine recombination outcomes. In our theorizing, we distinguish inventors' overall recombination success from the share of technologically novel recombinations. Our predictions are tested relying on a large-scale survey of 1,327 industrial inventors, enhanced with patent-based measures of recombination outcomes. The results confirm earlier findings that access to a diverse set of knowledge is positively related to both recombination success and the rate of novel recombinations. Further, we are able to show that this clear relation holds only for inventors employed by firms with low knowledge diversification. Finally, personality dominates the effect of inventors' reliance on different sources of knowledge and is relatively more important.

Paper is Available to Meeting Registrants Only.

TIM: Value Creation through Recombination in Ecosystems: The Role of Users in the Smart Home Industry

Author: **Kathrin Borner**, *Vrije U. Amsterdam*
Author: **Hans Berends**, *Vrije U. Amsterdam*
Author: **Fleur Deken**, *Vrije U. Amsterdam*
Author: **Frans Feldberg**, *KIN Research, VU Amsterdam*

The value that products and services have for users increasingly depends on their complementarity with other products and services, organized in ecosystems. This study is situated in the smart home industry where digital products offer innumerable possibilities for combination, so that it is difficult or even impossible for firms to address them all. This leads to a coordination challenge in ecosystems. Through a multi-method comparative case study, we found that users are active players who not only select combinations designed by companies or simply mix and match products, but also design novel combinations that are of value to them, and share these with others. We find that users design more combinations than firms, but that firm-designed combinations have on average more users. By doing so, users contribute to value creation in ecosystems as they turn potential complementarity into actual, specific complementarity. We discuss implications for research on innovation ecosystems and user innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Human Capital's Role in Innovation

TIM: Jack of all trades: cross-functional CEOs and organizational ambidexterity 

Author: **Florence Karaba Stadler**, *School of Management, U. of Bath*
Author: **Christian Stadler**, *Warwick Business School*

Relying on the insights from cognitive scientists we propose that analogical reasoning enables CEOs to draw on direct or vicarious experience from settings with similar but different features when they try to reduce the trade-off that occurs when firms grow exploration and exploitation activities. Based on a partly hand-collected dataset from the upstream oil industry we are able to show that CEOs with cross-functional expertise facilitate ambidexterity. We theorize that cross-functional expertise helps them to better differentiate and integrate competing demands, which is central to achieving ambidexterity. Further we are able to show that this ability of cross-functional CEOs is subject to managerial discretion. More specifically we concentrate on a firm's technological capabilities in a technology focused industry, thereby extending previous insights from an upper echelon perspective that the ability of managers to shape outcomes is limited if a firm does not have sufficient resources.

Paper is Available to Meeting Registrants Only.

TIM: Earnings pressure and innovation: The effects of CEO power and competitive intensity 

Author: **Cheng-Yu Lee**, *Southern Taiwan U. of Science and Technology*
Author: **Quang Anh Le**, *Southern Taiwan U. of Science and Technology*

Research on the impact of stock analysts on firms is on the rise. Among various effects from stock analysts, their earnings forecasts are regarded as one of the critical external pressures on corporate behaviors/outcomes, including a firm's innovation investment. To enrich the literature, this study further explores additional contingency factors not yet covered in the existing studies of earnings pressure-innovation investment relationship. The empirical findings indicate that the negative relationship between earnings pressure and innovation can be separately reduced and enhanced by the moderating effects of CEO power and competitive intensity; and the configurational effect reveals that CEO power can mitigate the negative moderating effect of competitive intensity on the earnings pressure-innovation investment relationship.

Paper is Available to Meeting Registrants Only.

TIM: The Depleting Effects of Task Idiosyncratic Deals in the Context of Innovation

Author: **Wai Hung Thomas Ng**, *U. of hong kong*
Author: **Yinuo Zou**, *U. of hong kong*
Author: **HAOYANG CHEN**, *The U. of Hong Kong*
Author: **Chang Su**, *U. of hong kong*

Innovative behavior, or the generation, dissemination, and implementation of new and useful ideas, might have some unintended negative consequences for employees, but these negative consequences are largely unknown to both researchers and practitioners. Guided by a resource depletion perspective, this study suggests that innovative behavior can strain individuals' resources, thereby contributing to greater insomnia. This is especially true for employees who believe that it is important to demonstrate their worth to others through displaying strong innovative behavior, such as those who have received task-related idiosyncratic deals and those who are mindful about how others react to such special arrangements. A three-wave longitudinal dataset collected over a 10-month period showed that greater innovative behavior at Time 1 was related to greater insomnia at Time 2, which in turn was sustained through Time 3. This mediation relationship was stronger for employees who reported high levels of both task-related idiosyncratic deals and (peer) perspective taking. Taken together, these findings support the premise that innovative behavior might create dysfunctional outcomes for some employees.

Paper is Available to Meeting Registrants Only.

TIM: Knowledge assets and radical/incremental innovation performance: The role of organizational agility

Author: **Sebastian Eisele**, *RWTH Aachen U.*
Author: **Andrea Greven**, *RWTH Aachen U.*

To achieve and sustain radical and incremental innovation performance in today's fast-paced environments, firms need to develop dynamic capabilities, like organizational agility, that allow them to quickly sense and respond to opportunities. Therefore, a better understanding of enabling assets and mechanisms is important for theory and practice. Drawing on the knowledge-based view and dynamic capability theory, this study investigates how specific knowledge assets enhance sensing and responding agility, which, in turn, advance radical and incremental innovation performance. Based on survey data from 385 firms, this study offers nuanced insights. First, human and social capital are positively related to sensing agility. Second, social and organizational capital are positively related to responding agility. Third, sensing agility mediates the relationships between both human and social capital and radical innovation performance, whereas responding agility mediates the link between both social and organizational capital and incremental innovation performance. Hence, this study contributes to innovation and strategic management literature by empirically validating specific knowledge assets as important antecedents of organizational agility's underlying dimensions. Additionally, our findings substantiate dynamic capability theory as pivotal theoretical lens to explain the mechanisms underlying the relationships between a firm's knowledge assets and radical/incremental innovation performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovative Behavior

TIM: The temporal effects of R&D subsidies on R&D, innovation and innovation behaviour: evidence from UK

Author: **Chris Dimos**, *U. of Bath*
Author: **Felicia Fai**, *U. of Bath*
Author: **Philip Robert Tomlinson**, -

This study contributes to the understanding of the temporal dimension of the effects of R&D subsidies on R&D inputs, outputs and innovation behaviour. We argue that while the time dimension of the effects on R&D inputs (i.e. input additionality; IA) tightly relates to public support programmes' requirement of private contribution in R&D spending, the effects on innovation (i.e. output additionality; OA) and innovation behaviour (i.e. behavioural additionality; BA) are temporally delayed, linked to the explorative nature of learning associated with publicly funded projects, and obstacles to changes in the innovation behaviour of firms. We empirically test our theoretical framework for a sample of highly R&D intensive, UK firms to find that while IA occurs in the year following receipt of R&D subsidies, BA takes three years after receipt of R&D subsidies to occur. We also find some evidence that OA is mainly driven by process innovation and it takes (at least) three years to occur. In measuring BA, we employ for the first time, a 'classical' treatment and control group evaluation without relying on firms' perceptions of how the receipt of public subsidies affected their innovation behaviour. Our findings have significant implications for both policy and evaluation.

Paper is Available to Meeting Registrants Only.

TIM: Effective Adoption and Implementation of AI Principles

Author: **Stephanie Kelley**, *Queen's School of Business, Canada*

The study examines employee perceptions on the adoption and implementation of artificial intelligence (AI) principles in organizations. 49 interviews were conducted with employees of 24 organizations, across 11 countries. Participants all worked directly with AI and represented a range of positions from junior data scientist to Chief Analytics Officer. The study found that there are eleven components that could impact the effective adoption and implementation of AI principles in organizations: communication, management support, training, ethics office(r), reporting mechanism, enforcement, measurement, accompanying technical processes, sufficient technical infrastructure, organizational structure, and an interdisciplinary approach. The components are discussed in the context of the research on business code effectiveness. The findings offer a first step in understanding the impact of adoption and implementation on the effectiveness of AI principles in organizations. They suggest that simply having AI principles will not be enough to prevent unethical AI outcomes but that several adoption and implementation components uncovered in the study could help address this.

Paper is Available to Meeting Registrants Only.

TIM: Online Interactive Innovation: Learning from Customer Knowledge

Author: **Biao Huang**, *LSE*
Author: **Jonathan Liebenau**, *London School of Economics and Political Science*

New practices to benefit from customers' knowledge have boosted innovation for Xiaomi in smartphones and Tesla in electrical vehicles, but its mechanism cannot be explained by existing theories such as lead users (von Hippel, 1986) or open innovation (Chesbrough, 2003). We develop a new concept of 'online interactive innovation' [OII] to examine how this new practice works by comparing 11 Chinese firms. The model is tested on Xiaomi, a company that entered Fortune 500 in only 9 years from its establishment. Multilevel modeling and longitudinal data analyses are used to analyze the panel data from Xiaomi about customer feedback between 2012 and 2018. We find there are positive relationships among the weekly number of customers' suggestions, replies from Xiaomi's employees and other customers, functions changes in the operating system, annual patent applications and shipments of smartphones. OII changes innovation significantly by shifting the product diffusion curve to the left, causing growth to accelerate much earlier and more quickly than otherwise. It also helps firms to realize mass-customization, enact fast iteration techniques, enhance users' experience and trust, reduce costs and improve productivity. OII works well for Xiaomi not only in China but also in other countries such as India.

Paper is Available to Meeting Registrants Only.

TIM: SME modes of innovation: The impact of STI and DUI drivers on technological innovation

Author: **Jose-luis Hervas-oliver**, *U. Politècnica de València*
Author: **Francisca Sempere**, *Polytechnic U. of Valencia*
Author: **Davide Parrilli**, *bournemouth U. UK*

At the intersection of SME innovation and innovation systems, this study investigates the characteristics of SME innovation modes in catching-up European countries (Southern, and Central and Eastern European) vis-à-vis some of the most advanced countries in Europe. Distinguishing between STI (Science, Technology and Innovation) and DUI (learning-by-Doing, Using and Interacting) innovation drivers, and analyzing their impact on technological innovation we study 29,834 SMEs innovation in 15 countries. We argue that the most effective SME innovation modes in catching-up countries differ substantially from those in advanced economies. Results show how their economic, institutional and innovation context influence SME forms of knowledge and learning. In particular, catching-up countries show effective DUI-type collaborations for process innovations, while showing more limited returns than advanced countries from the STI mode of innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Decisions and Criteria

TIM: The Impact of Intra-Organizational Knowledge configuration on the Termination of Patented Inventions 

Author: **Tianyu HOU**, *City U. of Hong Kong*
Author: **Juan Li**, *City U. of Hong Kong*

This paper examines how intra-organizational knowledge configuration, and specifically cohesion among knowledge components, influences an organization's decision to terminate patented inventions. We differentiate cohesion among knowledge components at local and global levels and argue that local and global knowledge cohesion have differing effects on invention termination. We matched two datasets to test our hypotheses. Using a longitudinal dataset consisting of the patenting activities of 417 U.S. pharmaceutical firms, we constructed organizational knowledge networks and identified local and global cohesion features. We then used patent maintenance data to specify invention termination by tracking non-payment of patent renewal fees. We found that local knowledge cohesion facilitates the retention of patented inventions, while global knowledge cohesion is positively associated with the termination of patented inventions. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

TIM: Causal Machine Learning and Business Decision Making  

Author: **Paul Huernmund**, *Copenhagen Business School*
Author: **Jermain Christopher Kaminski**, *Maastricht U., School of Business & Economics*
Author: **Carla Schmitt**, *Maastricht U., School of Business & Economics*

Causal knowledge is critical for strategic and organizational decision making. By contrast, standard machine learning approaches remain purely pattern and prediction-based, rendering them unsuitable for being applied to a wide variety of managerial decision problems. Taking a mixed-methods approach, which relies on multiple sources, including semi-structured interviews with data scientists and decision makers, as well as quantitative survey data, this study makes a first attempt at delineating causality as a critical boundary condition for the application of machine learning in business. It highlights the crucial role of theory in causal inference and offers a new perspective on human-machine interaction for data-augmented decision making.

Paper is Available to Meeting Registrants Only.

TIM: Strategic Choices with Artificial Intelligence  

Author: **Sukwoong Choi**, *MIT Sloan School of Management*
Author: **Namil Kim**, *School of Management, Harbin Institute of Technology*
Author: **Junsik Kim**, *Korea Advanced Institute of Science and Technology (KAIST)*

Artificial intelligence (AI) is expected to provide choices to yield better outcomes. Considering that evaluating given strategic choices and making strategic decisions is an essential skill for managers, how could their decision-making process be influenced by AI's introduction? This study attempts to answer this question with the context of professional Go players where was unexpectedly but drastically transformed since the invention of AlphaGo in the late 2010s. We investigate the impact of the AI-powered Go program (APG) on the moves within the game between human players and AI by comparing AI suggestions before and after the initial public release of APG. We reveal that AI improves the Go performances of professional Go players by suggesting a greater winning probability for each move and new opening strategy, instead of suggesting traditional sequences that humans have believed to be the best norms for hundreds of years. However, we find this effect is constrained at the initial stage of the game. Besides, we reveal that young players are more similar to the choices AI suggests than old players, leading to winning the game for young players. Our results imply how much professionals have the heuristics and routines of their decision-making and how AI leads them to better decisions—mitigating their errors and mistakes. Lastly, AI's complement effect could be weakened as the environment is more complicated.

Paper is NOT Available. Please contact the author(s).

TIM: Institutionally Bounded Identities: Digital Engineers and Digital Creatives in Mobile Games 

Author: **Cornelia Storz**, *Goethe U.*
Author: **Marcela Miozzo**, *King's College London*
Author: **Steven Casper**, *Keck Graduate Institute*

Through a comparative multiple case study of 55 firms in the mobile games industry in Japan and the United States of America, we examine how new firms in new industries in different national institutional contexts develop their organizational identity. Our analysis suggests that national institutions act as an important filter through which new firms develop their organizational identity by sifting the influence of founders' characteristics and motivations, on the one hand, and the industry technology and knowledge base, on the other. We show that these influences result in two distinctive types of organizational identity—"digital engineers" and "digital creatives"—that are closely associated with the different national institutional environments. The organizational identity of digital engineers emphasizes quality, consistency, and speed, whereas that of digital creatives emphasizes novelty, experimentation, and data analytics. New firms in new industries adopt strategic decisions that reflect and reinforce these identities, especially organizational actions regarding firm boundaries, human resources practices, and corporate development. We propose an emergent framework to explore how institutionally bounded organizational identities develop in a new digital industry.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Behavioral Insights into Innovation

TIM: Enriching External Validity in Innovation-Decision Theory: Findings from Nudging Field Experiments 

Author: **Erich Renz**, *U. of Regensburg*

Many innovations fail because they are not accepted due to significant changes in the way people think, feel, or act. Consumers often respond to this change with a particular resistance reaction. I therefore investigate whether a simple behavioral intervention without additional costs can increase innovation adoption. In two studies with an interval of one year, I find that a nudging treatment leads to significantly more pro-innovation adoption decisions than a control condition. I provide evidence that status quo satisfaction with existing processes and a generally negative assessment of the innovation dampens innovation adoption in Study 2. In addition, I observe that the information deficit is linked to the formation of active innovation resistance. My findings in both studies demonstrate that the intended behavior towards innovation in the control groups is almost identical to the treatment groups' actual behavior. Overall, I show that cost-effective nudges can be beneficial in the field of innovation research and practice. By using nudges, the consumers' freedom of choice can be preserved, and the acceptance of innovations promoted at the same time.

Paper is NOT Available. Please contact the author(s).

TIM: Designing Ethical Nudges For E-Commerce Sites: A Pilot Study 

Author: **Ja-Nae Duane**, *Bentley U.*

E-commerce experiences have seen a rise in consumer usage since the beginning of COVID. These websites and their design have come under scrutiny over the past decade for their use of cognitive biases and heuristics to influence consumer behavior in a manner that maximizes shareholder value. Researchers have been examining who should be held accountable for processes and experiences that may cause consumers harm. This paper explores the role of the e-commerce website designer to understand better if they are best positioned to adopt ethical nudges within e-commerce design. This pilot study uses the Archer design methodology to construct a prototype which is then evaluated through a qualitative analysis from an expert panel to assess the feasibility of implementing ethical nudges within the e-commerce experience.

Paper is Available to Meeting Registrants Only.

TIM: Threatened by AI: Analyzing Users' Responses to the Introduction of AI in a Crowd-sourcing Platform

Author: **Mikhail Lysyakov**, *U. of Maryland College Park*

Author: **Siva Viswanathan**, *Robert H. Smith School of Business, U. of Maryland*

As Artificial Intelligence (AI) solutions are being rapidly deployed, they increasingly compete with human labor. This study examines users' responses to the introduction of an AI system for logo design in a decentralized crowdsourcing marketplace for design tasks. We focus on contestants (i.e., designers) who were active both before and after the introduction of the AI system. We find that designers who had primarily participated in contests for lower-tier, less-complex logo-design contests continue to participate in these contests, while designers who had some prior exposure to more-complex logo-design contests and non-logo contests, increasingly switch to those contests after the AI launch. Using propensity score matching (PSM) with difference-in-differences methods (DiD) we find that the successful designers become more focused (i.e., they increase the number of re-submissions per contest) and more quality-oriented (i.e., they increase emotional content and complexity of their design submissions), after the AI launch. In contrast, the unsuccessful designers increase participation across multiple contests, but do not change the quality (emotional content and complexity) of their design submissions after the AI launch. These findings have important implications for research on the impacts of AI on participants' behaviors and for the design of such crowdsourcing platforms.

Paper is Available to Meeting Registrants Only.

TIM: Privacy-Seeking Behavior in the Personal Data Market 

Author: **Joy Zhouyu Wu**, *Cornell U. and LMU Munich*

Firms are looking to commercialize, trade, and monetize the personal data they collect and receive from consumers. Internet users regularly choose to disclose and share their personal data in return for goods and services. This study examines whether a data recipient's ability to exploit data in a secondary market can motivate users' privacy behavior. An online experiment elicited individuals' reservation prices for sharing their personally-identifiable psychometric data. I found that individuals' information disclosure behaviors were misaligned with their willingness to allow data recipients to monetize their data and trade with a third party. Subjects behaved more privately—by refusing to share data or demanding greater benefits in exchange for privacy losses—when they became more aware of a data recipient's ability to sell their data for money. Moreover, when individuals considered exposing their data to thirty data recipients (rather than one), the privacy responses were weaker than the responses to a recipient's exploitation abilities.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Institutions and Institutional Context

TIM: Institutional and organizational antecedents of personnel motivation in Knowledge Transfer Offices  

Author: **Anna Pohle**, *Fraunhofer Center for International Management and Knowledge Economy IMW*
Author: **Elisa Villani**, *Department of management, Bologna U.*
Author: **Rosa Grimaldi**, *Alma Mater Studiorum U. di Bologna*

Knowledge Transfer Offices (KTOs) have become key actors in driving technology transfer and thus economic growth, innovation as well as the social and technological progress. So far, the variation in relative KTO performance has only been explained at the macro level by environmental and institutional variables and surprisingly scant attention has been paid to micro dynamics and behavioral aspects taking place within KTOs. Our study uses qualitative data from successful KTOs of three Italian Universities to examine the motivations of KTO personnel and their antecedents. Based on the self-determination theory we link the three basic needs (relatedness, competence and autonomy) that underlie intrinsic motivation to its institutional and organizational antecedents. We show how university governments can address the satisfaction of the need for autonomy by adjusting public body regulations according to the hybrid demands of KTO. On the other hand, organizational antecedents are more valuable to address the need for competence and relatedness.

Paper is Available to Meeting Registrants Only.

TIM: Self-efficacy, resilience and individual ambidexterity: The effects of economic institutions

Author: **Jing A. Zhang**, *U. of Otago*
Author: **Tao Bai**, *U. of Queensland*
Author: **Fiona Edgar**, *U. of Otago*
Author: **Steven Grover**, *Macquarie U.*
Author: **Guoquan Chen**, *The School of Economics and Management, Tsinghua U.*

The extant literature highlights the importance of individual ambidexterity, however little is known about its antecedents. Buoyed by recent calls for research to explore psychological explanations of individual ambidexterity, this study develops a conceptual model which examines the effects of psychological self-efficacy and resilience. Specifically, by building on social cognitive and dynamic capability perspectives of ambidexterity, we propose a pathway that sees psychological self-efficacy precipitate resilience and, in turn, individual ambidexterity. Additionally, by exploring the indirect relationship of psychological self-efficacy with individual ambidexterity through resilience, we explore whether this relationship is contingent on two institutional factors: degrees of economic freedom and marketization. Analyzing data from a sample of 1907 knowledge workers from different regions of China, New Zealand and Australia, using both symmetric (PLS-SEM) and asymmetric approaches (fsQCA), results show that psychological self-efficacy enhances resilience, with this in turn facilitating individual ambidexterity. The psychological self-efficacy-resilience-individual ambidexterity relationship is also found to be stronger in regions with a low degree of economic freedom and a relatively higher degree of marketization. Additionally, results from the fsQCA provide supplementary evidence of how configurations of psychological self-efficacy, resilience, and characteristics related to the institution's economic context and personal demography promulgate individual ambidexterity. These findings shed new light on individual-level psychological explanations for ambidexterity.

Paper is Available to Meeting Registrants Only.

TIM: Innovation and Ambidextrous Transition: The Implications for China and Beyond

Author: **Ying Huang**, -
Author: **William C Zhou**, *U. of Massachusetts, Lowell*

Intrigued by recent scandals of Chinese public firms in manipulating earning reports, this paper examines the relationship between managerial choices of exploitation vs. exploration, earnings management, and firm risk in China. Building on Teece's PFI framework and the innovation ambidexterity literature, we propose the term of ambidextrous transition to encapsulate the dynamic process of deploying exploitation and exploration to changing environments. Using a large Chinese dataset consisting of 10,122 firm-year observations (2,430 public firms) spanning from 2007 to 2017, we find that an exploitation-dominant strategy in China helps curb earnings management and that ambidextrous transition helps mitigate firm risk. Results from this study offer important implications for our understanding of the innovation strategies adopted by firms in China and other emerging economies with similar institutional limitations.

Paper is Available to Meeting Registrants Only.

TIM: Integrating multiple goals in university-industry collaborations  

Author: **Irina Isaeva**, *Nord U. Business School*
Author: **Thomas André Lauvås**, *Nord U. Business School*
Author: **Marianne Terese Steinmo**, *U. of Nordland*
Author: **Einar Rasmussen**, *Nord U. Business School*

Pursuing multiple goals is difficult for organizations because goals can conflict with one another and some goals may not be seen as feasible or desirable to pursue. Whereas some academic institutions successfully contribute to both high quality research and industrial innovation, new collaborations often struggle to balance between these multiple goals. We study the process of establishing six university-industry research centers and explore how the academic partners pursued goals related to innovation in addition to the traditional goals of academic research. We found that during the initial phase of the collaboration the innovation-oriented goals were not prioritized, and the research organizations were bolstering their research-oriented goals. Increasing pressure from industry partners forced the research organizations to develop new hybrid practices that also incorporated innovation-oriented goals alongside the academic ones. By outlining how multiple goals were integrated to create hybrid innovation practices we provide novel theorizing on how university-industry collaborations are formed and we contribute to the literature on how organizations integrate multiple and partly contradictory goals.

Paper is NOT Available. Please contact the author(s).

Organization theorists acknowledge that digital technologies can create affordances that foster novel forms of organizing, thereby shaping a symbiotic relationship between the technology and organization. In contrast to this treatment of technology and organization as separate entities, we argue that the blockchain innovation, as an institutional technology, for the first time, synthesizes both organizational and technological features in its system architectural core. A blockchain system core embeds an organizational architecture in a technology architecture, exhibiting a duality that tells blockchain apart from other digital technologies. Consequently, blockchain displays heterogeneous adoption patterns—actor-centric adoption driven by the diffusion of technology features (manifested as distributed ledger technology, DLT) versus technology-centric adoption driven by the diffusion of decentralized and self-governing organizational features (manifested as decentralized autonomous organization, DAO). We identify three diffusion patterns enabled (as well as constrained) by various boundary designs based on permeability and transparency. Taking an actor-oriented approach to theorize about the pathways leading to distinct adoption patterns, we shed new light on literature on innovation adoption by integrating organization design perspectives.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Learning to Innovate

TIM: Learning by doing: Knowledge acquisition and Middle Managers' Dynamic Capabilities

Author: **Antonio Crupi**, *Scuola Superiore Sant'Anna*
Author: **Alberto Di Minin**, *UC Berkeley*
Author: **Letizia Mortara**, *Institute for Manufacturing, Engineering Department, U. of Cambridge*
Author: **Andrea Piccaluga**, *Scuola Superiore Sant'Anna*

Companies are pushed in looking for more sources of external knowledge as a source of competitive advantage. One of these sources is universities with whose companies engage by performing Open Innovation strategies. Accordingly, this paper examines how OI environments, such as university-industry consortia, intervene in reducing managers' external knowledge acquisition barriers by improving their dynamic capabilities. The research is based on a longitudinal study case to observe how managers interact within a university-led consortium. The study has been conducted within the Strategic and Technology Innovation Management Consortium of the University of Cambridge. Data have been collected via interviews, documents, and ethnographic observations in the company and seven consortium meetings in 2019 and 2020. The observations and the data collected supported the idea that managers' interactions with scholars and other managers stimulate the absorption of relevant information that triggers their dynamic capabilities. Precisely, exploring theoretical approaches and learning from others' practical experiences sharpens managers' abilities to identify appropriate sources of knowledge, adopt innovative solutions in different contexts, and gain adequate skills to transfer the knowledge developed within the consortium internally.

Paper is Available to Meeting Registrants Only.

TIM: R&D Collaboration: Competitive & Non-competitive External Actors for Innovation Performance

Author: **Kyung Suk Lee**, *Columbia U.*

This study examines how R&D collaboration with different external actors correlates in different magnitudes in terms of the focal firm's probability for innovation performance. One stream of studies in R&D collaboration literature focuses on each relationship between various types of external actors, such as university, suppliers, customers, and competitors, and its effect on focal firm's innovation performance. However, prior studies do not fully address the fact that focal firms may choose to engage in R&D collaboration with several external actors simultaneously. In order to address this gap, current study provides an alternative view that each distinct actor can be grouped and characterized into two external actors; competitive and non-competitive actors. Based on different types of organizational learning; competitive and non-competitive learning, present study examines the correlation between competitive and non-competitive actors and focal firms' innovation performance by examining both radical and incremental innovation outputs. Current study also analyses how internal organizational innovative effort and external government aid could moderate the probability of focal firms' innovation performance. The results of the current research demonstrate that if firms are to benefit the most from forming a collaboration to improve their innovation performance, R&D collaboration with non-competitive actors may serve as the most viable option. In addition, to intensify the outcome of R&D collaboration, this study argues that focal firms should organize a collaborative learning environment and be open to receiving government aid to further promote innovation performance.

Paper is Available to Meeting Registrants Only.

TIM: Propensity and Performance of Task Exploration in Crowdsourced New Product Development

Author: **Zhiyi Wang**, *U. of Colorado, Boulder*
Author: **Lusi Yang**, *U. of Arizona*

Crowdsourcing has widely been used as a strategy for sourcing ideas and efforts to facilitate innovation. Existing literature suggests that crowdsourcing not only attracts experts with specialized knowledge to perform a task (i.e., exploitation), but also motivates participants to explore new knowledge and expand skills base (i.e., exploration). Given the importance of exploration/exploitation in crowdsourcing, our understanding of how to motivate contributors' exploration and exploitation remains incomplete. This would be the focus of our study. In particular, we examine the effects of the incentive mechanism through contributions selected by the platform on the quantity and quality of contributors' exploration behavior. Using a unique dataset from a new product development crowdsourcing platform, our empirical analyses reveal that number of contributions selected by the platform positively affect the propensity for task exploration but negatively affect the performance of exploration. Complexity of task environment moderates the relationship between selected contribution and exploration performance. The findings provide valuable insights for understanding the contributors' motivation and experiential learning in crowdsourcing. The practical implications are also discussed.

Paper is NOT Available. Please contact the author(s).

TIM: Differential Effects of a Firm's Product Development Experience for Product Performance

Author: **Jae Kyun Yoo**, *U. of Illinois at Urbana-Champaign*

This study examines the effects of a firm's new product introduction experience and its product redesign experience on its product performance, measured by the owner satisfaction ratings. The research setting includes major (U.S. domestic and international) automobile firms competing in the U.S. market from 2005 to 2017. My analyses show empirically that an automobile firm's product redesign experience results in lower owner satisfaction ratings across its fleet of automobiles. However, an automobile firm's new product introduction experience, when combined with its product redesign experience, positively affects the owner satisfaction ratings across its fleet of automobiles. These empirical findings highlight the differential effects of a firm's product development experience (i.e., new product introduction and product redesign) on its product performance across its fleet of automobiles.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Improving Performance

TIM: Open Innovation-Innovation Performance: Do Entrepreneurial Orientation and IT Capability Moderate?

Author: **Tobias D. Herbst**, *Osnabrück U.*
Author: **Piet Hausberg**, *Osnabrück U.*

Open innovation (OI) describes how firms open their innovation process interacting with other stakeholders, and capitalize on exploiting external knowledge. Research on OI shows that firms yield varying results in adapting OI. Furthermore, research suggests an optimum OI level using the concept of external search strategy - namely, two perspectives external search breadth and depth. However, prior studies missed appreciating the antecedents of external search strategies and their relationship with innovation performance. This empirical paper sheds light on the antecedents moderating OI's effectiveness and its impact on innovation performance. Specifically, this paper explores how information technology (IT) capability and entrepreneurial orientation (EO) influence firms' external search strategies and their direct and moderating impact on innovation performance. Using a survey approach among 146 German listed firms, we found no support for a curvilinear relationship between open external search strategies on innovation performance, unlike prior research. Moreover, our results provide no support for our primary assumption that IT capability positively affects the relationship between external search strategy openness and innovation performance. In place, results suggest a negative moderating impact of IT capability. Hence, we may question the general business value of IT capability. Furthermore, the study findings propose differential moderating and direct effects of EO on external search strategy effectiveness and its collective impact on innovation performance. Thus, this study substantially contributes to understanding external search strategies, information systems research, and antecedents moderating the effectiveness of external search strategies' impact on innovation performance.

Paper is Available to Meeting Registrants Only.

TIM: How Innovation Input Impacts Innovation Disclosure?—An Optimal Distinctiveness Perspective

Author: **Hai Guo**, *Renmin U. of China*
Author: **Xiaoyu Li**, *School of Business, Renmin U. of China*
Author: **Qinyue Chen**, *School of Business, Renmin U. of China*

Innovation disclosure, as a signal of innovation capability, could help firms gain legitimacy from key stakeholders. However, it also entails spillover risk, resulting in the potential loss of firm competitive advantage. What then determines the innovation disclosure of firms? Previous studies highlight the role played by firm innovation input, but the findings are inconsistent. While the bulk of studies regard innovation input as a key enabler of innovation disclosure, a few studies see it as an obstacle. Drawing on the insights from the optimal distinctiveness perspective, the present study endeavors to examine the relationship between innovation input and innovation information disclosure. The results show that there is an inverted U-shaped relationship between innovation input and innovation disclosure. Moreover, industrial and regional innovation moderate this relationship in different ways. Our findings inject fresh insights into the literature on the antecedent of firm innovation disclosure and optimal distinctiveness.

Paper is Available to Meeting Registrants Only.

TIM: How can Digital Investment Affect a Firm's Innovation Efficiency and Innovation Quality

Author: **Jianghua Zhou**, *Beijing Normal U.*
Author: **Chenrui Liu**, *Beijing Normal U.*
Author: **Ning Gu**, *Beijing Normal U.*
Author: **Yifan Liu**, *School of Economics and Management, Tsinghua U.*

This study examines the effect of digital investment on a firm's innovation efficiency and innovation quality. Based on a longitude dataset of Chinese listed firms from 2011-2017, the findings show that digital investment has positive effect on both firm's innovation efficiency and innovation quality. Moreover, our study builds a contingency model to further explore the moderating effect of provincial-level integration of informatization and industrialization and competitive intensity. The empirical results indicate that the extent of integration plays a positive moderating role in both the "investment-innovation efficiency" relationship and the "investment-innovation quality" relationship. Meanwhile, the competitive intensity strengthens the positive effect of digital investment on innovation efficiency, but it would weaken the positive effect of digital investment on innovation quality. Furthermore, the positive moderating effect of integration on the "digital investment -innovation efficiency" relationship would be strengthened by competitive intensity. Our study enriches the understanding of the effectiveness of digital investment and has implications for further research.

Paper is Available to Meeting Registrants Only.

TIM: The Impact of Price on Firm Reputation

Author: **Oren Reshef**, *Washington U. in St. Louis, Olin Business School*
Author: **Mike Luca**, -

While a business's reputation can impact its pricing, prices can also impact its reputation. To explore the effect of prices on reputation, we investigate daily data on menu prices and online ratings from a large rating and ordering platform. We find that a price increase of 1% leads to a decrease of 3%-5% in the average rating. Consistent with this, the overall distribution of ratings for cheaper restaurants is similar to that of more expensive restaurants. Finally, these effects don't seem to be driven by consumer retaliation against price changes, but by changes in absolute price levels.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Changing Technology

TIM: Using Machine Learning to Predict Technology Generality

Author: **Sen Chai**, *ESSEC Business School*
Author: **Anoop Menon**, *The Wharton School, U. of Pennsylvania*
Author: **Haris Tabakovic**, *Harvard Business School*
Author: **Clarence Lee**, *Cornell U.*

The future generality of technologies is hard to determine. The sources of these difficulties lie not only in technological factors, but also cognitive and organizational ones. However, with the advent of artificial intelligence (AI), can machine learning (ML) techniques be used to predict general purpose technologies? We find that an ensemble of deep learning models that analyze both the text of patents and their bibliometric information can ex-ante identify such technologies, accurately identifying 80 of the top 100 high generality patents in the hold-out sample. This ability to identify and adopt promising general technologies early in nascent stages can be highly valuable for firms and society as a whole, with implications for firm competitive advantage as well as national technology policy and R&D strategies.

Paper is Available to Meeting Registrants Only.

TIM: Time and the value of data

Author: **Ehsan Valavi**, *Harvard Business School, Harvard U., USA*
Author: **Joel Hestness**, *Cerebras Systems*
Author: **Newsha Ardalani**, *Baidu Research*
Author: **Marco Iansiti**, *Harvard Business School*

This paper investigates the effectiveness of time-dependent data in improving the quality of AI-based products and services. Time-dependency means that data loses its relevance to problems over time. This loss causes deterioration in the algorithm's performance and, thereby, a decline in created business value. We model time-dependency as a shift in the probability distribution and derive several counter-intuitive results. We, theoretically, prove that even an infinite amount of data collected over time may have limited substance for predicting the future, and an algorithm that is trained on a current dataset of bounded size can attain a similar performance. Moreover, we prove that increasing data volume by including older datasets may put a company in a disadvantageous position. Having these results, we answer questions on how data volume creates a competitive advantage. We argue that time-dependency weakens the barrier to entry that data volume creates for a business. So much that competing firms equipped with a limited, but sufficient, amount of current data can attain better performance. This result, together with the fact that older datasets may deteriorate algorithms' performance, casts doubt on the significance of first-mover advantage in AI-based markets. We complement our theoretical results with an experiment. In the experiment, we empirically measure the value loss in text data for the next word prediction task. The empirical measurements confirm the significance of time-dependency and value depreciation in AI-based businesses. For example, after seven years, 100MB of text data becomes as useful as 50MB of current data for the next word prediction task.

Paper is Available to Meeting Registrants Only.

TIM: Historical Dynamics of Disruption in Science and Technology

Author: **Michael Park**, *U. of Minnesota*
Author: **Erin Leahey**, *U. of Arizona*
Author: **Russell James Funk**, *U. of Minnesota*

Theories of scientific and technological change largely view discovery and invention as recombinative processes, wherein prior accumulated knowledge serves as the basis for future progress. Recent decades have witnessed exponential growth in the volume of new scientific and technological knowledge, thereby creating conditions that should in principle be ripe for fostering major advances in science and technology. Yet contrary to this view, a growing stream of literature reports evidence of slowing rates of discovery and invention. To reconcile this tension, we examine changes in the nature of contributions to science and technology using large-scale data on 25 million research papers and 4 million patents published over more than 6 decades. Using novel bibliometric and text-based measures, we observe a consistent pattern such that over time, papers and patents are increasingly less likely to propel science and technology in new directions by disrupting existing streams of knowledge. Further, we find an inverse relationship between the growth of knowledge and its utilization; as the volume of scientific and technological knowledge increases, scientists and technologists focus their attention on increasingly narrow spectra of prior work. These changes in utilization may help account for the simultaneous growth of scientific and technological knowledge alongside slowing progress in discovery and invention.

Paper is Available to Meeting Registrants Only.

TIM: An Approach to AI-Enhanced Patent Analysis for Emerging Advanced Technology Industries

Author: **Zeki Can Seskir**, *Middle East Technical U. (ODTU)*
Author: **Kelvin Willoughby**, *Skolkovo Institute of Science and Technology*

We utilized an AI-enhanced patent search tool and demonstrated its applicability to an emerging technological field where searches relying upon CPC codes and keywords may generate high numbers of false positives. We have chosen quantum technology as the technical domain for this study because it contains various sub-fields of technology that cannot be neatly classified within CPC classes. To demonstrate the power of our AI-enhanced approach we produced insights from the dataset generated by the AI tool to analyze the distribution of international technical knowledge and the relative positions of global competitors in the patent landscape of quantum technology.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1644** | Submission: **16613** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 3:00PM - 4:30PMET (UTC-4)**

TIM Annual Business Meeting
TIM Business Meeting

Participant: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Participant: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Participant: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Participant: **Corey Phelps**, *U. of Oklahoma*
Organizer: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Please join us to learn more about the Technology and Innovation Management divisions activities and ways in which you can become more involved with our community. This session will be followed by a cocktail social hour.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1645** | Submission: **16614** | Sponsor(s): **(TIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 4:30PM - 6:00PMET (UTC-4)**

TIM Social - Virtual Cocktail Hour *TIM Social*

Participant: **Maryann P. Feldman**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Laurina Zhang**, *Boston U. Questrom School of Business*
Participant: **Thomas M. Klueter**, *IESE Business School*

Are you tired of working from home? Are you missing the interactions with friends and colleagues? Looking to unwind? Join us for the TIM Social! Bring along your favorite beverage and enjoy great conversations with friends and colleagues. We will have several breakout rooms to discuss hobbies, travel, new projects or simply meet with like-minded scholars you would typically run into at AoM. Feel free to explore the different breakout rooms during the session. Since we missed out on Philadelphia as a venue: Here are three Philadelphia-inspired cocktail recipes to help get you in the mood for the TIM Social!

For the “cocktail-novice”

Last Call in Rittenhouse

3/4 oz Rittenhouse Rye (**An award-winning whiskey with a heritage that commemorates Philadelphia's famous Rittenhouse Square*)

3/4 oz Aperol

1/4 oz Angostura bitters

1/4 oz Lime

Shake and double strain, serve up.

For the “cocktail-connoisseur”

City Hall Cocktail

1 oz Laird's bonded

1 oz Rittenhouse

3/4 oz Rare Wine Co. Franklin Reserve Bual Madiera (**This particular Madeira was made to honor Benjamin Franklin, a native of Philadelphia, who famously wanted to be put in a barrel of Madeira when he died*)

1/4 oz Cynar

Serve up, chilled, with lemon twist.

For the “cocktail-risk-taker”

Dirty Salty Liberty

3 oz Bluecoat Gin (**Made by Philadelphia Distilling, the first craft Distillery in the state of Pennsylvania since Prohibition*)

1/2 oz olive juice

Splash of beef stock

Garnished with a cube of aged cheddar wrapped with beef jerky and a sprig of thyme (yes, you read that correctly).

*Recipes are from [Philadelphia Magazine](#).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1646** | Submission: **16671** | Sponsor(s): **(TIM)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

TIM Best Dissertation Presentations

TIM Best Dissertation Presentations

Participant: **Henning Piezunka**, *INSEAD*
Participant: **Karin Hoisl**, *U. of Mannheim*

This meeting features the winners of the 2021 TIM Best Dissertations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

**Research in R&D Management: Past Experiences and
Future Trends**
R&D Management: Past Experiences and Future Trends



Organizer: **Alberto Di Minin**, *UC Berkeley*
Organizer: **Paavo Ritala**, *LUT School of Business and Management*
Organizer: **Giulio Ferrigno**, *Scuola Superiore Sant'Anna*
Facilitator: **Joonmo Ahn**, -
Facilitator: **Marcel Bogers**, *Eindhoven U. of Technology*
Facilitator: **Elias George Carayannis**, *George Washington U.*
Facilitator: **Lawrence Dooley**, *Cork U. Business School*
Facilitator: **Xiaolan Fu**, *U. of Oxford*
Facilitator: **Marco Greco**, *U. of Cassino and Southern Lazio*
Facilitator: **Katharina Greve**, *U. of Greenwich, Business School*
Facilitator: **Valentina Lazzarotti**, *U. Cattaneo – LIUC*
Facilitator: **Tim Minshall**, *U. of Cambridge Department of Engineering*
Facilitator: **Letizia Mortara**, *Institute for Manufacturing, Engineering Department, U. of Cambridge*
Facilitator: **Yu-Shan Su**, *National Taiwan Normal U.*
Facilitator: **Yuan Zhou**, *Tsinghua U.*

The field of research on R&D management has substantially evolved over the last 50 years, especially in terms of main topics and themes. What started as a focus on corporate research and development labs has evolved to a diverse investigation of innovation activities across different organizational forms, networks, and ecosystems. Currently R&D management research covers a wide range of topics in research, development, design and innovation, and related strategic and human resource issues - from exploratory science to commercial exploitation – with a broad outlook to social, economic and environmental implications. The PDW “Research in R&D Management: Past Experiences and Future Trends” will bring together the active scholars and editors that have contributed to the latest evolution of R&D and innovation management, grounding on their experience of the R&D Management (a journal with 50-year track record, published by Wiley) and RADMA (the R&D Management Association). The PDW provides a forum through which researchers, together with people who have an active editorial and influencer role in this area, can share reflections, solicit feedback, and develop a better understanding of the directions that this discipline is taking. Participants will join the session with a preliminary draft of their research, including a well-defined set of research questions, as well as an idea about methods and intended contribution. In the end of, the participants will leave the session with insightful feedback to advance their study, as well as potential new co-authorship and publication opportunities and ideas.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1648** | Submission: **15572** | Sponsor(s): **(TLC)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Business Undergraduates as Non-Profit Management Consultants *Undergraduates as Non-Profit Consultants*



Participant: **Patrick McGurk**, *Queen Mary U. of London*

This session will explore the potential benefits and issues of integrating non-profit management consulting projects into undergraduate business programmes. Using case study vignettes from a London-based business school, participants will discuss the value and practicalities of designing and running non-profit undergraduate consulting projects as a strategy for empowering Millennial graduates to meet future employer needs in a socially purposeful way. The speed and scale of the challenges facing today's graduates signal the need for an urgent, radical shift in undergraduate business education - away from the more traditional academic activities and towards authentic learning strategies that develop and practice the ability to work effectively together in teams to interpret vast new sets of data, while also being able to generate creative, innovative solutions to fast-changing and complex organisational problems. Crucially, the key lies in the integration of such hard and soft skills, rather than developing each in isolation (Accenture, 2017; Nesta, 2017). At the same time, there is an imperative on business schools to respond more seriously to wider responsibilities to promote social purpose and value (AACSB, 2017; CABS, 2014, 2019; Financial Times, 21 October 2019). Student consulting projects appear ideally suited as opportunities to develop the integrated skill-sets required by the future workplace. In this session, participants will examine recent examples from London and critically discuss the possibilities offered by undergraduate management consulting projects with community-based, non-profit partners to develop students' workplace skills, while also promoting the social objectives of business schools and their students' increasing interest in learning about 'business with purpose'.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1649** | Submission: **12764** | Sponsor(s): **(TLC)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

The ROTE Framework of Engagement – A Relational Model for Teaching Excellence in Crisis *The ROTE Framework for teaching excellence*



Facilitator: **Margaret E. Heffernan**, *School of Management, RMIT U.*
Presenter: **Joan Richardson**, *School of Accounting, Information Systems and Supply Chain, RMIT U.*
Presenter: **Meredith Tharapos**, *School of Accounting, Information Systems and Supply Chain, RMIT U.*
Presenter: **Kwok Hung Lau**, *School of Accounting, Information Systems and Supply Chain, RMIT U.*
Presenter: **Konrad Peszynski**, *College of Business and Law, RMIT U.*

The COVID-19 pandemic resulted in faculty facing challenges with student engagement and outcomes through their unpreparedness for delivering curriculum in an unprecedented crisis context. This challenge amplified when staff were confronted with a university prioritizing environmental and organisational impacts of the crisis, whilst trying to balance the pedagogical needs of culturally diverse student cohorts, many without the requisite capacity or technology to learn in a wholly digital environment. This session shares a multi-dimensional ROTE (Relational, Organisational, Technical, Environmental) framework underpinned by relational pedagogy. You will experience how using the student voice drives learning and teaching innovations, resulting in the process exceeding prior student engagement and performance metrics as the 2020 pandemic escalated. The session comprises 5 key segments through the themes of Equity, diversity, and inclusion in education; Measurement of learning effects; Remote/hybrid teaching and learning; Technology in the classroom. In an asynchronous format leveraged through pre-session, session and post session interactive activities and resources, including a community of practice of learning and engagement for ongoing networking, peer support and collaboration, you will leave with a Tool Kit of practical strategies for building student engagement. Through a deeper understanding of the power of prioritizing 'relational' pedagogy the missteps of 2020 can be minimized. It is critical that the Higher Education sector rapidly recover from the effects of COVID-19 and innovate to engage our students in new relational norms and equip them to be digitally empowered managers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1650** | Submission: **14148** | Sponsor(s): **(TLC)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

**Faculty & Alumni Perspectives: Success Stories from an Online
7-Week Capstone Project Course**
Success Stories: Online 7-week Capstone Projects



Presenter: **Noelle Scuderi**, *U. of Hartford*
Panelist: **Jeanette Butcher**, *Chick-fil-A Austin Franchise*
Panelist: **Meredith Campbell**, *Libbey, Inc*
Panelist: **Christopher C. Linke**, -
Panelist: **Emma McKee**, *Per Scholas, Inc*
Panelist: **Stephen Reznak**, *MTF Biologics*

This session features the best-practices for the design and management of an online 7-week Capstone project course for professional, working Masters students in organizational psychology. The Capstone project comprises a well-written literature review on the topic of the students' choice followed by a proposed practical application of reviewed research findings to organizational contexts. Students successfully complete Capstone project papers in 7-weeks through a well-structured online course with a student-faculty ratio of 5:1. First, an overview of the Capstone project guidelines, the Canvas-based course design, and the teaching/advisement philosophy will be provided by program faculty. Then, invited alumni will present executive summaries of their projects and applications, followed by a brief Q&A featuring what aspects of the course, advisement, and/or their own personal strategies best contributed to their success.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1651** | Submission: **13724** | Sponsor(s): **(TLC)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

**Bringing Humor to Management Education: Lessons from Collaborating
with a Stand-up Comedian** 
Bringing Humor to Management Education

Presenter: **David Stolin**, *tbs*

The beneficial impact of humor on learning is well known to business academics. Our novel approach was to create educational video content through a close collaboration between academics and a professional comedian. The key challenge – which we overcame through countless discussions and extensive experimentation – was to not only reconcile but to synergize two distinct imperatives: to educate and to entertain. We have made over a dozen videos on topics ranging from organizational behavior to marketing to finance (with all of our videos and associated educational resources available at no cost on our e-learning site). The session will describe our collaboration in detail, drawing on numerous multimedia examples from our work, so as to allow other educators to learn from, adopt and build on our practice. We will provide guidelines for blending educational content with professional-grade humor in general, as well as in specific instances suggested by participants.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1652** | Submission: **12453** | Sponsor(s): **(TLC)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Reflect, refine, repeat: Using an agile methodology to teach leadership theory and skills

An agile method for the teaching of leadership

Presenter: **Gretchen Lina Schaupp**, *Ohio U.*

Although many students of Masters of Business Administration programs seek to enhance their leadership skills, the “managing of human capital competencies” often remains a formal learning objective that is not thoroughly incorporated into MBA curricula. On a similar token, though now widespread in business practice and highly relevant in uncertain times, agile methodologies are often difficult to apply to management courses. The teaching method demonstrated in this session offers instructors an assignment with which the active learning of both leadership theory and skills can be achieved via an agile methodology that supports students in self-reflection and development of their individual leadership competencies. The method is appropriate for both live and online learning environments, and it requires limited time and materials. The method presented here can also be adapted to courses focusing on other social (soft) skills within management curriculum.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1653** | Submission: **11906** | Sponsor(s): **(TLC)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

**Building Leadership Judgment: Teaching Complex Problem Solving
Processes in Management Education**
Building Leadership Judgment



Presenter: **Anna B. Kayes**, *Stevenson U.*
Presenter: **D Christopher Kayes**, *George Washington U.*

In this workshop, we outline four processes of problem solving that build on experiential learning theory and the concept of reflective judgment to solve complex and ill-structured problems. We demonstrate how the model can be used to analyze specific cases that we designed but can be applied to other cases or situations too. We present three complex problem-based cases from current events to frame the discussion and to encourage management educators to play the role of students facing a complex, ill-structured problem.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1654** | Submission: **11044** | Sponsor(s): **(TLC)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

How to Write Great Cases – Even Under Quarantine

How to Write Great Cases



Presenter: **Brent D. Beal**, *U. of Texas at Tyler*
Presenter: **Karen MacMillan**, *Wilfrid Laurier U.*
Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*
Participant: **Karin Schnarr**, *Wilfrid Laurier U.*

Educators who can write effective cases have the power to: fill in worrisome voids in a teaching plan; engage students with relevant, current material; gain a competitive edge by tailoring executive education programs; develop research ideas with practitioners; and, increasingly, receive publishing credit applicable to tenure decisions. Royalty payments can also make writing best-selling cases profitable. This dynamic, interactive session will offer practical advice on how to tackle each step of the case writing process, including: determining what kind of case to write; finding leads in the field; collecting data; writing a well-liked case and teaching note; getting the case released and tested; publishing the case; and doing all this even under quarantine.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1655** | Submission: **17623** | Sponsor(s): **(SIM)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 9:30AM- 11:00AMET (UTC-4)**

SIM Exploratory Committee PDW 
SIM Exploratory Committee PDW

Organizer: **Erica Steckler**, *U. of Massachusetts, Lowell*
Organizer: **Sandra A. Waddock**, *Boston College*
Organizer: **Pushpika Vishwanathan**, *U. of Amsterdam*
Organizer: **Jean-Pascal Gond**, *City U. London*
Organizer: **Emilio Marti**, *Erasmus U. Rotterdam*

During this PDW the SIM Exploratory Committee will briefly present findings from feedback and focus groups with SIM members, and moderate conversations with participants to continue generating insights and ideas. The Exploratory Committee was launched by the SIM Division in Fall 2020 in order to obtain (1) a deeper understanding of SIM's unique contribution within the Academy; and, (2) an actionable sense of "who we aspire to be" as a Division for the future. The Exploratory Committee has collected survey input, facilitated public conversations with members, and conducted several focus groups and one-on-one discussions. Representation considerations include areas of research expertise, career stage, and geographical background, among others. During this PDW we will share some of our main findings from this exploratory initiative and engage with members to further generate ideas about how the Division can best serve and support its members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1656** | Submission: **16685** | Sponsor(s): **(OCIS)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Sunday, Aug 1 2021 10:00AM - 11:30AMET (UTC-4)**

OCIS Paper Development Workshop

Organizer: **Ola Henfridsson**, *U. of Miami*
Coordinator: **Michael Barrett**, *U. of Cambridge*

The workshop welcomes participants to discuss their OCIS-related research in progress with senior faculty and workshop participants. Please submit your paper to Ola Henfridsson (ohenfridsson@miami.edu) by July 15, 2021. Acceptance (which is required for workshop attendance) will be notified shortly thereafter.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1657** | Submission: **17624** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 1:00PM - 2:30PMET (UTC-4)**

MED Junior Faculty and Doctoral Students Consortium: Pre-bookend Event
MED Consortium: Pre-bookend Event



Organizer: **Preeti Wadhwa**, *Cal Poly Pomona*
Organizer: **Robert Lee Bonner**, *San Francisco State U.*

This event is a part of the MED Junior Faculty and Doctoral Students Consortium. For more information, please view details for session 1660 (submission 17627).

To participate in the consortium, please do not forget to [click on this link](#) to complete a short form.

If you have any questions, please contact Preeti Wadhwa at pwadhwa@cpp.edu

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1658** | Submission: **17625** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Monday, Aug 2 2021 8:00PM - 9:30PMET (UTC-4)**

MED Junior Faculty and Doctoral Students Consortium: Post-bookend Event I



MED Consortium: Post-bookend Event I

Organizer: **Preeti Wadhwa**, *Cal Poly Pomona*

Organizer: **Robert Lee Bonner**, *San Francisco State U.*

This event is a part of the MED Junior Faculty and Doctoral Students Consortium. For more information, please view details for session 1660 (submission 17627).

To participate in the consortium, please do not forget to [click on this link](#) to complete a short form.

If you have any questions, please contact Preeti Wadhwa at pwadhwa@cpp.edu

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1659** | Submission: **17626** | Sponsor(s): **(MED)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 12:00PM - 1:30PMET (UTC-4)**

MED Junior Faculty and Doctoral Students Consortium: Post-bookend Event II
MED Consortium: Post-bookend Event II



Organizer: **Preeti Wadhwa**, *Cal Poly Pomona*
Organizer: **Robert Lee Bonner**, *San Francisco State U.*

This event is a part of the MED Junior Faculty and Doctoral Students Consortium. For more information, please view details for session 1660 (submission 17627).

To participate in the consortium, please do not forget to [click on this link](#) to complete a short form.

If you have any questions, please contact Preeti Wadhwa at pwadhwa@cpp.edu

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1660** | Submission: **17627** | Sponsor(s): **(MED)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

MED Junior Faculty and Doctoral Students Consortium
MED Consortium



Organizer: **Preeti Wadhwa**, *Cal Poly Pomona*
Organizer: **Robert Lee Bonner**, *San Francisco State U.*

The MED consortium aims to facilitate the professional development of junior faculty (five years or less since the first faculty position) and doctoral students who are aiming for a successful career as a management faculty. This consortium is open to all AOM attendees across all divisions. As a part of the consortium, participants would choose to attend THREE professional development workshops (PDWs) from a range of PDWs offered by MED at the AOM's annual meeting this year.

In addition to the PDW sessions, attendees will also participate in two bookend events. The goal of these bookend events is to provide participants with a platform to network with each other, create a community, and reflect on their learning and takeaways from the PDWs. The first bookend event will be offered on Friday, July 30. The second bookend event will be offered across two timeslots on Monday, August 2, and Tuesday August 3. See session 1657, 1658, and 1659 for more information on the bookends.

On successful completion, participants' will be awarded a certificate from MED-AOM. Please [click on this link](#) for more details.

To participate in the consortium, please [click on this link](#) to complete a short form.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1661** | Submission: **17628** | Sponsor(s): **(EXH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Tuesday, Aug 3 2021 10:30AM - 11:00AMET (UTC-4)**

Managing for Diversity *Managing for Diversity*

Speaker: **Erin Huner**, *Ivey Business School*
Speaker: **Nadine Degannes**, *Ivey Business School*

Please join Ivey Business School's Assistant Professor Managerial Accounting and Control & Sustainability; Nadine de Gannes and Ivey's Director, Culture and Inclusion; Erin Huner for a discussion about the case method and the future of it's role in building the inclusive classroom of the 21st century. The conversation will examine what it means to engage in diversity, how and why it is important to rebuild the system and the power of discomfort in learning.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1662** | Submission: **17629** | Sponsor(s): **(EXH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Thursday, Jul 29 2021 1:00PM - 1:30PMET (UTC-4)**

Case Discussion with Award-Winning Case Author, Rob Austin, Professor at Ivey Business School
Meeting with Award-Winning Case Author, Rob Austin

Speaker: **Robert Austin**, *Ivey Business School*
Host: **Matt Quin**, -

Join us for a conversation with Matt Quin, Director of Ivey Publishing and renowned case author, Rob Austin, from Ivey Business School and affiliated faculty at Harvard Medical School, as they discuss the case writing process for Rob's best-selling case of 2020-2021: Digital Transformation at GE: What Went Wrong? This best-seller examines the digital transformation that GE had been attempting since 2011 and the challenges faced throughout the transformation. The case addresses the reasons why established companies might attempt digital transformation, the outcomes firms aim to achieve through digital transformation, and the difficulties and risks inherent in such ambitious change programs.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1663** | Submission: **17630** | Sponsor(s): **(EXH)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Friday, Jul 30 2021 11:00AM- 11:30AMET (UTC-4)**

Teaching with Alternate Reality Courseware: Increased Impact, Engagement, and Outcomes *Teaching with Alternate Reality Courseware*

Speaker: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*

Prof. Ethan Mollick, cofounder of Wharton Interactive, will discuss Alternate Reality Courseware, and the way it can be used to improve the classroom experience for both instructors and students. In this highly interactive session, he will demonstrate how ARC systems work, how they can be quickly integrated into classes across a range of disciplines and will share preliminary data on outcomes and performance. Come see how Wharton's new initiative is integrating games, pedagogy, and classroom education.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1664** | Submission: **17631** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 12:30PM - 1:30PMET (UTC-4)**

FitBarre+Deep Stretch *FitBarre+Deep Stretch*

Presenter: **Robin Bray**, *Robin Bray's Fitness Barre*

Transform your body and balance your mind in this 60-minute full-body workout! With an emphasis on proper form and alignment, you'll target your muscles with focused, tiny movements that will leave you shaking! End with a mindful cool down and stretch incorporating elements of yoga, breathwork, and relaxation.

***PROPS FOR CLASS - Something stable to use as your "barre", heavy + light set of weights (substitute with anything you have around the house, i.e. water bottles), yoga mat, and towel.

KEY TO SYMBOLS



Teaching-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1665** | Submission: **17632** | Sponsor(s): **(AAA)**
Virtual session type: **Synchronous Live Open**
Scheduled: **Saturday, Jul 31 2021 12:30PM - 1:30PMET (UTC-4)**

Cardio FitBarre *Cardio FitBarre*

Presenter: **Sarah Ambrose**, *Robin Bray's Fitness Barre*

Feel the burn and break a sweat in this 45-minute fast-paced, full-body workout. You'll start by flowing through a variety of heart-pumping and dynamic cardiovascular exercises. Then, you'll hit the barre for some intense thighs+glutes strengthening and core conditioning. You'll leave feeling re-energized and ready to conquer the day! ***PROPS FOR CLASS - Something stable to use as your "barre", heavy + light set of weights (substitute with anything you have around the house, i.e. water bottles), yoga mat, and towel.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1666** | Submission: **17633** | Sponsor(s): **(AAA)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

FitBarre (Beginner) *FitBarre (Beginner)*

Presenter: **Sarah Ambrose**, *Robin Bray's Fitness Barre*
Participant: **Robin Bray**, *Robin Bray's Fitness Barre*
Participant: **Kenna Petrevski**, *Robin Bray's Fitness Barre*

Transform your body and balance your mind in this 45-minute full-body workout! With an emphasis on proper form and alignment, you'll target your muscles with focused, tiny movements that will leave you shaking!

KEY TO SYMBOLS



Teaching-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **1667** | Submission: **17634** | Sponsor(s): **(AAA)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

YogaFlow *YogaFlow*

Presenter: **John Nelson**, *Robin Bray's Fitness Barre*

This class incorporates yoga poses, breathwork, and relaxation to set you up for your day.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1668** | Submission: **17635** | Sponsor(s): **(AAA)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

HIIT30 *HIIT30*

Presenter: **Kenna Petrewski**, *Robin Bray's Fitness Barre*
Participant: **Sarah Ambrose**, *Robin Bray's Fitness Barre*
Participant: **John Nelson**, *Robin Bray's Fitness Barre*

Short on time? This fast-paced and dynamic High-Intensity Interval Training class is for you! You'll move through a series of mat-based "circuits" that include intense bursts of strength and cardio- challenging activity. Following the rounds of intervals, you'll do a final bum-out series, an ab finisher, and stretch.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1669** | Submission: **17636** | Sponsor(s): **(AAA)**
Virtual session type: **Asynchronous (On Demand; Not Live)**

Morning Mantra Meditation & Wake Up Call *Morning Mantra & Wake Up Call*

Presenter: **John Nelson**, *Robin Bray's Fitness Barre*

5-minutes to start every day of the Annual Meeting perfectly! What that looks like is up to you - relax and recite the perfect mindset mantra or stretch and energize with a wake-up call. Time to start the day!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1670** | Submission: **17638** | Sponsor(s): **(EXH)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 11:00AM - 11:30AMET (UTC-4)**

Structural Equation Modeling Using Stata *SEM Using Stata*

Speaker: **Chuck Hubber**, -

This talk will introduce the concepts and jargon of structural equation modeling (SEM), including path diagrams, endogenous and exogenous variables, and latent variables. We will then demonstrate how to fit models using Stata's sem and gsem commands and describe the similarities and differences between them.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1671** | Submission: **17639** | Sponsor(s): **(EXH)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Monday, Aug 2 2021 2:00PM - 2:30PMET (UTC-4)**

Publishing with Impact – how to make the most impact with your research *Publishing with Impact*

Participant: **Laura Simmonds**, *Wiley*
Speaker: **Brian Giblin**, *Wiley*

Find out more about publishing your research paper and the tips and tools to make the biggest impact. We will cover topics including Open Access publishing, Article Promotion, plus additional content that you can easily create to enhance your research impact.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Session Type: **Meeting**
Program Session: **1672** | Submission: **17640** | Sponsor(s): **(EXH)**
Virtual session type: **Synchronous Live Presenter**
Scheduled: **Saturday, Jul 31 2021 1:15PM - 1:45PMET (UTC-4)**

Meet the Adam Smith Business School: Networking with our faculty, job opportunities, and more
Meet the Adam Smith Business School

Organizer: **Stephan Von Delft**, *U. of Glasgow Adam Smith Business School*
Organizer: **John Finch**, *U. of Glasgow*

Meet the University of Glasgow Adam Smith Business School! In this session, led by Dean Prof John Finch, you will learn about working at our school and living in one of Scotland's most vibrant cities: Glasgow. You will also have the opportunity to connect to our faculty and we will share the latest developments from the Adam Smith Business School, including vacancies, with you. The session is open to all; we especially welcome early career researchers and PhD students in their final year. Looking forward seeing you!

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